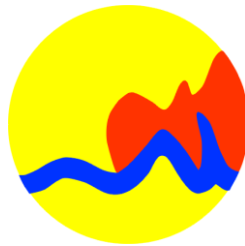




## CITY OF GRAND RAPIDS



FY 2011 through FY 2015  
(7/1/2010 – 6/30/2015)

## SUSTAINABILITY PLAN

*As Amended April, 2013*

*Managing the Economic, Social, and Environmental  
Resources of the City through a Framework  
of Sustainability Outcomes and Targets*

# Introduction to the FY2011-FY 2015 Sustainability Plan

The City of Grand Rapids subscribes to the methods of Plan-Do-Check-Act in order to ensure that we are achieving the desired results, while remaining flexible and sensitive to the influences of a constantly changing environment.

## PLAN

The Sustainability Plan FY 2011-2015 is a multi-year, adaptable document that is driven and influenced by other plans and strategies that may be developed throughout the duration of the Plan. Each department used the Sustainability Plan as they plan their activities and justify their budget proposals.

## DO

Departments then carry out the activities necessary to collectively accomplish the desired targets and outcomes by the stated deadlines.

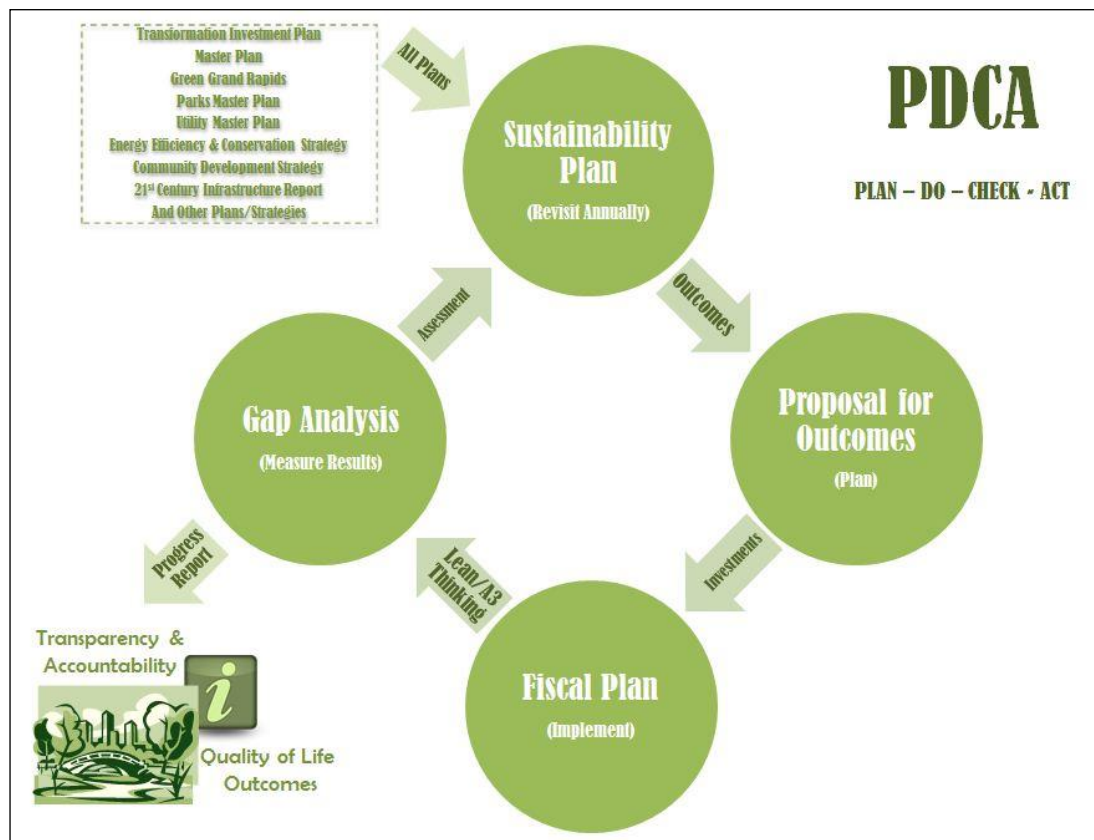
## CHECK

Results are assessed by reviewing quarterly reports submitted by departmental “Target Champions” on our public *City Scorecard* to ensure that we are making progress on meeting the desired targets and outcomes. A gap analysis is used to demonstrate which targets have been met, which are progressing well toward reaching the target, and which are not yet making progress. Annual results and final, five-year results will be compiled and reported to the City Commission and the public.

## ACT

Based on the data collected in the annual gap analysis, informed decisions can be made on amending the Sustainability Plan which also feeds into our budget planning and activities each year.

**Figure 1: Grand Rapids' PDCA Cycle**



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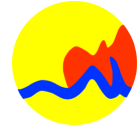
## Who We Are

Like the river it's named for, the city of Grand Rapids is a vibrant, exciting, and diverse place representing the second largest city in Michigan. Located in west central Michigan, roughly 30 miles east of Lake Michigan and nearly equidistant from Chicago and Detroit, Grand Rapids comprises approximately 45 square miles. The Grand River, a major state waterway, runs through the city's center. The city's population is 188,040, with a metropolitan area of over 1,321,557, per the 2000 census. Grand Rapids is the county seat of Kent County, which boasts a population of over 600,000, covering 856 square miles.

Two nonpartisan City Commissioners are elected from each of the city's three wards, while the Mayor is elected at large by a majority of all voters. The Comptroller is also elected at large as well as a seven-member Library Board. The City Manager is hired by the City Commission to serve as the city's chief executive officer responsible for overall City service delivery and administration and execution of policies and programs set by the City Commission.

Grand Rapids has a strong history of leadership, creativity, and entrepreneurship. In 1881, the country's first hydro-electric plant came to life on the City's west side. Grand Rapids led the nation in 1945 when it became the first city in the United States to add fluoride to its drinking water. Grand Rapids lays claim to the first scheduled air service, and the first publicly-funded art installation, *La Grande Vitesse* by Alexander Calder, known locally as *The Calder*. Today, we are known for having the highest per capita number of LEED-certified buildings in the United States; being the first city in the United States recognized by the United Nations as a Regional Centre of Expertise for Education on Sustainable Development; and hosting the world's largest art competition known as ArtPrize.

The Grand Rapids City logo was designed by Joseph Kinnebrew, a Grand Rapids native. It was officially adopted in March of 1982. The three-color logo incorporates the sun in yellow, the Calder stabile in red, and the Grand River in blue. The logo is used to provide a uniform symbol of the City of Grand Rapids, and enables the public to recognize City services and programs.



## Our Guiding Principles

We believe in the people of Grand Rapids. We believe that citizens are entitled to information, have the duty to be involved, and have the right to critique government performance. We believe it is the responsibility of City government to respond to its citizens.

We believe municipal services are to be delivered with respect and courtesy, in an efficient, equitable, and timely manner. We believe the City of Grand Rapids has a responsibility to manage its limited financial resources with great care.

We believe the economic health of the metropolitan region is directly dependent on the economic health and vitality of the core city. We believe all municipalities within the region have a shared responsibility for the development and success of our metropolitan area.

We believe a sustainable community development strategy will assist us in “meeting the needs of the present without compromising the ability of future generations to meet their own needs” \*

We believe the City of Grand Rapids has a responsibility to act as a steward of the environment.

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\* Our Common Future: The Report of the Brandtland Commission, World Commission on Environment and Development, UN General Assembly, 1989.

# What We Value

In planning for its future, the City recognizes that a number of organizational and community values influence our priorities and actions. These values are strongly held beliefs or ways of doing things and permeate everything we do. These values are an outgrowth of what we believe is the right thing to do, not stand alone activities.

We value:

**Accessible Government and Public Engagement** - We encourage citizens to be involved and engaged in local government and community activities and to help make the decisions with which they must live. Information about City services and processes is widely available, and decision making is done in open session with ample opportunity for public input.

**Accountability** - We focus on the results we desire and direct our energies appropriately. We measure our progress toward meeting our outcomes, make that information available to the public, and welcome critiques of our performance.

**Children and Families** - We recognize the value of our citizens and their families and children. We strive to provide support and assistance for an advanced lifestyle and improved quality of life. We are committed to the safety and welfare of the family unit including attainment of quality education.

**Collaborations and Partnerships** - We understand the City cannot be successful on its own and must work with others to achieve our mutual goals, and leverage community assets and resources. Such collaborations and partnerships are especially important in community decision making to address economic development opportunities, regional issues, and shared public services.

**Diversity and Inclusion** - We know the differences in cultures and experiences of all of our citizens make us a strong and enriched community. All citizens matter and deserve to be treated with dignity and respect, have access to services, and have opportunities to succeed. We will practice fairness, listening with an open mind, and mutual understanding.

**Integrity and Honesty** - We are committed to actions that are beyond reproach, reflect moral ethics, accomplish consistency and steadfastness of purpose, and establish trustful working relationships. We are diligent in the performance of our jobs, open to new ideas, and seek full understanding of the truth.

