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FY2021 Mid-Year Updates

- Tuesday, February 9, 2021 at Committee of the Whole, 10am
 - Financial Update
- Tuesday, February 23, 2021 at Committee of the Whole, 10am
 - Economic Outlook and Recovery Update
 - Overview of FY2021 Citywide Strategic Plan Progress
- **Tuesday, February 23, 2021 at Special Meeting for Detailed Updates on Key FY2021 Initiatives, 2pm**
 - **GRPD Strategic Plan Update Including Parking Enforcement Transition and Evidence-Based Violence Reduction RPF**
 - **Master Plan Update and Facilitator Results**
 - **Housing and Homelessness Update**

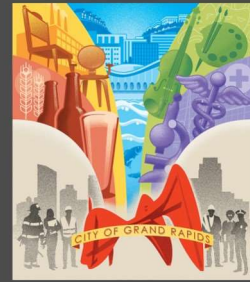
FY 2021 MID-YR PERF. MGMT. UPDATE



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Police Strategic Plan and Mobile GR Parking Enforcement



ACCOUNTABILITY
COLLABORATION
CUSTOMER SERVICE
EQUITY INNOVATION
SUSTAINABILITY

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Grand Rapids Police Department Performance Report – February 23, 2021



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GRPD Values, Vision & Mission Statement



Values

Service

Through compassion, empathy and courage, we are driven to meet the public safety needs of our community.

Equity

We acknowledge that historically, segments of our community, including people of color, low income residents and others, have been disproportionately impacted by City policies, policing practices and the criminal justice system. We are committed to providing fair and just services for all individuals.

Integrity

We will do the right thing, at the right time for the right reasons.

Accountability

We are committed to transparency and will always take responsibility for our actions.

Vision

In partnership with our community, we will become the safest mid-sized city and most trusted police department in the United States.

Mission

Protect life and property, prevent crime, and ensure all people feel safe and are safe at all times throughout our community.



Grand Rapids Police Department Strategic Plan FY 2021-2023

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GRPD Strategic Plan Transformative Structure



The GRPD Strategic Plan is a 3-year plan.

We started work aligned to the plan in August 2020, thus, we are only 5 months in.

3 MAIN PRIORITIES

- **SAFETY** – Our desired outcome is to provide professional neighborhood policing services to prevent crime, enhance trust and ensure safety for all.
- **INNOVATION** – We will leverage partnerships and technology to improve services, decrease crime and increase efficiency.
- **ENGAGEMENT** – We will build community trust and mutual understanding by enhancing community engagement strategies within the framework of our neighborhood-based policing.

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GRPD Strategic Plan Transformative Structure



CLOSER VIEW OF THE 9 OBJECTIVES

SAFETY

1. Be a positive presence in our neighborhoods, respond to police calls for service and engage in collaborative problem-solving initiatives with our community
2. Create a Crime Reduction Team, via internal departmental restructuring, that is data-driven to identify and address criminal offenders
3. Engage with the Office of Oversight and Public Accountability, and community stakeholders, to pursue data driven, evidence-based strategies that address root causes of, and help to reduce, crime and police related emergencies.

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GRPD Strategic Plan Transformative Structure



INNOVATION

4. Explore alternative responses to certain calls for service
5. Partner with the Kent County Prosecutor's Office and the City's Office of Oversight and Public Accountability to coordinate victim advocacy and restorative justice programs
6. Leverage technological opportunities to decrease crime and increase efficiency, while ensuring objective and constitutional use and accountability

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GRPD Strategic Plan Transformative Structure



ENGAGEMENT

7. Align engagement with neighborhood-based policing
8. Partner and collaborate with the Offices of Oversight and Public Accountability and Equity and Engagement, and community stakeholders, to increase community trust through transparency and accountability, while elevating the community's voice in police operations
9. Attract, hire, and retain high performing employees who embrace a guardian mentality and neighborhood-based policing philosophy

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GRPD Strategic Plan Transformative Pledges



