

SUSTAINABILITY PLAN

FY2017–FY2021

07/19/2016



CITY OF
GRAND
RAPIDS



SUSTAINABILITY PLAN FY2017–FY2021

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INTRODUCTION

As reported in the City’s Climate Resiliency Report, the next 20 years are expected to result in significant changes to the Grand Rapids area, bringing with them a number of challenges and opportunities. The FY2017—FY2021 Sustainability Plan outlines the City of Grand Rapids’ evolving sustainability priorities, guiding principles, key objectives and strategies in an era of organizational and climatic transformation. The goals and targets outlined in the following pages are designed to prepare the City to respond to future challenges and opportunities in a sustainable and coordinated manner.

The new Sustainability Plan expands on the previous FY2011—FY2015 Sustainability Plan’s Triple Bottom Line (TBL) framework into a Quadruple Bottom Line (QBL) structure. It also draws from the City’s Transformation Investment Plan (TIP) and aligns with its Goals, Outcomes, and Themes. The Quadruple Bottom Line provides the overarching pillars of this plan: Economic, Social, Environmental, and Governance. The specific 10 themes of this plan are housed under one of the four QBL pillars and specific targets are categorized under separate goals and outcomes, directly connected to the City’s Transformation Investment Plan:

- ◆ Economic Opportunity
- ◆ Great Neighborhoods
- ◆ Social Equity
- ◆ Safe Community
- ◆ Resilient Systems
- ◆ Balanced Transportation
- ◆ Sustainable Assets
- ◆ Fiscal Resiliency
- ◆ Transparency and Accessibility
- ◆ Good Government

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ACCOUNTABILITY

Accountability is essential to making Grand Rapids more sustainable. Organizations, citizens, institutions and businesses acknowledge that the decisions they make have an impact on the overall resilience and sustainability of our community. As an agency, the City of Grand Rapids will incorporate Sustainability Plan strategies and actions into its ongoing work plans set by each department. It will be the responsibility of all staff members to embrace and contribute to the implementation of set sustainability targets. Furthermore, specific individuals have been assigned as *target champions* responsible for leading and achieving specific sustainability targets outlined in this plan. This approach calls for individual accountability and ownership for each target and its effectiveness.

In the years to come, the City will continue to focus on increased governance, operational efficiency, affordable housing opportunities, diversity and inclusiveness, decreased energy consumption, community outreach efforts, standardization of system processes, and working with organizations, companies, and citizens to further spur growth while preserving natural resources. The Sustainability Plan will hold the City staff accountable for specific targets. City staff will track the success of each target and create a public document that outlines both the plans and actions that address the QBL. Accountability for meeting the Sustainability Plan's objectives is based on peer-to-peer obligations as well as an annual review and assessment process. The Sustainability Plan Progress Report will be released to the public annually. The City alone, however, cannot implement all of the strategies outlined in this plan—and will strive for partnership with other organizations. The City of Grand Rapids is committed to leading by example and is open to partnering with interested parties to work on various elements of the Sustainability Plan in order to make the community more sustainable and resilient.

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THE FOUR PILLARS: QBL



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THE FOUR PILLARS: QBL

The QBL framework was adopted to build on the FY11-FY15 Sustainability Plan, which measured and reported progress on more than 200 targets housed under three themes: Economic Prosperity, Social Equity, and Environmental Quality. In the FY2017-2021 Sustainability Plan, the City has adopted an additional pillar: Governance. By adding Governance, the City seeks to reinforce the connection between the interdependent pillars of sustainability and to further governance in its operation.

ECONOMIC PROSPERITY

Sustainability is a key factor in driving economic growth. It requires that we improve what already exists in order to be more efficient, profitable, environmentally conscious, and socially aware of environmental justice issues. This stimulates the economy by creating jobs, updating and redeveloping neglected properties, and restoring the natural environment.

TARGET SPOTLIGHTS:

1. Create incentives for development of socially responsible B-Corporations by June 30, 2021.
2. Increase the diversity of neighborhood business districts by ensuring 20 new businesses are established annually.
3. Ensure that 80% of jobs created or retained with incentives will be permanent, full-time employment with benefits annually.
4. Increase private business investment by \$500 million between July 1, 2017 and June 30, 2021.