**Organizational Excellence** - We make every effort to be the best at what we do by reaching our objectives in an efficient and effective manner. We manage our limited financial resources with great care and continuously upgrade our internal systems and employ efficiency concepts. We are innovative, empowered to take risks to provide the most effective services possible, and strive for excellence through newly acquired skills and sharing of knowledge

**Quality Customer Service** - We are committed to providing assistance and quality services to our citizens and employees. We try to anticipate problems, seek to find solutions, and follow-through on our commitments in a courteous, respectful, and timely manner.

**Sustainability** - We are committed to the principles of sustainability, where the interdependency of the natural environment, economic system and social structure of the City are recognized. This "triple bottom line" thinking is fundamental to all City policy and program decisions.

# What We Will Do

The City of Grand Rapids is responsible for a variety of functions, including an extensive range of core services such as police and fire protection, water and sewer services, street construction and maintenance, and tax collection. The City will continue to provide these services while doing our part to promote economic prosperity, ensure social equity, and protect the integrity of the natural environment for all citizens. To the best of our ability, we will function as a sustainable organization and community. We will be successful in this “Triple Bottom Line” approach using City leadership, partnerships with others, and the commitment of our citizens to accomplish the following outcomes:

## **ECO - ECONOMIC**

1. A STRONG ECONOMY
  - 1.1 Increase business investment.
  - 1.2 Create a nurturing environment for small and mid-sized companies.
2. DIVERSE SUPPLIER BASE
  - 2.1 Increase supplier diversity.
  - 2.2 Ensure fair, equal and open procurement, management, and financial processes.
3. EMPLOYMENT AND WORKFORCE TRAINING
  - 3.1 Increase employment opportunities.
  - 3.2 Increase employee skills and performance in delivering City services.
  - 3.3 Increase career readiness of youth.
4. FINANCIAL MANAGEMENT / SUSTAINABILITY
  - 4.1 Improve the long-term fiscal sustainability of the City.
  - 4.2 Optimize and maintain expenditure and operational efficiencies.
  - 4.3 Adopt sustainable purchasing practices.
5. ENHANCED CUSTOMER SERVICE (internal and external)
  - 5.1 Improve the efficiency and effectiveness of City operations.
  - 5.2 Improve customer satisfaction with City service delivery.
  - 5.3 Maximize the usable life and/or improve the quality of City property.
  - 5.4 Establish and maintain regional partnerships and cooperative relationships.
6. VITAL BUSINESS DISTRICTS
  - 6.1 Ensure downtown Grand Rapids remains a lively, diverse, and healthy regional center.
  - 6.2 Increase the vitality of neighborhood business districts.
  - 6.3 Capitalize on the Grand River area for economic development and people-oriented activities.

## **SOC - SOCIAL**

1. GREAT NEIGHBORHOODS
  - 1.1 Increase housing choices for all residents and decrease homelessness.
  - 1.2 Ensure compliance with City ordinances and building, housing, and nuisance codes.
  - 1.3 Ensure diversity, inclusion and nondiscrimination.
2. STRONG EDUCATION, ARTS & COMMUNITY
  - 2.1 Increase education attainment.
  - 2.2 Increase volunteerism.
  - 2.3 Increase access to arts and entertainment opportunities.
3. CIVIC ENGAGEMENT
  - 3.1 Increase access to and opportunities for civic engagement and community based leadership.
4. HEALTHY LIFESTYLES AND HEALTHY ENVIRONMENTS
  - 4.1 Improve access to local food sources.
  - 4.2 Increase and maintain human health and wellness.
  - 4.3 Increase availability of recreational programs/facilities.
5. PUBLIC SAFETY

- 5.1 Reduce the occurrence of crime.
- 5.2 Reduce the loss of life and property from fire and emergency medical calls.
- 5.3 Ensure capacity for responding to emergencies and disasters.
- 5.4 Increase crime prevention, neighborhood public safety, and neighborhood-based leadership or involvement.

**ENV - ENVIRONMENTAL**

- 1. ENERGY AND CLIMATE PROTECTION
  - 1.1 Reduce greenhouse gas emissions (carbon footprint) and impact on climate change.
  - 1.2 Reduce energy demand and fossil fuel consumption.
- 2. ENVIRONMENTAL QUALITY AND NATURAL SYSTEMS
  - 2.1 Maintain an adequate and safe water supply.
  - 2.2 Improve the quality of the Grand River and its tributaries.
  - 2.3 Protect and maintain healthy ecosystems and habitat.
  - 2.4 Reuse and recycle; and reduce waste sent to landfills.
- 3. LAND USE AND DEVELOPMENT
  - 3.1 Ensure that sound land uses enhance the natural environment.
  - 3.2 Ensure quality design and construction of the built environment in accordance with the City's Master Plan and Zoning Ordinance.
  - 3.3 Ensure access to parks and open spaces for all citizens.

# Economic



Grand River Walkway

## Overview of the Issues

We know that a strong economy, vibrant downtown, attractive business districts, and healthy neighborhoods are the foundation of a great city. We understand that a high quality of life attracts both people and business to our city and is the strongest economic development tool we possess. We also recognize that high education attainment and industries, such as health care and education, are proven economic engines for our community. Indeed, such jobs accounted for 60% of job growth in the U.S. from 2001 – 2007 and pay nearly \$59,000 a year compared to \$33,000 a year for other industries.

In recent years, Michigan has experienced difficult economic times. While Grand Rapids has suffered from these trends in many ways, it has also been successful in other respects. Clearly, the City must continue to build on its successes by encouraging business investment, diversifying its economic base, and expanding employment opportunities. For example, the Grand River remains a largely untapped source for economic development. Although the City originally came into existence because of its location on the river, much can still be done to redevelop underutilized buildings along the riverfront and provide places for residents and visitors to enjoy the natural environment.

## The Grand Rapids Response

We have many tools to build a strong economy: tax incentives, brownfield redevelopment grants, site location assistance, corridor improvement districts, special tax zones, bonding authority, public infrastructure improvements, and more. Our area is also widely known and respected for the quality of our workforce and the ability to forge public-private partnerships to accomplish difficult tasks. Furthermore, we value the role of neighborhood business districts and residential neighborhoods in maintaining the quality of life that attracts and retains businesses.

As a city, Grand Rapids has committed to a number of outcomes to promote overall employment growth, business investment, and supplier diversity throughout the City. Places within the city also contribute to our economic health - an active and exciting downtown, an attractive Grand River, vital neighborhood business districts, and healthy and safe residential neighborhoods. These outcomes are addressed in the following section, along with targets to measure success.



## **ECO 1 A STRONG ECONOMY**

### **ECO 1.1 - Outcome: Increase business investment.**

By effectively leveraging public resources, we can improve the business environment and diversify our economic base. While the ultimate goals are to increase business investment in real and personal property and to accelerate job creation in the city, there are numerous tools and programs to help accomplish these goals. These include brownfield clean-up incentives, the reuse of obsolete buildings, assembly of land for redevelopment, flexible financing tools, and a streamlined development approval process. We are continually integrating the latest technology in our efforts to improve customer service and achieve greater efficiencies. Biotechnology, health services, green businesses, and applied clean technologies are high priorities for business investment.

- Target 1:** Increase private business investment by \$400 million between July 1, 2011 and June 30, 2015.\*
- Target 2:** Increase the number of new businesses locating in the City of Grand Rapids by 30 between July 1, 2011 and June 30, 2015.\*
- Target 3:** 80% of jobs created or retained with incentives will be permanent, full time employment with benefits annually.\*
- Target 4:** 10% of jobs created or retained with incentives will be in green or applied clean technology industries between July 1, 2011 and June 30, 2015.\*
- Target 5:** At least 50% of jobs created or retained using incentives annually will pay \$19/hour or more (approximately 250% of minimum wage).\*
- Target 6:** \$30 million in private funds will be invested in the restoration of vacant, blighted or contaminated land annually.\*

### **ECO 1.2 – Outcome: Create a nurturing environment for small and mid-sized companies.**

Entrepreneurs and local businesses are the engine for the creation of wealth and new jobs. To support these individuals and businesses, the City will adopt an innovative, entrepreneur-focused economic development strategy that leverages the resources of the City as well as partner Entrepreneurial Support Organizations (ESO) to provide access to the necessary information, infrastructure (physical, cultural and intellectual), resources and connections required for the development and enduring success of small and medium- sized businesses and the economic vitality of the City as a whole.

- Target 1:** Increase collaboration with ESO partners by increasing the number of referrals which result in assistance being provided by 50% by June 30, 2013.
- Target 2:** Commit 75% of our resources to second stage companies by June 30, 2015.\*
- Target 3:** Refer at least five local companies or entrepreneurs annually to organizations that provide access to start-up or expansion capital (SBA loans, micro loans, venture capital, traditional financing, etc.).

**Target 4:** Decrease public investment per job created by 25% by June 30, 2013.

## **ECO 2 DIVERSE SUPPLIER BASE**

### **ECO 2.1 - Outcome: Increase supplier diversity.**

A strong economy is one where all people have an opportunity to succeed. The City ensures there is no discrimination in City contracts and promotes supplier diversity by providing all business enterprises with access and equal opportunity to bid on City contracts. This is accomplished by recruiting and certifying Micro Local Business Enterprises (Micro-LBE), Veteran Owned Small Business (VOSB), Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) to enhance the growth and development of local, small and emerging businesses.