Keeping on Track & Constant Evaluation of our Agency

- Present quarterly updates on plan progress and its implementation
- Utilize data driven enforcement and proactive strategies to effect violent crime (homicides to date are down 86% from last year)
- Continue to reimagine policing and embrace a transformative plan that reflects the desires of the community, along with proven techniques, to ensure a safe city
- Accomplish all of the above while remaining transparent, through accurate and timely updates to the Police Metric Dashboard

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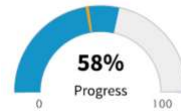
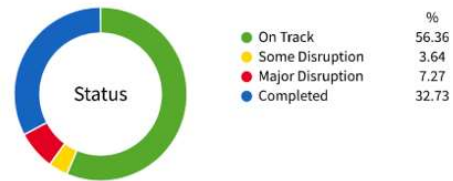
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Overall Plan Update Summary

July 1 through
December
31st 2020



Overall Summary



- Actions with disruption have been centered around financial concerns, lack of, or change in, personnel and COVID-19 restrictions.
- Overall, the GRPD is ahead of schedule with 89.09% of action steps completed or on track for completion.
- In order to move forward with the Strategic Plan and obtain a successful implementation, the GRPD will have to, at the very least, maintain its current staffing levels and financial resources.

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Priority 1: **SAFETY** Update Summary



Strategy - Safety



Objective: 3

Strategy: 6

Action Step: 14

- Any SAFETY action step experiencing disruption through the process has been due to personnel constraints and COVID-19.
- Despite these issues, 21.43% of action steps have been completed and 71.43% remain on track.

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Priority 1: **SAFETY** Update (continued)



HIGHLIGHTS OF THE SAFETY PRIORITY INCLUDE:

- Collaboration with stakeholders on a Community Based Violence Reduction Program – an RFP has been received and closed to which Brandon Davis, from the OPA office, will further explain.
- Successful execution of a Gun Buyback program – held on two occasions around the city, the program resulted in the recovery of over 200 firearms.
- In late summer and early fall of 2020, the department conducted door-to-door engagement, in order to seek the community's input, and alleviate concerns, regarding increased violence and police presence in neighborhoods.
- As a result of this community feedback, the department conducted several Safe Neighborhood Operations. These operations included additional personnel being assigned to neighborhoods that were experiencing high levels of violence. The personnel were provided accurate intelligence and specific directives and these deployments resulted in multiple arrests, seized firearms, as well as zero Internal Affairs complaints.

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Priority 1: **SAFETY** Update (continued)



HIGHLIGHTS (continued)

- Department leadership reimagined agency structure to create the Special Operations Division, tasked with utilizing data driven intel and strategies, to address violent crime in an equitable manner.
- The Special Operations Division will work with the Investigative Division to identify specific violent offenders who are victimizing our community and the people living within.
- A Sergeant will work to identify reports of similar motive and/or suspect and assure the proper sharing of this intel information amongst the Police Units, for enforcement or other needed intervention (such as mental health, housing etc.)
- A Gang Intelligence position was created to work in unison with the above-mentioned personnel. This position will assist with violent offenders, work to prevent further gang violence and hope to interrupt the recruiting of other youth into the lifestyle.

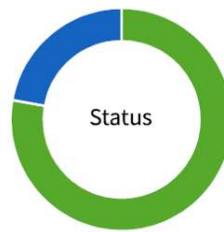
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Priority 2: INNOVATION Update Summary



Strategy - Innovation



● On Track
● Completed

%	#
77.78	7
22.22	2

Objective: 3

Strategy: 4

Action Step: 9

- Many of the INNOVATION action steps are yet to begin and are “upcoming”.
- Some are on hold and/or being reevaluated due to financial resources and needed City Commission approval.
- However, the remaining action steps during this Quarter remain on track for completion.

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Priority 2: INNOVATION Update (continued)



HIGHLIGHTS OF THE INNOVATION PRIORITY INCLUDE:

- Expansion of the HOT Team – GRPD’s commitment to the Team is currently two, soon to be three, officers and a supervising Sergeant. A Mental Health component has also been added to the Team
- Partnership with a Mobile Health and Crisis response Team
- Additional planned CIT Training for more GRPD officers
- Multiple listening sessions were held to elevate the community’s voice in police operations, particularly as it relates to technology. We will continue to work with the City, our stakeholders, and community to come together and have continued conversations about technology in policing and crime prevention.
- Finalization of changes to department policy regarding Use of Force and training of all personnel

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Priority 2: INNOVATION Partnership with Mobile GR



- Example of a partnership with another City Department to reimagine how we do things -- Thank You, Mobile GR
- In FY2020, GRPD Communications received 3,365 calls regarding parking complaints.
- 2019 ordinance changes will now allow parking enforcement to write all categories of parking violations. This will redeploy sworn GRPD personnel to calls for service that require a sworn officer response.