SOCIAL EQUITY

The City of Grand Rapids has a responsibility to address social justice issues such as homelessness, affordable housing, racial equity, access to excellent K-12 education, and the availability of fresh foods. Grand Rapids has seen grass roots action take place inside the city that has addressed these concerns. On a government level, the City has spurred initiatives through social targets to advance redevelopment, and promote City living, public safety and demographic desegregation.

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THE FOUR PILLARS: QBL

TARGET SPOTLIGHTS:

1. Increase the amount of housing for families in serious need (defined by those who make less than 40% of the median income and pay more than 40% of their income for rent).
2. Increase the diversity (age, gender, race, ethnicity, socio-economic, etc.) on City boards and commissions by June 30, 2021 to mirror census data.
3. Create two additional diversity festivals to recognize, celebrate, and promote the diversity in Grand Rapids by June 30, 2018.

ENVIRONMENTAL QUALITY

A primary environmental focus within Grand Rapids today is the restoration of the Grand River and its tributaries. Over the past 30 years, Grand Rapids has greatly reduced pollution in the Grand River and is working to rehabilitate the riparian system in order to promote natural buffers against flooding. This undertaking not only restores the ecosystem to a more natural state, it also saves the city and its citizens money by preventing flood damage. Plans to restore the Grand River will create greater access to recreational opportunities and, in general, contribute to the overall health and vitality of the community. Other environmental focuses will decreasing energy use and increasing renewable energy production.

TARGET SPOTLIGHTS:

1. Increase the Urban Tree Canopy to 40% by June 30, 2021.
2. Achieve 100% of energy use for City-owned buildings from renewable sources such as solar, wind, and geothermal by June 30, 2025.

GOVERNANCE

The fourth pillar of sustainability, Governance, approaches government activities through sustainable practice. Grand Rapids aims to be fiscally resilient, transparent and accessible. The City will strive to be more inclusive and intentional in its outreach to increase opportunities for marginalized communities.

TARGET SPOTLIGHTS:

1. Increase timeliness and effectiveness of response to customer request calls to 311 by June 30, 2021.
2. Ensure that 100% of sidewalk snow removal complaints will be abated within 72 hours of the non-compliance notice expiration annually.

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ECONOMIC PILLAR OF SUSTAINABILITY



OVERVIEW OF SUSTAINABLE ECONOMIC POLICY:

A sustainable economic system consists of diverse business sectors and a strong workforce that directly benefits the community. Grand Rapids promotes sustainable, resilient systems by creating strong opportunities for big businesses, nurturing small businesses, investing in infrastructure, and standardizing procedures. This decreases the overall costs associated with conducting business. The City is committed to increasing the racial diversity of business ownership to reflect city demographics. Grand Rapids will also work with economic development entities to promote diverse industries.

Transformation Investment Plan Goals:

- ◆ Ensure that Biotechnology, Health Services and Other Knowledge Based Industries are priorities for business investment.
- ◆ Create a Nurturing Environment for Businesses.
- ◆ Facilitate Job Creation.

TARGET SPOTLIGHTS:

1. Increase private business investment by \$500 million between July 1, 2017, and June 30, 2021 (\$100 million per year).
2. Ensure that SmartZone continues to cultivate innovation and entrepreneurship progress in bio-tech, health services, and other knowledge-based industries through contracts with Start Garden and other service providers by June 30, 2021.



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THEME 1: ECONOMIC OPPORTUNITY



GOAL 1:

Biotechnology, Health Services, and Other Knowledge-Based Industries are Priorities for Business Investment

OUTCOME 1.1:

Develop a culture of openness, acceptance and encouragement to the introduction of innovation in systems and technology.

TARGETS:

1. Ensure that SmartZone continues to cultivate innovation and entrepreneurship progress in bio-tech, health services, and other knowledge-based industries through contracts with Start Garden and other service providers by June 30, 2021.

OUTCOME 1.2:

Partner with colleges, universities and other regional organizations to ensure innovation-driven strategies that encourage the use of knowledge resources and investment in talent and infrastructure.

TARGETS:

1. Encourage institutions to expand curriculum within education programs that anticipate the workforce needs, including biotechnology, health services, and other sectors by June 30, 2021.
2. Increase the membership of the Community Sustainability Partnership by 10% over FY15 results by June 30, 2021.