**Target 1:** Increase the number of vendors contained in the Equal Business Opportunity Certification Directory by an additional 10% over FY2012 results, by June 30, 2015.\*.

**Target 2:** Increase the dollar volume and percentage of contracts awarded to vendors contained in the EBO Certification Directory by an additional 10% over FY12 results, by June 30, 2015.\*

**Target 3:** Increase utilization of the Bid Discount Program an additional 10% over FY12 results, by June 30, 2015.\*

### **ECO 2.2 - Outcome: Ensure fair, equal and open procurement, management, and financial processes.**

As the Grand Rapids community becomes more diverse, it is increasingly important that fiscal services, management and planning should be done to ensure as much as possible that procurement, employment and investment opportunities are available to all.

**Target 1:** Increase the number of Micro Local Business Enterprise (Micro-LBE) Firms available for City use by 50% by June 30, 2015.\*

**Target 2:** Ensure 100% of City established entrepreneurial opportunities have provisions that include Micro Local Business Enterprises (Micro-LBE), Veteran Owned Small Businesses (VOSB), Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) by June 30, 2012.

## **ECO 3 EMPLOYMENT AND WORKFORCE TRAINING**

### **ECO 3.1 - Outcome: Increase employment opportunities.**

For the city to thrive today and in years to come, the economy must provide opportunities for employment in diverse fields, with a particular emphasis on high education attainment industries. These types of jobs help retain the area's brightest young adults and attract the creative class to the city. The relatively higher incomes of those in the high education attainment fields also help provide the revenues needed to support important urban services and attract amenities that contribute to the quality of life for all residents.

- Target 1:** Create at least 500 jobs for youth by June 30, 2015.
- Target 2:** Decrease the unemployment rate in the city to no more than 5% by June 30, 2015.
- Target 3:** Assist with projects that retain or create at least 3,000 jobs by June 30, 2015.\*

**ECO 3.2 - Outcome: Increase employee skills and performance in delivering City services.**

To better serve the public, all City departments must work conscientiously to train its staff and improve their ability to provide services in the safest, most responsive way.

- Target 1:** Reduce training injuries by 95% by June 30, 2015.
- Target 2:** Ensure 100% compliance for required employee training and certifications annually.\*
- Target 3:** Increase employee mentorship opportunities by June 30, 2015.
- Target 4:** Increase the level of employee cultural competency by June 30, 2015.
- Target 5:** Increase sustainability activities undertaken by City employees by an additional 5% over FY12 results, by June 30, 2015.\*

**ECO 3.3 - Outcome: Increase career readiness of youth.**

In order to ensure our city's youth are ready for college, work and life, the City will commit to offering job-readiness experiences to expose teens to careers requiring college degrees.

- Target 1:** Provide at least six internships annually to city high school youth.

**ECO 4 FINANCIAL MANAGEMENT/ SUSTAINABILITY**

**ECO 4.1 - Outcome: Improve the long-term fiscal sustainability of the City.**

All City departments are accountable for the management of their budgets. Fiscal Services departments are also responsible for ensuring that City funds are managed responsibly.

- Target 1:** Maintain general obligation bond credit rating and revenue bond credit ratings of at least AA with a stable outlook annually.\*
- Target 2:** Maintain a 25 basis points spread (or better) between the average portfolio yield on City investments and the yield on the 90-day T-Bill annually.\*
- Target 3:** Maintain annual debt service coverage ratio of 1.2 in Enterprise Funds.
- Target 4:** Meet capital and operating metrics in the Water and Sewer Operating Funds, while maintaining a stable rate environment for customers by June 30, 2015.
- Target 5:** Ensure that all operating and budgeting practices recognize the full cost of services by June 30, 2015.

- Target 6:** Institute business models for City Services (e.g. golf course, cemeteries, street lighting, stormwater, courts, streets, parks, and pools) by June 30, 2015.
- Target 7:** Decrease the City's health care costs by June 30, 2015.
- Target 8:** Achieve 100% insurance compliance for all City contracts by June 15, 2015.\*
- Target 9:** Increase Income Tax receipts by an additional 3% over FY 12 results by June 30, 2015.\*
- Target 10:** Ensure annual independent audit results in an unqualified opinion.
- Target 11:** Ensure all fee-for-service activities recognize full costs by June 30, 2015.
- Target 12:** Maintain unassigned GOF fund balance of at least 15% annually.
- Target 13:** Establish and maintain sustainable funding for public safety and quality of life services by June 30, 2015.\*

**ECO 4.2 - Outcome: Optimize and maintain expenditure and operational efficiencies.**

The City is committed to providing quality service in a fiscally responsible manner. Today's economy demands that City operations be open to review to find possible efficiencies using tools such as Lean Thinking, A-3 problem solving, and standardization and consolidation of activities both internally and externally. The City also strives to foster the economic health of our city within an economically healthy metropolitan region and to assure that responsibility is shared equitably across the metropolitan area.

- Target 1:** Aggregate the purchase of playground surface material with three other public entities by June 30, 2015.
- Target 2:** Standardize IT purchases by June 30, 2015.
- Target 3:** Increase timeliness and effectiveness of response to customer requests by June 30, 2015.
- Target 4:** Increase cost avoidance due to energy efficiency in City facilities by an additional 3% over FY12 results by June 30, 2015.\*
- Target 5:** Obtain judgments at a minimum level of 80% of the amounts sought by the City in litigation in which the City is the plaintiff annually.\*
- Target 6:** At least 80% of those lawsuits in which the City or a City employee is the defendant and monetary damages are sought by an opposing party will be concluded with a judgment of dismissal or no-cause of action annually.\*
- Target 7:** Standardize the procurement of Professional Services by June 30, 2015.\*

**Target 8:** Standardize the procurement of commoditized goods and services by June 30, 2015.\*

**Target 9:** Implement an e-procurement solution that integrates with the City's Financial Management and Inventory Control systems by June 30, 2015.\*

**ECO 4.3 - Outcome: Adopt sustainable purchasing practices.**

A key component on federal contracts is an assessment of the bidder's ability to meet "green purchasing objectives." The federal preference for green purchasing was first set forth in the 1998 Executive Order 13101—Greening the Government Through Waste Prevention, Recycling, and Federal Acquisition. From the federal government's perspective, green purchasing refers to a range of products that have attributes such as recycled content, energy, and water efficiency. A product is considered environmentally preferable if it is bio-based, non-ozone depleting, and promotes the use of alternative fuels. State and local governments have adopted similar green purchasing objectives as part of contract solicitation. Due to the amount of federal grant money received by the City and the City Commission's commitment to sustainability, it is incumbent upon us to adopt such practices for the City.

**Target 1:** Increase the purchase of sustainable goods and services by 30% by June 30, 2015.

**Target 2:** Assure 100% of contractors are compliant with local tax and reporting responsibilities annually.\*

**ECO 5 ENHANCED CUSTOMER SERVICE (internal and external)**

**ECO 5.1 - Outcome: Improve the efficiency and effectiveness of City operations.**

All City departments have the duty to continuously improve their internal operations to achieve maximum efficiency. Internal departments, i.e. those that primarily serve other City departments, have an equal duty to continuously improve their operations.

**Target 1:** Increase the effectiveness of customer response by June 30, 2015.

**Target 2:** Reduce the amount of paper used (e.g. transition to paperless transactions, electronic storage, etc.) by 50% by June 30, 2015.

**Target 3:** Improve accounting accuracy of automated fuel dispensing systems by June 30, 2015.

**Target 4:** At least 75% of all employee job reclassification reviews will be completed within 6 months by June 30, 2012.

**Target 5:** Decrease the time from job posting to approval for hiring by at least 50% by June 30, 2015.

**Target 6:** Increase the availability and number of customer self-service modules by 25%, by June 30, 2015 (e.g. permits, income tax, webprocure, etc.).\*

**Target 7:** Increase inspector time in the field by at least 10% by June 30, 2015.\*

- Target 8:** Decrease the time required to process permit applications by at least 5% by June 30, 2012.
- Target 9:** Increase the efficiency and effectiveness of the location and layout of the Public Service Department's customer service area by June 30, 2011.
- Target 10:** Increase the use of e-commerce by City customers by 50%.by June 30, 2015.
- Target 11:** Achieve 100% compliance with all applicable federal, state, and local requirements annually.\*
- Target 12:** At least 95% of positions requested through Civil Service System will be filled within 90 days by June 30, 2015.
- Target 13:** Process at least 95% of employment waivers and employment applications for entrance, promotional and contractual transfers within 30 days by June 30, 2015.
- Target 14:** Train 100% of City departments to use NEOGOV electronic requisition system by June 30, 2015.\*
- Target 15:** Achieve 100% IT network security by June 30, 2015.
- Target 16:** Network storage/archive capabilities increased by at least 400% by June 30, 2013.
- Target 17:** Increase to 100% the accuracy of processing and securing evidence and property for court purposes by June 30, 2015.
- Target 18:** Achieve at least 82% of contracted IT staff utilization by June 30, 2012.
- Target 19:** Increase the uniformity and equity of real property and personal property assessments by June 30, 2015.
- Target 20:** Achieve 100% compliance with all deadlines set by courts and administrative tribunals annually.\*
- Target 21:** Increase business licensing compliance to 100% by June 30, 2015.
- Target 22:** Meet the negotiated timeline between the City and developers 90% of the time, following the completion of permit application processing, by June 30, 2013.
- Target 23:** Reduce the cost of inventory by 25% through transformation of stockroom operations by June 30, 2015.\*

**ECO 5.2 - Outcome: Improve customer satisfaction with City service delivery.**

Every City department that engages the public has a responsibility to provide its services in a respectful, efficient, and timely manner and to provide opportunities for citizens to engage in community decision making.