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Overview of Parking Enforcement

Parking Enforcement Workgroup

- 10 Parking Violations Checker positions (7 filled)
- 1 Parking Enforcement Supervisor

Focuses on meter infraction tickets, neighborhood business district parking infractions, residential parking permits and safety violations

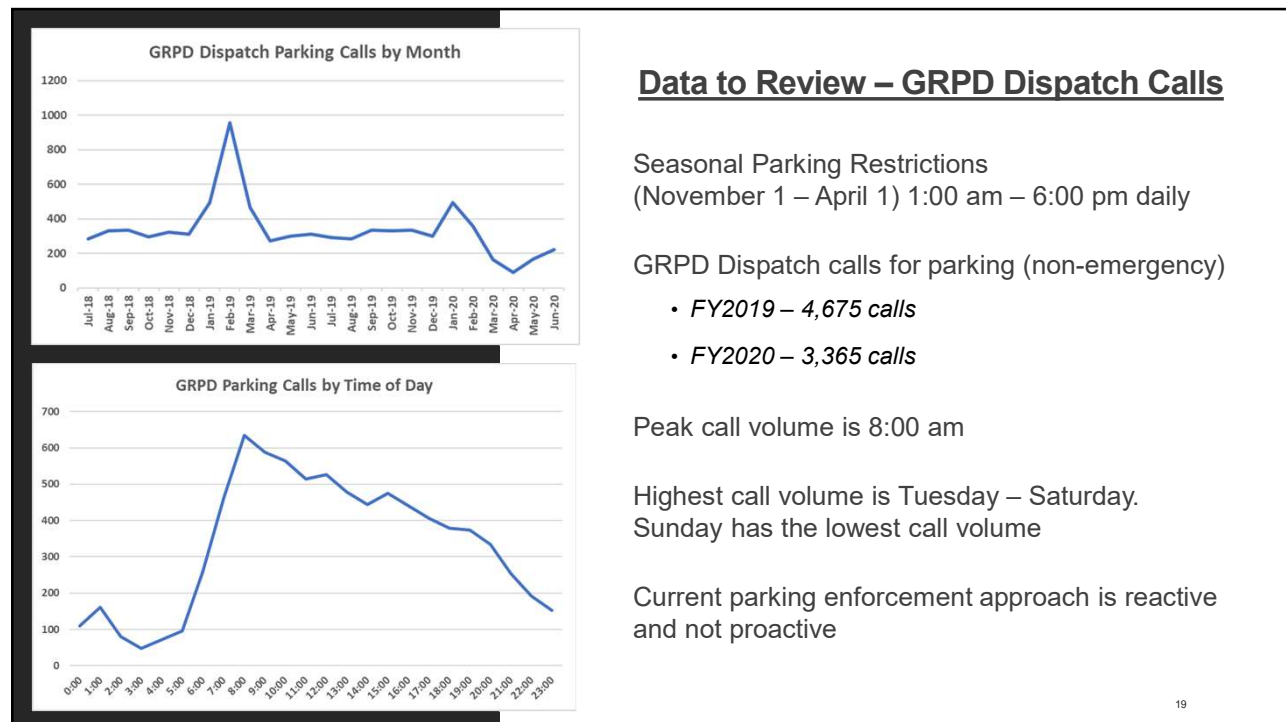
Do not currently issue seasonal parking tickets

Parking enforcement authority is derived from Section 10.69 of Chapter 181 of Title X of the Code of the City of Grand Rapids entitled "Traffic" (amended June 2019)

Staggered shifts to cover Monday – Saturday hours from 7:30 am – 6:30 pm

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Data to Review – Parking Tickets Issued by Type