THEME 1: ECONOMIC OPPORTUNITY

GOAL 2:

Create a Nurturing Environment for Businesses

OUTCOME 2.1:

Adopt innovative, entrepreneur-focused economic development strategies that leverage the resources of the City, and Entrepreneurial Support Organizations (ESO) to provide access to necessary information, infrastructure and the resources required to maintain the economic vitality of the City as a whole.

TARGETS:

1. Increase the number of new businesses located in Grand Rapids by 35 by June 30, 2021.
2. Increase collaboration with Entrepreneurial Support Organization partners by referring at least 25 businesses and providing subsequent assistance annually.
3. Support \$500 million in private investment by June 30, 2021 (\$100 million per year).
4. Increase the diversity of business types in the downtown area by 10% by June 30, 2021.

GOAL 3:

Facilitate Job Creation

OUTCOME 3.1:

Facilitate sustainable business development to support job creation using tax incentives, Brownfield Redevelopment grants, site location assistance, Corridor Improvement Districts, special tax zones, B-corp incentives, bonding authority, public infrastructure improvement and more.

TARGETS:

1. Ensure that 80% of jobs created or retained with incentives will be permanent, full-time employment with benefits annually.
2. At least 22 projects will utilize incentives designed to assist with projects that redevelop or reuse blighted, contaminated, functionally obsolete, and vacant properties by June 30, 2021.
3. Increase the number of Micro Local Business Enterprise (Micro-LBE) contained in the City directory by 25% over FY15 results by June 30, 2021.
4. Assist with projects that create or retain at least 4,500 jobs by June 30, 2021.
5. Partner with Local First to implement a campaign to ensure at least 50% of businesses take a Quick Impact Assessment (QIA) by June 30, 2021.
6. Create incentives for development of socially responsible B-Corporations by June 30, 2021.

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SOCIAL PILLAR OF SUSTAINABILITY



OVERVIEW OF SUSTAINABLE SOCIAL SYSTEMS:

A sustainable social and cultural system consists of diverse group of citizens who have access to numerous opportunities to improve their quality of life. Grand Rapids promotes a sustainable social system by nurturing communities, promoting a strong philanthropic network, addressing environmental justice, and attending to community members' needs in a timely manner. The City will strive to increase employment opportunities for residents experiencing income disparity, and support small businesses in order to assist with providing services.

Transformation Investment Plan Goals:

- ◆ Promote quality design in construction.
- ◆ Vital Neighborhood Infrastructure.
- ◆ Vibrant neighborhood business districts.
- ◆ Diverse housing opportunities and choices.
- ◆ Increase neighborhood engagement.
- ◆ A diverse and Culturally Competent Workforce.
- ◆ Accessible, Inclusive, and Equitable Service Delivery and Amenities.
- ◆ Anticipate and respond to demographic changes in the community.
- ◆ Diverse supplier and contracting services.
- ◆ Safety Operations and programs.
- ◆ Sustainable outcome—based and community-focused public safety services.



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THEME 2: GREAT NEIGHBORHOODS

GOAL 1:

Promote Quality Design and Construction

OUTCOME 1.1:

Promote quality design and construction to encourage efficient land use, green building design, and alternatives to automobile dependency.

TARGETS:

1. Reevaluate economic development incentives to promote quality design and construction, green buildings, and to promote use of transit by June 30, 2021.
2. Decrease or repurpose the number of vacant lots or brownfields by 10 to 20% while increasing the number of completed lots that preserve historic buildings by 30% by June 30, 2021.
3. Provide scenic transitions to the edges of downtown to complement the physical form, features and landmarks of the areas surrounding downtown by June 30, 2021.

GOAL 2:

Vital Neighborhood Infrastructure

OUTCOME 2.1:

Promote quality neighborhood infrastructure (housing and property conditions, city streets and sidewalks, availability of parking, existence of trees and green space, and access to parks and recreation amenities) as an important element of any neighborhood.