- Target 1:** Increase the number of LUDS and building reviews that meet the 5-day median review by at least 2% by June 30, 2015.\*
- Target 2:** Increase first time accuracy of information needed for Planning Commission & Board of Zoning Appeal decisions an additional 2% over FY 12 results by June 30, 2015.\*
- Target 3:** Respond to 100% of citizen pothole service requests within 1 business day by June 30, 2015.\*
- Target 4:** Respond to 100% of citizen street maintenance service requests (excluding potholes, Capital Improvement Projects, and rehabilitation of infrastructure) within 72 hours by June 30, 2015.\*
- Target 5:** Respond to 100% of traffic signal malfunctions within 2 hours by June 30, 2015.\*
- Target 6:** Complete 100% of accounting, collections, and disbursements within 3 business days of receipt by June 30, 2015.\*
- Target 7:** Respond to 100% of street lighting outages within 72 hours of being reported by June 30, 2015.\*
- Target 8:** Ensure that all information regarding road closures is available to citizens by June 30, 2012.
- Target 9:** Ensure that 100% of all requests for customer service are responded to according to the departmental service agreements by June 30, 2015.
- Target 10:** Increase communications regarding type of City services available and how to access services for non-English speaking residents by June 30, 2015.
- Target 11:** Increase diverse programming and additional language programming by 25% on the Public Access Channel by June 30, 2015.
- Target 12:** Ensure that at least 95% of requests for Encroachment and Temporary Occupancy Permits are processed within 5 days by June 30, 2015.\*
- Target 13:** Reduce the number of complaints received by June 30, 2015.
- Target 14:** Provide 100% of requested Police records within the legally required timeframe by June 30, 2015.\*
- Target 15:** Repair emergency watermain breaks and restore service within 5 hours at least 90% of the time by June 30, 2015.\*
- Target 16.1:** 100% income tax refund checks processed within 45 days of receipt by June 30, 2015.\*
- Target 16.2:** 100% electronic funds transfer (EFT) income tax refunds processed within 30 days of receipt by June 30, 2015.\*

**Target 17:** Achieve 100% accuracy on accounting, collections and disbursements entries by June 30, 2015.\*

**ECO 5.3 - Outcome: Maximize the usable life and/or improve the quality of City property.**

As a steward of the environment, the City is also a steward of its facilities and assets. Maintaining the viability of its buildings, lands, and equipment in a timely and efficient manner is environmentally and economically sensible.

**Target 1:** Ensure scheduled facilities and vehicle maintenance work is completed on time 100% of the time annually.

**Target 2:** Make minor and safety sensitive repairs to Parks equipment and facilities within an average of 2 business days by June 30, 2015.\*

**Target 3:** Ensure 100% of City facilities, capital equipment and infrastructure are maintained by asset management plan by June 30, 2015.

**ECO 5.4 - Outcome: Establish and maintain regional partnerships and cooperative relationships.**

Regional and local partnerships promote sustainability and sharing of resources and ideas that better serve the public needs, allow for increased emergency resource sharing, improve management of our watershed and natural resources, promote economic efficiencies and increased effectiveness, and provide better educational outcomes for youth.

**Target 1:** Respond to 100% of State and Federal legislative actions within 24 hours annually.\*

**Target 2:** Increase ability for sharing security measures, new techniques and threat information with other critical infrastructure facilities by June 30, 2015.\*

**Target 3:** Increase the annual cost savings achieved through strategic partnerships and joint service agreements to \$2 million by June 30, 2015.

**Target 4:** Increase the membership of the Community Sustainability Partnership by an additional 5% over FY12 results by June 30, 2015.\*

**Target 5:** Increase opportunities for regional code enforcement by 50% by June 30, 2015.\*

**ECO 6 VITAL BUSINESS DISTRICTS**

**ECO 6.1 - Outcome: Ensure downtown Grand Rapids remains a lively, diverse, and healthy regional center.**

Downtown Grand Rapids is the region's center for government, commerce, education, the arts, entertainment and health. In recent years, it has also attracted a significant residential population. The strength of our central core is a major factor in our city's economic success, as well as that of the metropolitan region.

**Target 1:** Increase the diversity of business types in the downtown area by June 30, 2015.



**Target 2:** Increase awareness of the availability of accessible, safe, affordable parking options in the downtown area by June 30, 2015.

**ECO 6.2 - Outcome: Increase the vitality of neighborhood business districts.**

Neighborhood business districts typically serve one or more roles in the community. Traditionally, they provide basic services, such as a pharmacy, hardware store, stationary shop, or bank, to the surrounding residential neighborhood. Sometimes, business districts are destination spots for retail or entertainment. Vital business districts and great neighborhoods go hand-in-hand; one cannot succeed with the success of the other.

**Target 1:** Increase the diversity of business types in neighborhood business districts by June 30, 2015.

**Target 2:** Support increased neighborhood vehicle, transit and bicycle parking options by June 30, 2015.

**Target 3:** Increase the number of neighborhood Micro-Local Business Enterprises (Micro-LBE's) opening or expanding after receiving technical assistance by 50 by June 30, 2015.

**Target 4:** Increase percentage of business fire save rates by 25% within the City and each Neighborhood Association area by June 30, 2015.

**ECO 6.3 - Outcome: Capitalize on the Grand River area for economic development and people-oriented activities.**

As the City's most significant natural asset, the Grand River can and should be a magnet for economic development. Open space and mixed-use development is needed to encourage riverfront investment that creates a variety of people-oriented destinations. Tourism and the City's quality of life would also be enhanced by expanding visibility of the river and improving access along its edges.

**Target 1:** Increase the riverfront property available for economic development and people-oriented activities by June 30, 2015.

**Target 2:** Increase public access to and activities on the Grand River by June 30, 2015.

# Social



Hillcrest Community Garden

## Overview of the Issues

Social equity is an important element of a sustainable community. It means that all citizens have equal access to goods and services, education, and resources that enable people to have a high quality of life. Public institutions are to provide fair, just and equitable distribution of public services, while promoting fairness, justice and equity in the formation of public policy. It allows for full participation in the cultural and political life of the community, including meeting basic fundamental needs.

Social capital is an important element of social equity whereby citizens develop cohesion and connectedness. In order for a community to flourish, social capital is essential and requires a willingness to engage in collective civic activities. This is accomplished through trust, mutual understanding, and shared values. Thus, developing social capital and working cooperatively in a community go hand in hand.

## The Grand Rapids Response

Our area is widely known and respected for the ability to forge public-private partnerships to accomplish amazing things. The City has worked to provide youth with enrichment, leadership and learning opportunities to ensure they are ready for college, work and life. We value, and actively participate in critical community collaborations to address issues of poverty, affordable housing, and childhood lead poisoning.

As a city, Grand Rapids has committed to a number of outcomes to promote diversity, inclusion and nondiscrimination, civic engagement, affordable housing and personal income growth, education, and public safety. Likewise, equitable access to parks, Grand River recreational opportunities, community gardens, and farmers markets all help to ensure the social health of the city. These outcomes are addressed in the following section, along with measurable targets of our progress toward meeting these outcomes.

## **SOC 1 GREAT NEIGHBORHOODS**

### **SOC 1.1 - Outcome: Increase housing choices for all residents and decrease homelessness.**

Great neighborhoods are the foundation of a great city, and housing is the single most important component of great neighborhoods. Housing choices is about providing housing for people of different ages, income levels and abilities. It is about high-quality design and construction, maintenance and improvements to the existing housing stock, alternatives to single-family houses, downtown housing and housing in non-traditional environments, affordability, mixed-income neighborhoods, and housing for special needs populations such as older adults and persons with disabilities.

- Target 1:** Increase access to permanent housing by 500 households annually.
- Target 2:** Decrease the number of residents experiencing housing related legal matters by 5% annually.
- Target 3:** Increase the number of people by an additional 100 over FY12 results who resolve their housing crisis and remain housed for at least six months by June 30, 2015.\*
- Target 4:** Increase the number of affordable housing units by 200 by June 30, 2015.
- Target 5:** Increase the number of rehabilitated and/or repaired housing units by at least 1,800 by June 30, 2015.
- Target 6:** Increase the number of mixed income housing developments by 5% by June 30, 2015.
- Target 7:** Increase affordability of housing for an additional 100 households over FY12 results by June 30, 2015.\*
- Target 8:** Reduce the number of shelter beds in proportion to the increase in available and affordable permanent housing units by June 30, 2015.

### **SOC 1.2 - Outcome: Ensure compliance with City ordinances and building, housing, and nuisance codes.**

Great neighborhoods are safe, clean, and attractive places. Toward this end, the City has a responsibility to help ensure that the built environment is safe and sanitary, and that property owners are held accountable for the condition of their property. This is accomplished through a variety of code enforcement efforts, from rental housing certifications to housing code complaints to pro-active nuisance (weeds and trash) surveys. Code compliance efforts are vital to preserving the existing housing infrastructure and to maintaining the quality of our great neighborhoods.

- Target 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.\*

- Target 2:** At least 90% of multi-family rental dwellings will be certified to meet housing code standards by June 30, 2015.\*
- Target 2.1:** At least 60% of two-family rental dwellings will be certified to meet housing code standards by June 30, 2015.\*
- Target 2.2:** At least 60% of single-family rental dwellings will be certified to meet housing code standards by June 30, 2015.\*
- Target 3:** At least 90% of trash and yard complaints will be closed, abated or in enforcement within 30 days of the initial complaint by June 30, 2015.\*
- Target 4:** At least 75% of housing code violation complaints will be closed, abated or in enforcement within 60 days of the initial complaint by June 30, 2015.\*
- Target 5:** At least 98% of unsecured vacant building complaints will be closed, abated or in enforcement within 30 days of the initial complaint by June 30, 2015.\*
- Target 6:** Increase initial Fire Code inspection compliance to 80% by June 30, 2015.
- Target 7:** Increase the number of residential sprinkler and fire alarm systems City wide by 10% by June 30, 2015.
- Target 8:** 100% of sidewalk snow removal complaints will be abated within 72 hours of the non-compliance notice expiration annually.\*
- Target 9:** At least 85% of inoperable vehicle on private property complaints will be closed, abated or in enforcement within 30 days of the initial complaint by June 30, 2015.\*
- Target 9.1:** At least 85% of abandoned vehicles and equipment complaints will be closed, abated or in enforcement within 48 hours by June 30, 2015.\*
- Target 10:** 100% of businesses licensed by the City will have current licenses annually.
- Target 11:** Increase the City's overall Fire Code inspection completion rate to 60% by June 30, 2015.\*
- Target 12:** Increase the number of residential sprinklers and fire alarms within government subsidized housing by 50% by June 30, 2015.
- Target 13:** Seek ordinance conformance among UMMM partners to accelerate collaboration and consolidation and to adapt to a more mobile society by June 30, 2013.

**SOC 1.3 - Outcome: Ensure diversity, inclusion and nondiscrimination.**

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\* As amended on May 31, 2011.

\*As amended April, 2013

Organizations which tie diversity and inclusion to their business strategy tend to increase performance, productivity and customer satisfaction. It is the City's intent to create an environment where differences are recognized, understood, appreciated, and leveraged, and where all can perform to their full potential. The City is committed to assuring that 100% of fair housing, ADA, CRC, and other citizen complaints are investigated and resolved within their prescribed timelines, that 100% of all City employment opportunities posted for external hire are advertised in diverse media sources and that the voices of youth and other sectors of the community are represented in City policy and decision making.

- Target 1:** Decrease the number of fair housing tests that reveal evidence of differential treatment by June 30, 2015.
- Target 2:** Increase the diversity (age, gender, race, ethnicity, socio-economic, etc.) on City boards and commissions by June 30, 2015.
- Target 3:** Increase opportunities for employees to participate in educational activities regarding diversity and inclusion by June 30, 2015.
- Target 4:** Increase the engagement of citizens in the City's diversity initiatives by 25% by June 30, 2015.
- Target 5:** Increase exposure of diverse populations to the services offered by the City by 25%, by June 30, 2015.
- Target 6:** Increase the number of ADA compliant curb ramps annually.

## **SOC 2 STRONG EDUCATION, ARTS, & COMMUNITY**

### **SOC 2.1 - Outcome: Increase educational attainment.**

It is generally accepted that the higher one's education level, the more competitive he or she will be in the job market. Indeed, the level of education directly impacts a person's potential to earn more money, live healthier lifestyles and enhance their quality of life. Conversely, lack of education is associated with poverty and health disparities that diminish quality of life. Not only does someone with an advanced degree make more money at the beginning of their career, but the extent to which their earnings increase over time is greater. Establishing a strong learning foundation at a young age is critical for high educational attainment. CEO's for Cities has determined that a 1% increase in the number of residents who have attained a bachelors degree or higher generates a \$1 billion increase in personal income for the 9-county West Michigan Region.

- Target 1:** Increase opportunities for 100 high school students to learn about the educational requirements for working in municipal government annually.
- Target 2:** At least 80% of all after school and playground participants 8 years and older, who attend three or more days a week, will demonstrate gains in at least five of the nine identified performance indicators annually.
- Target 3:** Increase the number of city youth involved with after school and job readiness programs by 5% annually.

### **SOC 2.2 - Outcome: Increase volunteerism.**

Volunteering is the practice of people working on behalf of others or a particular cause without payment for their time and services. Volunteering is generally considered an altruistic activity, intended to promote good or improve human quality of life. People also volunteer for their own skill development, to meet others, to make contacts for possible employment, to have fun, and a variety of other reasons. The City is committed to providing mentoring, coaching and other positive volunteer opportunities to youth, residents and businesses, and City employees in order to create a positive community atmosphere.

- Target 1:** Increase the number of employees providing mentoring/coaching at the two youth centers and Camp O'Malley by June 30, 2015.
- Target 2:** Increase the number of students mentored by City employees by 5% annually.
- Target 3:** Increase the volunteer opportunities for residents and businesses to assist with providing services (park services, code enforcement, etc.) by 5% over FY12 results by June 30, 2015.\*

### **SOC 2.3 - Outcome: Increase access to arts and entertainment opportunities.**

The presence of art experiences is an essential component of an advanced society and community with a high quality of life. Visual and performing arts allow viewers, artists, and performers to creatively express themselves and create a forum for constructive dialogue. The practice of artistic creativity leads to productive problem-solving skills that are translatable to other disciplines and lead to a community that is aware of the need to create and continually evolve.

- Target 1:** Increase the accessibility to City venues and resources for special events, festivals, artists, and film productions by June 30, 2015.
- Target 2:** Increase the opportunities for art experiences for residents and visitors by June 30, 2015.
- Target 3:** Increase the City's art collection while increasing and maintaining the standard of artistic quality of the collection and with no negative financial impact to the City by June 30, 2015.

## **SOC 3 CIVIC ENGAGEMENT**

### **SOC 3.1 - Outcome: Increase access to and opportunities for civic engagement and community based leadership.**

When citizens have the opportunity to become fully engaged and involved in local government they become empowered to call attention to and help resolve critical issues affecting their community. By providing equal access, necessary tools, and user-friendly technology, citizens will have increased opportunities to participate in their government and community.

- Target 1:** Increase voter registration and participation by June 30, 2015.

- Target 2:** Increase availability of information through website, media, social media, etc., regarding access to City services by June 30, 2015.
- Target 3:** Increase the number of youth engaged in City projects by at least 1,000, by June 30, 2015.
- Target 4:** Increase the number of residents and businesses engaged in City projects by June 30, 2015.
- Target 5:** Increase the availability of information regarding opportunities for participation on City boards and commissions by June 30, 2015.
- Target 6:** Increase information available on City projects and opportunities for citizen input on City projects by 5% over FY12 results by June 30, 2015.\*

## **SOC 4 HEALTHY LIFESTYLES AND HEALTHY ENVIRONMENTS**

### **SOC 4.1 - Outcome: Improve access to local food sources.**

Farmers' markets and community gardens have the potential to yield significant environmental, economic and quality of life benefits – from reducing vehicle miles traveled to distribute and access food, to providing income to urban farmers and capturing food expenditures in the local economy, to promoting healthy eating and providing opportunities for exercise and recreation.

- Target 1:** Increase access for development of community gardens by June 30, 2015.
- Target 2:** Improve access and availability of farmers' markets throughout the city by June 30, 2015.

### **SOC 4.2 - Outcome: Increase and maintain human health & wellness.**

Many definitions of health exist. Most definitions consider health as an outcome—the result of actions to produce it, such as good nutrition, immunization to prevent disease, or medical treatment to cure disease. The *American Heritage Dictionary* defines health as fixed and measurable—"the overall condition of an organism at a given time." However, health also may be viewed as the active process used by individuals and communities to adapt to ever-changing environments. In 1948, the Constitution of the World Health Organization (WHO) defined health as "a state of complete physical, mental, and social well-being and not merely the absence of disease and infirmity." This still widely used definition is broader and more positive than simply defining health as the absence of illness or disability. Complex relationships exist between physical health, mental health, socioeconomic status, and the environment. Defining and measuring health as well as disability must therefore take into account these complex relationships.