TARGETS:

1. At least 90% of rental dwellings will be certified to meet housing code standards by June 30, 2021.
2. At least 80% of housing code violation complaints will be closed, abated or in enforcement within 60 days of the initial complaint.
3. Adopt a policy to promote redevelopment of vacant property for urban agriculture and affordable housing.
4. At least 98% of unsecured vacant building complaints will be closed, abated or in enforcement within 30 days of the initial complaint.
5. Increase the number of ADA compliant curb ramps by more than 160 annually by June 30, 2021.

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THEME 2: GREAT NEIGHBORHOODS



GOAL 3:

Vibrant Neighborhood Business Districts

OUTCOME 3.1:

Facilitate multimodal development and business diversity to increase the resiliency and accessibility of neighborhood districts.

TARGETS:

1. Increase the diversity of neighborhood business districts by ensuring 20 new businesses are established in neighborhood business districts annually by minority populations by June 30, 2021.
2. Increase vehicle, transit and bicycle parking options by June 30, 2021.

GOAL 4:

Diverse Housing Opportunities and Choices

OUTCOME 4.1:

Create and preserve affordable housing.

TARGETS:

1. Increase access to affordable housing by 650 households annually.
2. Increase the number of affordable housing units by 350 by June 30, 2021.
3. Rehabilitate or repair at least 400 homeowner units annually to maintain safety, livability, and/or affordability.
4. Increase the number of mixed-income housing developments by an additional 70 units by June 30, 2021.

GOAL 5:

Neighborhood Engagement

OUTCOME 5.1:

Establish partnerships that provide leadership development and community engagement activities to empower residents to solve problems, help one another, and improve the neighborhood.

TARGETS:

1. At least 50% of nuisance complaints referred to Community-Based Code Enforcement Program on an annual basis will be resolved by a neighborhood association.
2. At least 60% of nuisance complaints referred to the Community-Based Code Enforcement Program are resolved annually.
3. Increase availability of information through website, media, and social media regarding access to City services and neighborhood information annually.

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THEME 3: SOCIAL EQUITY



GOAL 1:

A Diverse and Culturally Competent Workforce

OUTCOME 1.1:

Achieve and maintain a workforce reflecting our community and create a work environment to support all employees.

TARGETS:

1. Increase the diversity (age, gender, race, ethnicity, socio-economic status, etc.) on City boards and commissions by June 30, 2017 to mirror census data.
2. Ensure 100% compliance for required employee training and certifications annually.
3. Offer on-going and advanced education opportunities that provide increased understanding of the complexities of a technologically advancing, multi-faceted and diverse workforce.

GOAL 2:

Accessible, Inclusive, and Equitable Service Delivery and Amenities

OUTCOME 2.1:

Ensure that City services are accessible and inclusive.

TARGETS:

1. Ensure that all 311 agents and departmental work counters are trained in utilizing the “Language Line” for communications with non-English speaking residents annually.
2. Identify and inventory staff and resources internally as well as externally to communicate effectively with members of the public who have hearing and vision impairments. Produce a toolkit for staff to use when working with members of the public who have hearing and vision impairments.

GOAL 3:

Anticipate and Respond to Demographic Changes in the Community

OUTCOME 3.1:

Promote, recognize and celebrate our changing communities.

TARGETS:

1. Develop diversity training programs to foster education, understanding, and tolerance of the changing community.

GOAL 4:

Diverse Supplier and Contracting Services

OUTCOME 4.1:

Promote equal opportunity in supplier and contracting services.

TARGETS:

1. Improve access, education, and awareness of the City’s Supplier Diversity Program, and procurement and contracting process to improve requisition outcomes.

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THEME 4: SAFE COMMUNITY



GOAL 1:

Neighborhood Partnership and Collaboration

OUTCOME 1.1:

Collaborate with cross-sector groups to promote safety and reduce the occurrence of crime.

TARGETS:

1. At least 1,900 neighborhood residents and stakeholders will be trained on public safety issues annually.
2. Reduce the number of Part 1 offenses below 8,000 annually.
3. Reduce the number of Part 2 offenses below 5,500 annually.
4. Reduce the number of institutionalized racism and structured violence reports by June 30, 2021.

GOAL 2:

Safety Operations and Programs

OUTCOME 2.1:

Implement cost-effective, data-driven programs designed for high-risk groups and environments that promote safety, prepare for emergencies, and install and maintain city equipment and systems that ensure a safe environment for citizens.