- Target 1:** Decrease the incidence of children with elevated blood lead levels contributed to by lead based paint to less than 40 per year by June 30, 2015.\*
- Target 2:** Increase the wellness of City employees and their families by June 30, 2015.\*

### **SOC 4.3 - Outcome: Increase availability of recreational programs/facilities.**

Americans are confronted with a number of serious health and social issues - obesity, diabetes, depression and suicide to name a few. The trend towards a sedentary lifestyle is recognized as a major contributor towards many health and social issues. With the increased awareness of these issues, park and recreation professionals, policy makers, health care providers, public safety officers and educators need to better understand the benefits that park and recreation lands, facilities and programs may play in addressing these concerns. Physical activity must be fun, safe and accessible to address these alarming health trends. Recreation opportunities need to be made more available while actively promoting the link between parks and recreation and better mental, physical and societal health. (excerpted from *The Health and Social Benefits of Recreation*, © 2005 by California State Parks.)

- Target 1:**     (*Target deleted.*)\*
- Target 2:**     Increase the number of people participating in recreation programming by 10% over FY12 results by June 30, 2013.\*
- Target 3:**     Increase by at least 20%, over FY 2012, the number of children who learn how to swim by June 30, 2015.\*
- Target 4:**     Increase by 2% over FY12 results the number of open swim visits by June 30, 2015.\*
- Target 5:**     Increase the number of youth participating in Boys and Girls Club/GRYC by 20% by June 30, 2015.

## **SOC 5 PUBLIC SAFETY**

### **SOC 5.1 - Outcome: Reduce the occurrence of crime.**

Police protection is a core service provided by local government and crime reduction is perhaps the best measure of success. It is essential - especially in our primarily underrepresented and low-income areas - to ensure we live in a place where we are protected in our homes, and can travel, conduct business, and enjoy a high quality of life without fear for our personal safety. As a vital service, it is imperative that the delivery of these services be targeted effectively and produced in the most cost efficient manner possible.

- Target 1:**     Reduce the number of Part 1 offenses by 12% by June 30, 2015.
- Target 2:**     Reduce the number of Part 2 offenses by 30% by June 30, 2015.
- Target 3.**     Reduce the number of hate crimes by 20% by June 30, 2015.
- Target 4:**     Abate graffiti in the city within 3 business days after GRPD notification of need to abate by June 30, 2015.\*

### **SOC 5.2 - Outcome: Reduce the loss of life and property from fire and emergency medical calls.**

Fire protection is a core service provided by local government, and the response time to fire and emergency medical calls is an important measure of success. As a vital service, it is imperative



that the delivery of these services be targeted effectively and produced in the most cost efficient manner possible.

- Target 1:** Respond within 6.5 minutes at least 90% of the time to all emergency calls annually.\*
- Target 2:** Respond with sufficient level of fire personnel on scene within 10.5 minutes at least 90% of the time on a confirmed structure fire incident annually.\*
- Target 3:** Increase “Save Rate” for the estimated value of a structure and contents of each fire to 97% by June 30, 2015.
- Target 4:** Minimize fire-related death through trending analysis.

**SOC 5.3 - Outcome: Ensure capacity for responding to emergencies and disasters.**

The public has come to rely on police and fire services to provide an effective, coordinated response to natural disasters, emergencies of all kinds, and other threats to human health and safety, regardless of scope or complexity. As a vital service, it is imperative that the delivery of these services be targeted effectively and produced in the most cost efficient manner possible and in a manner that builds capacity for community wide resiliency.

- Target 1:** Increase the City’s wireless internet capacity by June, 30, 2015.
- Target 2:** All City employees involved in the National Incident Management System, as described within the City’s adopted Emergency Management Plan will maintain 100% of the training requirements to ensure adequate preparedness by June 30, 2015.
- Target 3:** 100% of Neighborhood and Business Associations will receive annual training on All Hazards Emergency Preparedness and planning by June 30, 2015.
- Target 4:** Regionalize Emergency Preparedness Planning by June 30, 2013.

**SOC 5.4 - Outcome: Increase crime prevention, neighborhood public safety, and neighborhood-based leadership or involvement.**

Great neighborhoods are places where people are protected from the threat of crime. While arrests and prosecutions of crimes are critical, so is the prevention of crime. For a neighborhood to thrive, its residents must feel safe in their homes and on their sidewalks and streets. Residents must be empowered through leadership development and opportunities to resolve problems, help one another, and provide a neighborly environment.

- Target 1:** Increase by 5% over FY12 results the public safety issues successfully resolved by June 30, 2015.
- Target 2:** Increase by 5% over FY12 results the neighborhood conditions (safety and/or appearance) successfully resolved by June 30, 2015.
- Target 3:** Increase by at least 5% the neighborhood stakeholders involved in resolving neighborhood issues by June 30, 2015.

**Target 4:** 100% of the Neighborhood and Business Associations will have a fire department advocate attending 50% of the regularly scheduled meetings by June 30, 2015.

**Target 5:** Five Neighborhood Associations will have a 70% completion rate for the GRFD “In Home Fire Safety Inspection” program by June 30, 2015.

# Environmental



*Rain Garden at Grand Rapids'  
Wastewater Treatment Plant*

## **Overview of the Issues**

It is estimated that 50% of the world's population now lives in cities. Cities are major contributors to greenhouse gas emissions (GHG) and global warming. Indeed, carbon dioxide emissions in the United States increased by 20% from 1990 – 2004. The industrial sector accounts for the largest share of emissions (~36%), followed closely by transportation (~29%). The residential and commercial sectors are also major contributors due to their relatively large share of electricity consumption.

Furthermore, it is generally recognized that cities can be 3 – 4 degrees hotter than their surrounding suburban and rural areas. This “heat island effect” is caused by large amounts of pavement, a concentration of vehicle emissions, and decreased tree canopy. This effect results in additional energy usage (for cooling), compromised human health (respiratory ailments), and impaired water quality (stormwater runoff).

The ability of communities to respond to disasters in light of climate change related threats is the key to building capacity for timely and long-term planning. Community-wide resiliency planning takes into consideration the approaches followed for zoning, design, emergency preparedness, food, health, and safety and incorporates them into a single plan.

## **The Grand Rapids Response**

We know how to counteract the effects of GHG and global warming: energy conservation, reuse and recycling of materials, public transit, bicycling, pedestrian friendly neighborhoods and streets, trees, “green buildings,” and more. We know our efforts will be rewarded with a higher quality of life and a cleaner and greener community. Grand Rapids citizens care about the environment. Throughout the Green Grand Rapids planning process in 2008 – 2009, citizens have made it clear how important it is to have a city with a thriving Grand River and an abundance of trees and parks and community gardens. Citizens have also advocated for a bicycle-friendly city with alternatives to automobile travel, where Complete Streets are built with all users in mind, regardless of the mode of transportation or age or ability.

As a city, Grand Rapids has committed to a number of outcomes to promote the integrity of the natural environment. They include energy reduction, climate protection, improved environmental quality and natural systems, as well as smart sustainable land use, urban design, and transportation. These outcomes are addressed in the following section, along with measurable targets of our progress toward meeting these outcomes.

## ENV 1 ENERGY AND CLIMATE PROTECTION

### ENV 1.1 - Outcome: Reduce greenhouse gas emissions (carbon footprint) and impact on climate change.

Climate change is a significant threat to our society. Carbon dioxide collects in the atmosphere, trapping the sun's heat, causing our planet to warm. Vehicles and coal-burning power plants are the largest sources of carbon dioxide in the United States. Poor air quality resulting from car and truck emissions and other air pollutants contributes to health problems such as asthma, lung disease and heart disease. The City must strive to mitigate the effects of human-caused greenhouse gas emissions, while also adapting to the climate change that is already occurring and planning for the impacts to come.

- Target 1:** After meeting the obligations of the US Mayors Climate Protection Agreement (<http://usmayors.org/climateprotection/agreement.htm>) for greenhouse gas emissions reductions by June 30, 2013, continue to reduce GHG at annual rate of 1%.
- Target 2:** Reduce parking exit time by 10% by June 30, 2015.\*
- Target 3:** Reduce total direct and indirect CO<sub>2</sub> emissions by an additional 2,000 metric tons over FY12 results by June 30, 2015.\*
- Target 4:** Increase miles of on-street bike lanes to 70 miles by June 30, 2015.\*
- Target 5:** Develop an additional 2 miles of new sidewalks over FY12 results by June 30, 2015.\*
- Target 6:** Increase the number of non-motorized trails to 12 miles by June 30, 2015.\*
- Target 7:** Add ¼ mile of new sidewalks on major or regional streets annually.
- Target 8:** Increase the number of college/university students using the Downtown Area Shuttle (DASH) buses by 10% by June 30, 2015.
- Target 9:** Decrease the total vehicle miles traveled by City employees by at least 2% by June 30, 2015.
- Target 10:** Increase the number of employees using the City/County ride share program by at least 5% by June 30, 2015.
- Target 11:** Increase the mix of alternate fuel vehicles by at least 5% per year to achieve 25% of total inventory by June 30, 2015.
- Target 12:** Ensure air quality levels are monitored and reported in compliance with our agreement with the Michigan Department of Environmental Quality (MDEQ) annually.

### **ENV 1.2 - Outcome: Reduce energy demand and fossil fuel consumption.**

Movement toward energy independence is essential for long-term national security, integrity of the environment, and climate protection. Aggressive efforts are needed to substantially reduce overall non-renewable energy usage and rising energy costs. Renewable energy sources (solar electric, wind, geothermal, biomass, and small and low-impact hydro) can be used to produce electricity with fewer environmental impacts.

- Target 1:** Reduce the City's annual consumption of gasoline and diesel fuel to 650,000 gallons by June 30, 2013\*
- Target 2:** Continue to target the City's annual electrical usage to be at or below 103,000 MWh.\*
- Target 3:** Reduce the City's annual consumption of natural gas to 128,000 Mcf by June 30, 2013.
- Target 4:** Achieve at least 30% of energy use from renewable sources such as hydro, wind, solar, and geothermal by June 30, 2013.
- Target 5:** Increase energy efficiency and conservation of City facilities by an additional 2% over FY12 results by June 30, 2015.

## **ENV 2 ENVIRONMENTAL QUALITY AND NATURAL SYSTEMS**

### **ENV 2.1 - Outcome: Maintain an adequate and safe water supply.**

Grand Rapids is blessed with a rich supply of water from Lake Michigan. Yet the transmission and treatment of this water remains a costly endeavor. The City must remain vigilant in preserving this valuable resource and ensuring high-quality drinking water for its residents and subscriber communities. By encouraging reduced consumption, we can decrease the amount of pollutants that return to our surface waters and discharge to our sewer systems.

- Target 1:** Average final effluent levels at least 10% lower than the maximum allowed by the Wastewater Treatment Plant's National Pollutant Discharge Elimination System (NPDES) annually.
- Target 2:** Reduce the average annual customer consumption of water provided by the City's Water System per metered account by an additional 3% over FY12 results, by June 30, 2015.\*
- Target 3:** Meet or exceed 100% of federal and state drinking water standards with no violations annually.
- Target 4:** Increase reuse of captured water and/or "gray water" by June 30, 2015.
- Target 5:** 100% compliance on testable residential backflow prevention devices in each zone surveyed annually.\*
- Target 6:** 100% compliance on testable commercial and industrial backflow prevention devices annually.\*

**Target 7:** 100% of water services and sanitary laterals constructed per local and state codes annually.\*

**Target 8:** Increase access to programs for properly managing and disposing of Pharmaceuticals and Personal Care Products (PPCPs) by June 30, 2013.

**ENV 2.2 - Outcome: Improve the quality of the Grand River and its tributaries.**

The Grand River is the city's single most precious natural resource. It provides a site for economic development and recreation as well as important ecological processes that support fish populations, vegetation, wetlands, and birdlife. The Grand River and the areas surrounding it provide a natural method of stormwater containment during the spring thaw and significant rain events.

**Target 1:** Achieve 100% compliance with NPDES permit requirements annually.

**Target 2:** Achieve water quality index of 70 or higher on Grand River annually.

**Target 3:** Achieve 100% compliance with Stormwater Pollution Prevention Initiative (SWPPI), Public Education Program (PEP), and Illicit Discharge Elimination Program (IDEP) permits annually.

**Target 4:** Reduce wastewater flow by an additional 2% over FY12 results by June 30, 2015.\*

**Target 5:** Eliminate three of the remaining seven Combined Sewer Overflow points by June 30, 2015.

**Target 6:** Increase the number and square footage of sustainable roofs within the city over FY12 results by June 30, 2015.\*

**Target 7:** Reduce stormwater discharge by an additional 20,000 gallons per rain event over FY12 results by June 30, 2015.\*

**Target 8:** Reduce the annual amount of road salt used by at least 20%, of that used in FY12 by June 15, 2015.

**Target 9:** An additional 2% over FY12 results of reconstructed streets, alleys, and City parking lots to be constructed of pervious or porous pavement by June 30, 2015.\*

**ENV 2.3 - Outcome: Protect and maintain healthy ecosystems and habitat.**

Urban environments such as Grand Rapids suffer from the heat island effect, wherein the streets, parking lots and roof tops retain heat and elevate air temperatures. Waste heat from automobiles, air conditioning, industry, and other sources also contributes to urban heat. The result is that cities are warmer than surrounding rural areas. A significant and cost effective countermeasure is vegetation, particularly trees and open space plantings. Trees also provide environments for small wildlife and birds.

**Target 1:** Increase the percentage of tree canopy in the city to at least 37.5% by June 30, 2015.

- Target 2:** Increase the percentage of low-maintenance grasses and native plants used in landscaping throughout the city by at least 25% by June 30, 2015.
- Target 3:** Increase the diversity of tree species planted in the City by at least 25% by June 30, 2013.
- Target 4:** Increase the participation in the Parks Alive Program by at least 25% over FY12 results by June 30, 2015.\*

**ENV 2.4 - Outcome: Reuse and recycle; and reduce waste sent to landfills.**

Not only are landfills leading contributors to climate change by emitting large amounts of methane gas, they also pollute groundwater, waste precious resources and require a great deal of energy and money to manage. The City must continue its efforts to expand reuse and recycling opportunities, as well as composting of yard waste.

- Target 1:** Increase participation in recycling to at least 45,000 households by June 30, 2013.
- Target 2:** Increase the number of households composting yard waste by an additional 5% over FY12 results by June 30, 2015.\*
- Target 3:** Recycle or reuse 100% of recyclable/reusable City-owned equipment and supplies annually
- Target 4:** Decrease the number of tons of City’s waste diverted to landfills by an additional 2% over FY12 results by June 30, 2015.\*
- Target 5:** Decrease the amount of the City’s waste sent to hazardous waste landfills by at least 5%, over FY 2012 results, by June 30, 2015.\*
- Target 6:** Increase the reuse of materials from City deconstruction/demolition projects by 15% by June 30, 2015.
- Target 7:** Implement recycling in City owned parks, if an appropriate and efficient collection method is identified, by June 30, 2015.\*
- Target 8:** Increase residential refuse cart service by an additional 5% over FY12 results by June 30, 2015.\*

**ENV 3 LAND USE AND DEVELOPMENT**

**ENV 3.1 - Outcome: Ensure that sound land uses enhance the natural environment.**

New development and substantial redevelopment have the potential to seriously degrade the natural environment. However, where done with sensitivity toward the environment, development can be an effective tool in enhancing the city. This is done by promoting efficient land use, retaining natural resources, and requiring the planting of trees, landscaping and buffer zones. The result is a more aesthetically pleasing environment and a higher quality of life achieved by encouraging wildlife habitats, improving air quality, mitigating climate change, and preserving soil.

\*As amended April, 2013

**Target 1:** Achieve 100% compliance with Zoning Ordinance regulations for landscaping, slope and stream protection annually.

**Target 2:** Achieve 100% compliance with Land Use Development (LUDS) permits annually.\*

**ENV 3.2 - Outcome: Ensure quality design and construction of the built environment in accordance with the City's Master Plan and Zoning Ordinance.**

The City's Master Plan ([http://www.ci.grand-rapids.mi.us/index.pl?page\\_id=2661](http://www.ci.grand-rapids.mi.us/index.pl?page_id=2661)) and Zoning Ordinance ([http://www.ci.grand-rapids.mi.us/index.pl?page\\_id=5831](http://www.ci.grand-rapids.mi.us/index.pl?page_id=5831)) promote quality design, high-intensity mixed-use development, efficient land use, greening of the cityscape, and alternatives to automobile dependence. These principles help reduce urban sprawl, support the integrity of the natural environment, and encourage sustainable economic development in an era of declining energy resources. Citizens have advocated for a bicycle-friendly city with alternatives to automobile travel, where Complete Streets are built with all users in mind, regardless of the mode of transportation or age or ability.

**Target 1:** Increase the percent of all project applications approved without waivers or variances from the Zoning Ordinance an additional 5% over FY12 results by June 30, 2015.\*

**Target 2:** 100% of public improvement projects designed in conformance with the City's Master Land Use plans annually.\*

**Target 3:** Increase the number of sustainable building (such as LEED, Green Built, etc.) certified commercial and residential projects in Grand Rapids by 25% by June 30, 2015.

**Target 4:** Increase the number of sustainable residential (re)development projects by an additional 50 housing/rental units over FY12 results by June 30, 2015.\*

**Target 5:** Increase the number of properties restored and protected within the ecological framework plan (Green Grand Rapids) by at least three properties by June 30, 2015.

**Target 6:** Increase accessibility, aesthetics, and/or other aspects of the streetscapes of two city gateway corridors by June 30, 2015.

**Target 7:** Increase the number of acres of City-owned park property using low impact design (LID) standards by June 30, 2015.\*

**Target 8:** 100% of sidewalk/approach locations constructed/repaired meet City specifications of construction and are safe for pedestrian travel annually.

**ENV3.3 - Outcome: Ensure access to parks and open spaces for all citizens.**

In addition to being nice to look at and enjoyable to play in, parks and open spaces have a number of other benefits. Large swaths of greenspace can act as air scrubbers, with plants pulling pollution out of the air and emitting oxygen as a byproduct, and greenspace can also help to regulate the temperature in a city, preventing radical fluctuations which can make urban life unpleasant. Greenspace also provides a natural habitat for animals and helps to preserve the natural environment and the diversity of regional species. Greenspace also helps with water



conservation. Urban forest canopies reduce the rate of evaporation, keeping water in a city, and urban wetlands help reduce flooding and manage stormwater runoff. The environmental benefits of greenspace do not generally conflict with human uses, making the choice to prioritize greenspace in city planning much easier.