TARGETS:

1. All City employees involved in the National Incident Management System will maintain 100% of the training requirements to ensure adequate preparedness by June 30, 2021.
2. Remove graffiti in the city within three business days of GRPD notification 100% of the time.
3. Establish and maintain a website to assist neighborhood and business associations with emergency preparedness and Market to 100% of associations by June 30, 2021.
4. Support community infrastructure to achieve appropriate levels of preparedness by continuing to develop community wide automated alerts and warning systems, and train citizens in developing disaster preparedness plans of their own by June 30, 2018.

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THEME 4: SAFE COMMUNITY

GOAL 3:

Sustainable, Outcome-based and Community-focused Public Safety Services

OUTCOME 3.1:

Maintain base fire outcomes within financial targets.

TARGETS:

1. Maintain a 96% property fire save rate within the City and each neighborhood by June 30, 2021.
2. Increase the number of homes participating in the residential safety program by conducting at least 1,500 home safety assessments annually.
3. Ensure proper distribution of fire companies to achieve a first unit total response time of 6 minutes and 20 seconds 90% of the time.
4. Ensure sufficient concentration of fire companies to achieve an effective response force of 19 firefighters on 90 % of moderate-risk structure fires within 10 minutes and 20 seconds total response time.



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ENVIRONMENTAL



OVERVIEW OF ENVIRONMENTAL SUSTAINABILITY:

Environmental sustainability is a way to focus on reducing the impact of climate change. Grand Rapids is committed to relying on 100% renewable energy by 2025. Today, the City is currently operating on roughly 30% renewable energy sources. Preserving and growing our urban tree canopy are priorities and an important way Grand Rapids is addressing environmental sustainability. By mitigating the heat island effect caused by urban development, we can keep the temperature inside the city lower. This helps to reduce carbon emissions and increase oxygen production. Conserving the canopy, while providing habitat for small animals also works to maintain the overall aesthetic appeal of the City of Grand Rapids. As the signatory to the Compact of Mayors, Grand Rapids is committed to reducing Green House Gas (GHG) emissions and creating and implementing climate resilience efforts through its Sustainability Plan.

Transformation Investment Plan Goals:

- ◆ Reduction of Energy Footprint and greenhouse gas (GHG) emissions.
- ◆ Expansion of re-use and recycling opportunities.
- ◆ Protection and enhancement of natural systems.
- ◆ Low impact development (LID).
- ◆ Alternate modes of transportation and increased mobility.
- ◆ Promotion of parking alternatives.
- ◆ Sustainable asset management.
- ◆ Vital streets and sidewalks.
- ◆ Parks, Pools, and playgrounds.



THEME 5: RESILIENT SYSTEMS

GOAL 1:

Reduction of Energy Footprint

OUTCOME 1.1:

Implement initiatives to counteract the effects of GHG emissions to provide a cleaner and greener community and a higher quality of life.

TARGETS:

1. Reduce the City’s greenhouse gas (GHG) emissions to 25 percent below 2009 levels by 2021.
2. Achieve 100% of energy use from renewable sources such as wind, solar, biogas, and geothermal by June 30, 2025.
3. Double water reuse and recovery by June 30, 2021 (from 360,000 gallons/day to 720,000 gallons/day).
4. Ensure that - consistent with Grand Rapids’ commitment to sustainability - the production, conversion and renovation of committed affordable housing is on target with goals to reduce GHG emissions in the City.

GOAL 2:

Strengthen Climate Protection and Resiliency

OUTCOME 2.1:

Integrate operations and preparedness measures into City plans to respond to climate change related threats and disasters.

TARGETS:

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 by June 30, 2021.
2. Expand opportunities for students to learn about and take action on climate change by hiring four sustainability interns annually.
3. Implement 100% onsite stormwater management to all new City infrastructure plans by June 30, 2025.

GOAL 3:

Expansion of Reuse and Recycling Opportunities

OUTCOME 3.1:

Expand reuse and recycling opportunities, as well as composting of yard waste to decrease the amount of waste sent to landfills

TARGETS:

1. Reduce the amount of landfill contributions by 10% within five years.
2. Implement a recycling campaign for all City departments and survey employees about recycling trends by June 30, 2021.

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THEME 5: RESILIENT SYSTEMS



GOAL 4:

Protection and Enhancement of Natural Systems

OUTCOME 4.1:

Integrate protection and restoration of natural systems into City plans as they provide ecological “services” (including flood control and storm water management).

TARGETS:

1. Increase tree canopy coverage in neighborhoods below 40% tree coverage by 3 to 4% per neighborhood by June 30, 2021.
2. Build partnerships for increasing tree canopy on the low urban tree canopy and high planting potential parcels by June 30, 2021.
3. Ensure that at least 25 tree species are planted throughout the City by the Forestry Division annually by June 30, 2021.
4. Ensure enforcement of the newly adopted Redevelopment Tree Ordinance by June 30, 2017.
5. Develop parkland and open space connections along the Grand River, including the development of a river trail.
6. Prioritize new green space creation within neighborhoods with depleted green space.
7. Restore the rapids in the river in downtown Grand Rapids by June 30, 2021.

OUTCOME 4.2:

Integrate quality design, high-intensity mixed-use, efficient land use, greening of the cityscape, and alternatives to automobile dependence into City plans and ordinances.

TARGETS:

1. Create a riverfront plan for open space and recreation that complements the river restoration and promotes increasing the amount of land available for recreation purposes along the Grand River by June 30, 2021.

GOAL 5:

Low Impact Development

OUTCOME 5.1:

Integrate LID (green infrastructure) into City plans to manage storm water as close to its source as possible for land development.

TARGETS:

1. Low impact development (LID) treats 100% of storm water in new facilities.
2. Integrate green infrastructure in retrofits. While tree planting space may be limited in the City Center, preserve existing canopy and strive for a no net loss approach.

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THEME 6: BALANCED TRANSPORTATION



GOAL 1:

Increase Mobility and Promote Use of Alternate Modes of Transportation

OUTCOME 1.1:

Focus on moving people, not just vehicles. Additionally, encourage the design and implementation of transportation facilities to reflect the range of transportation choices and facilitate transition between transportation modes.

TARGETS:

1. Increase miles of on-street bike lanes to 130 miles by June 30, 2021.
2. Increase the number of non-motorized trails to 19 miles by June 30, 2021.
3. Increase the number of Grand Rapids households within a quarter-mile of a least one mode of public transportation to 100% by June 30, 2021.

GOAL 2:

Provide Parking Alternatives

OUTCOME 2.1:

Facilitate a balanced transportation system that reflects a balanced approach to parking management, including off-street parking locations and design, on-street parking availability, and pricing for both on-street and off-street options, including the ability to reduce downtown congestion and provide alternative pricing options

TARGETS:

1. Increase awareness of the availability of accessible, safe, affordable parking options in the downtown area annually.
2. Evaluate commuter parking for Laker and Silverline BRT routes by June 30, 2017.



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THEME 7: SUSTAINABLE ASSETS



GOAL 1:

Maintain Sustainable Asset Management

OUTCOME 1.1:

Apply integrated, lifecycle investment approach to maintenance of infrastructure assets to maximize benefits, manage risk and provide satisfactory levels of service to the public in a sustainable and environmentally responsible manner, including prioritization of needs to ensure best value is achieved.

TARGETS:

1. Adopt a Citywide Asset Management Policy by December 31, 2016.
2. Implement an Asset Management Governance Model by June 30, 2017.
3. Establish Levels of Service and Key Performance Indicators consistent with asset management plans and the City performance indicators by June 30, 2017.
4. Deliver an Asset Management Program consisting of a maturity assessment, gap analysis, road map, future state, and implementation plan for each department by December 31, 2017.
5. Develop and integrate Asset Management Communications, Education, and Change Management by December 31, 2017.
6. Develop a Strategic Asset Management Plan for the organization by June 30, 2018.
7. Complete and integrate asset management plans for city assets using current technology and various city master plans by June 30, 2018.
8. Develop a comprehensive five-year Capital Improvement Plan primarily based on asset management principles by June 30, 2020.
9. Develop a straight line of sight between asset management plans and the City's AGI360 Financial Management tool, including asset value depreciation, Capital Improvement Plan prioritization, and financial strategies, by June 30, 2022.