**Target 1:** Increase the number of acres of City-owned parks and open space within the city by at least 10% by June 30, 2015.

**Target 2:** Increase the number of people who live within ¼ mile of a park or open space by at least 10% by June 30, 2015.

**Target 3:** 100% of City-owned facilities and grounds will be ADA compliant annually.

# APPENDIX I

## GLOSSARY OF SUSTAINABILITY TERMS

## Glossary of Sustainability Terms

**Alternative Fuels** - Non-petroleum fuels, such as biodiesel, electricity, ethanol, hydrogen, methanol, natural gas, and propane.

**Biomass Energy** – A type of renewable energy generated by burning wood, agricultural waste, fuel crops, sewage sludge, manure or methane from landfills.

**Cap and Trade** –A two-part regulatory system in which the “cap” is a government-imposed limit on carbon emissions, and the “trade” is a government-created market to buy and sell greenhouse gas credits. Companies that generate less than the allowed emissions can sell credits allowing others to emit more gases than the cap allows.

**Carbon Footprint** - Usually stands for a measurement of gaseous emissions that are relevant to climate change and associated with human production or consumption activities.



**Carbon Offset** – Purchasing greenhouse gas reduction credits from a project elsewhere to neutralize the impact of one's own emissions.

**Carbon Neutral** - Over its life cycle, a product or process that does not add more carbon dioxide to the atmosphere.

**Carbon Sequestration** – The removal and storage of carbon from the atmosphere in carbon sinks (such as oceans, forests or soils) through physical or biological processes, such as photosynthesis.

**Carpool, Vanpool** - Sharing rides to reduce the number of vehicles on the road, especially during typical rush hours.

**Climate Change** - Sometimes used to refer to all forms of climatic inconsistency, but more often used to imply a significant change from one climatic condition to another. In some cases 'climate change' has been used synonymously with the term 'global warming'.

**Compressed Natural Gas (CNG)** - An alternative fuel.

**Cogeneration** - The simultaneous production of heat energy and electricity from the same fuel in the same facility through the capture and recycle of the heat emitted during the electricity generation process.

**Compact Fluorescent Lamp (CFL):** A spiral-shaped fluorescent lamp that is energy efficient.

**Compact Fluorescent Light Bulb** – A fluorescent light that has the same shape as an incandescent bulb but is four times more efficient and can last up to 10 times longer.

**Conservation** - The practice of being conscientious of resources consumed.

**Cradle-to-Cradle** - A design protocol that advocates the elimination of waste by recycling a material or product into a new or similar product rather than disposing of it at the end of its intended life.

**Cradle-to-Grave** - A manufacturing model, dating to the onset of the Industrial Revolution, describing the process of disposing of a material or product via landfill, incineration, etc., at the end of its presumed useful life.

**Dematerialization** - Reducing the total material that goes toward providing benefits to customers. This may be accomplished through greater efficiency, the use of better or more appropriate materials, or by creating a service that produces the same benefit as a product.

**Ecological Footprint** - A measure of human demand on the Earth's ecosystems. The carbon footprint is an element of the ecological footprint.

**Emission** - The release of any gas, particle, or vapor into the environment from a commercial, industrial, or residential source including smokestacks, chimneys, and motor vehicles.

**Energy Efficiency** - The practice of using energy resources in an efficient way so as to require less to be used.

**Energy Intensity** - The entire amount of energy required to produce a product as a ratio of that product.

**Energy Recovery** - Simply put, obtaining energy from waste. This is accomplished through a variety of processes, and is also known as “waste-to-energy.” Traditionally, this meant burning waste products, but now gasification and anaerobic digestion are also playing a role. Also see waste-to-energy.

**Energy Star** - A rating system to help consumers compare items that they might purchase.

**Environmental Footprint** - The environmental impact any company or entity makes as it performs any activity. A footprint is determined by how well raw materials or by-products are (or aren't) absorbed by the surrounding environment.

**Environmental Impact** - Any change to the environment, good or bad, that wholly or partially results from industrial/manufacturing activities, products or services.

**Environmental Impact Areas** - Energy consumption, greenhouse gas (CO<sub>2</sub>-eq) production, toxicity and natural resources depletion are some of the key environmental impact areas.

**Environmental Justice** - Aimed at ensuring that people of color, low-income, and indigenous communities are not disproportionately adversely affected by environmental problems, such as climate change, or approaches to address them.

**Fossil Fuels** –Includes coal, petroleum, and natural gas and can be burned to provide heat that can be used directly, as in home heating, or to produce electricity. They all contain carbon formed through geologic processes over hundreds of millions of years.

**Geothermal Power** – Uses heat from below the earth's surface to generate electricity with virtually no emissions. Geothermal power plants use subterranean steam or hot water to turn turbines that produce electricity. Geothermal heat pumps are used to heat or cool individual buildings by moving the air through pipes buried in shallow ground where the temperature remains relatively constant.



**Global Warming** – An increase in the average temperature of the lower atmosphere resulting in climate change. While it can have many different causes, global warming is most commonly associated with human activities that result in the emission of greenhouse gases.

**Green** - The current word to describe taking measures to use resources wisely, including sustainability considerations.

**Green Roof** - Covering a rooftop with a garden to keep the surface temperature low.

**Greenhouse Effect** - The warming of the earth's surface and lower atmosphere as a result of carbon dioxide and water vapor in the atmosphere, which results in an increase in temperature.

**Greenhouse Gases** – A gas, such as carbon dioxide, methane, nitrous oxide, and ozone, that traps the sun's heat and contributes to global warming. Some greenhouse gases are naturally-occurring and serve to maintain the surface temperature of the earth. When too much greenhouse gas is released into the atmosphere (man-made), then the natural balance is disrupted.

**Hybrid Vehicle** - A car or other vehicle that uses electricity along with other fuel.

**Hydrochlorofluorocarbons (HCFCs)** – (also known as halogenated gases) One of the chlorine-containing gases that absorb infrared radiation at wavelengths that would not otherwise be absorbed, making them potent greenhouse gases that may affect global climate change and that also tend to destroy the ozone layer

**Hydrogen Cell** – An energy conversion device that can efficiently capture and use hydrogen to generate pollution-free power for a variety of applications.

**LEED** – The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings.

**Life Cycle Analysis (LCA)** - The assessment of a product's full environmental costs, from raw materials to final disposal, in terms of consumption of resources, energy and waste - 'from the cradle to the grave.'

**Light Emitting Diodes (LEDs)** – Highly energy-efficient devices that work by semiconductor rather than heat generation to provide light for up to 35,000 hours or more.

**Material Intensity** - The total amount of material needed to produce a product as a ratio of that product.

**Methane to Electricity** – Instead of burning off the gas that accumulates in capped solid waste landfills, the gas is piped into a combustion generator to produce electricity.

**Non-renewable Energy** - Energy derived from sources that cannot be replenished in a short period of time relative to a human life span. Non-renewable sources of energy are typically divided into two types: fossil fuels and nuclear fuels. Fossil fuels include oil, natural gas, and coal. Nuclear involves uranium.

**Organic** - Grown using natural forms of pest control and fertilizer.

**Peak Oil** - The point in time at which global petroleum production reaches a level of maximum output. After this point, the rate of production declines. A well-known definition of this point is Hubbert's Peak, the time when half of the oil that can be recovered has been recovered.

**Recycle** - The practice of allowing goods to be re-used to extend their life and to keep them out of the landfill. The practice of buying goods made from recycled items.



**Renewable Energy** - Energy derived from generally renewable resources including hydro, solar, wind and geothermal.

**Segregated Waste to Energy** – Generates electricity by burning non-toxic municipal waste such as paper, wood, pallets, tree and lawn trimmings.

**Solar Photovoltaic (PV) Energy** – Direct conversion of sunlight to electricity, producing no emissions. PV panels contain semiconductors such as silicon that collect and absorb solar energy, producing direct

current (DC) electricity. An inverter device is used to convert the DC current into alternating current (AC) electricity.

**Stormwater** - When rain falls on the earth, the water that is not absorbed into the ground travels along roads, parking lots, and driveways, collecting surface pollutants as it flows into rivers, lakes, and other bodies of water.

**Sustainability** Now a widely accepted definition, the World Commission on Environment and Development in 1987 said sustainability means, "Meeting the needs of the present without compromising the ability of future generations to meet their own needs."

**Triple Bottom Line** - The idea that economic prosperity, social equity, and environmental quality are equally important.

**U.S. Green Building Council** - An organization of community leaders who are concerned with building practices that focus on environmentally-friendly materials, protecting ecosystems and biodiversity, improving air and water quality, and conserving natural resources.

**Waste-to-Energy** - The practice of processing waste products to generate steam, heat, or electricity. Also see energy recovery.

**Weatherization** - The practice of making homes and buildings more energy efficient. Weatherization reduces heating and cooling bills.

**Wind Energy** - Turbines, similar to gigantic windmills, capture and convert the natural power of the wind into electricity without producing any emissions.