GOAL 2:

Implement Vital Streets and Sidewalks

OUTCOME 2.1:

Ensure City streets and rights-of-way are accessible, attractive and safe, serving all people of our community, contributing to the livability of our neighborhoods and business districts, and increasing economic opportunity to residents via businesses and new development.

TARGETS:

1. Develop an additional five miles of new sidewalks by June 30, 2021.
2. Increase placement of porous pavement in streets, alleys, sidewalks, and parking lots to allow storm water infiltration and reduce runoff by 5% by June 30, 2021.

GOAL 3:

Maintain Parks, Pools, and Playgrounds

OUTCOME 3.1:

Effectively manage and maintain City-owned parks, pools and playgrounds.

TARGETS:

1. Make minor and safety sensitive repairs to Parks equipment and facilities within an average of 1.5 business days annually.
2. Develop a web-based neighborhood engagement tool that defines park needs that neighborhood volunteers can act on by June 30, 2021.
3. Expand public recycling sites to 25% of all city parks and gardens by June 30, 2021.

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GOVERNANCE



OVERVIEW OF GOVERNANCE

Based on previous experience in the field of sustainability, the City has created a fourth pillar of sustainability that approaches government activities through a sustainable governance lens. By this, Grand Rapids aims to be fiscally resilient, transparent and accessible, and provide an overall quality government. City will strive to be more inclusive and intentional in its outreach to increase opportunities for marginalized communities.

Transformation Investment Plan Goals:

- ◆ Provide value to citizens at lowest reasonable cost.
- ◆ Policies and tools for effective and efficient management.
- ◆ Engaged and informed community.
- ◆ Open and inclusive government.
- ◆ Effective and efficient service industry.
- ◆ Sustainable city workforce.

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THEME 8: FISCALLY RESILIENT



GOAL 1:

Provide Value to Citizens at Lowest Reasonable Cost

OUTCOME 1.1:

Strengthen financial management processes, reporting, analysis, transparency, and control.

TARGETS:

1. Meet capital and operating metrics in the Water and Sewer Operating Funds while maintaining a stable rate environment for customers annually.
2. Increase cost avoidance due to energy inefficiency by an additional 3% over FY15 results in City facilities by June 30, 2021.
3. Maintain cost savings achieved through strategic partnerships and joint service agreements of \$2 million annually.
4. Reduce the cost of inventory tracked in Water and Traffic Safety to below \$2,500,000 through transformation of stockroom operations by June 30, 2021.
5. Create method for transparency of asset management performance by December 31, 2019.

GOAL 2:

Establish Policies and Tools for Effective and Efficient Management

OUTCOME 2.1:

Establish and communicate a comprehensive set of financial policies that shape and provide the framework for making decisions.

TARGETS:

1. Maintain general obligation bond credit rating and revenue bond credit ratings at AA with a stable outlook annually.
2. Maintain annual debt service coverage ratio of a minimum 1.2 in Enterprise Funds.
3. Maintain unassigned GOF fund balance of at least 15% annually and a 10% fund balance in the Budget Stabilization Fund annually .

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THEME 9: TRANSPARENT AND ACCESSIBLE

GOAL 1:

Sustain an Engaged and Informed Community

OUTCOME 1.1:

Communicate decision-making process outcomes in a clear and understandable manner. Increase information available on City projects and opportunities for citizen input on City activities and communicate with the community and media regularly through press releases and social media.

TARGETS:

1. Ensure that more than 45 hours per week of Government Access Cable Channel is diverse and additional language programming is available by June 30, 2021.
2. Increase the engagement of citizens in the City's diversity initiatives by June 30, 2021.

GOAL 2:

Create an Open and Inclusive Government

OUTCOME 2.1:

Ensure City services are easily accessible to a diverse customer base through proven best practices and coordination across all service channels.

TARGETS:

1. Increase timeliness and effectiveness of response to customer request calls to 311 by June 30, 2021.
2. Increase the use of online permitting by an additional 25% over FY15 results by June 30, 2021.
3. Operationalize racial equity throughout the City government per a Racial Equity Here (REH) plan by June 30, 2019.



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THEME 10: GOOD GOVERNMENT



GOAL 1:

Provide Effective and Efficient Service Delivery

OUTCOME 1.1:

Implement decisions and follow processes that make the best use of resources to serve the needs of the entire community while balancing competing interests.

TARGETS:

1. Increase Income Tax receipts by an additional 5% over FY15 results by June 30, 2021.
2. Increase inspector time in the field by at least 10% by June 30, 2021.
3. Increase the use of online permitting by an additional 25% over FY15 results by June 30, 2021.
4. Respond to 100% of citizen street maintenance service requests, excluding potholes, Capital Improvement Projects, and rehabilitation of infrastructure, within 72 hours annually.
5. Respond to 100% of street lighting outages within 72 hours of being reported annually.
6. Maintain 100% IT network security annually.
7. Repair emergency water main breaks and restore service within five hours at least 90% of the time by June 30, 2021.
8. Ensure that 100% of sidewalk snow removal complaints will be abated within 72 hours of the non-compliance notice expiration annually.
9. Increase the City's overall Fire Code inspection completion rate to 90% by June 30, 2021.
10. Increase the conversion of 311 phone/walk-in service to digital (self-serve) by an additional 25% by June 30, 2021 (311, Treasurer, IT).
11. Decrease the number of walk-in customers by 20% by transitioning pay customers to the automated payment system. (311, Treasurer, IT).



SUSTAINABILITY PLAN FY2017–FY2021

THEME 10: GOOD GOVERNMENT



GOAL 2:

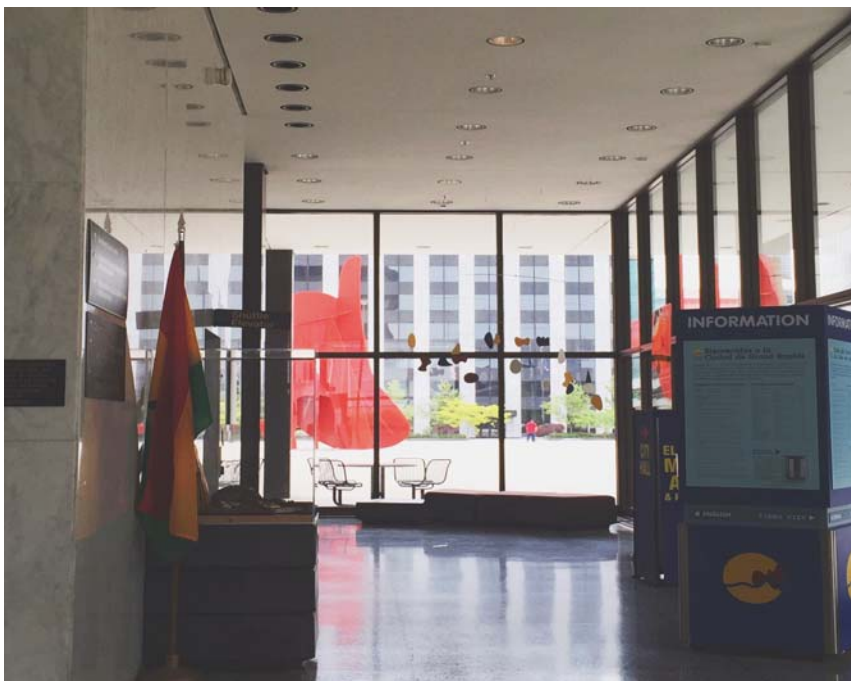
Maintain a Sustainable City Workforce

OUTCOME 2.1:

Develop systems and processes to track, retain, evaluate, and reward the workforce of the future.

TARGETS:

1. Create at least 500 jobs for youth between the ages of 16 to 24 by June 30, 2021.
2. Provide at least 10 internships annually to Grand Rapids Public High School youth.
3. Increase the number of students mentored by City employees by 5% annually.
4. Decrease the time from application to hire to six weeks by June 30, 2021.



SUSTAINABILITY PLAN FY2017–FY2021

CLOSING REMARKS



The City of Grand Rapids’ Sustainability Plan is a multifaceted and long-term document focusing on the future outcomes that may result from today’s decisions. It will provide guidance for city leaders and organizers who are addressing issues that are, either directly or indirectly, related to climate resilience, preparedness, adaptation, and mitigation.

ACKNOWLEDGEMENTS

This document is prepared by the Office of Energy and Sustainability with contributions and support from other City staff and elected officials.

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