FY2019		FY2020	
Description	# of Tickets	Description	# of Tickets
METER DOWNTOWN CENTRAL	49720	METER DOWNTOWN CENTRAL	41890
NO PARKING ZONE	9044	NO PARKING ZONE	7663
SEASONAL PARKING ODD-EVEN	7156	SEASONAL PARKING ODD-EVEN	4853
METER INFRACTION NON-CENTRAL	4746	METER INFRACTION NON-CENTRAL	3311
WITHIN 3 FT OF DRIVEWAY	3048	TOO NEAR INTRSCN/CRSSWLK	2283
TOO NEAR INTRSCN/CRSSWLK	2423	WITHIN 3 FT OF DRIVEWAY	2053
WITHIN 15 FT OF HYDRANT	2195	WITHIN 15 FT OF HYDRANT	2050
NO PK POSTED HRS - ON STR	1890	NO PK POSTED HRS - ON STR	1217
LOADING ZONE	1809	LOADING ZONE	1189
RESTRICT RESIDENTAL PK	1202	RESTRICT RESIDENTAL PK	656
ELECTRONIC PAYMENT ONSTREET	983	NOT IN METERED SPACE	610
Restricted – On Street (Timed)	951	Restricted – On Street (Timed)	576
WITHIN 30 FT. OF SIGNAL	731	ON SIDEWALK	543
DISABLED ZONE	695	DISABLED ZONE	500
ON SIDEWALK	594	WITHIN 30 FT. OF SIGNAL	432
LEFT TO CURB	588	LEFT TO CURB	416
PARKED OVER 48 HRS	432	PARKED OVER 48 HRS	408
NOT IN METERED SPACE	424	BLOCKING DRIVEWAY	297
Reserved-Off Street	404	OBSTRUCTING TRAFFIC LANE	295
Reserved – Off Street (Timed)	398	Reserved-Off Street	242
BLOCKING DRIVEWAY	390	ELECTRONIC PAYMENT ONSTREET	232
UNAUTHORIZED PARKING	337	UNAUTHORIZED PARKING	202
OBSTRUCTING TRAFFIC LANE	295	TEMPORARY NO PARKING	163
OVER 1 FT FROM CURB	239	Reserved – Off Street (Timed)	142
ON CROSSWALK	190	UNATTACHED TRAILER	142
OFFSTREET HANDICAP ZONE	149	OVER 1 FT FROM CURB	129
NOT WITHIN PARKING LINES	142	ON PARKWAY	106
ON PARKWAY	96	ALLEY PARKING	91

Total parking tickets issued

- FY2019 – 91,887
- FY2020 – 73,098

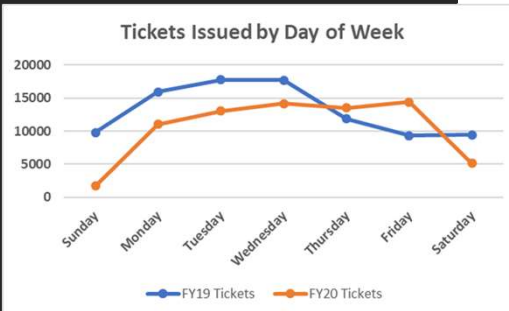
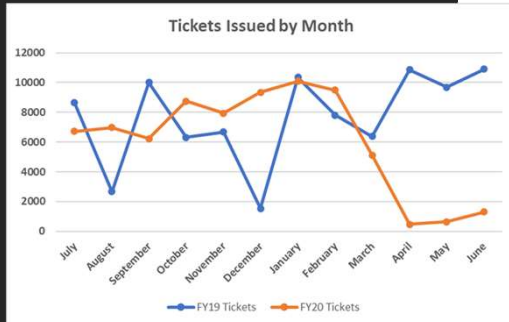
50+ different violation types

Highest category is expired meters in Downtown

Seasonal parking is the third highest violation type

With ordinance changes in 2019, parking enforcement staff can write all parking violations

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Data to Review – Parking Tickets Issued by Day and Month

Tickets issued by month appears to vary greatly year over year

April – July have highest volumes

10k tickets in January 2019 and 11k tickets in February 2020

Monday – Friday highest ticket volume reflective of parking enforcement staffing

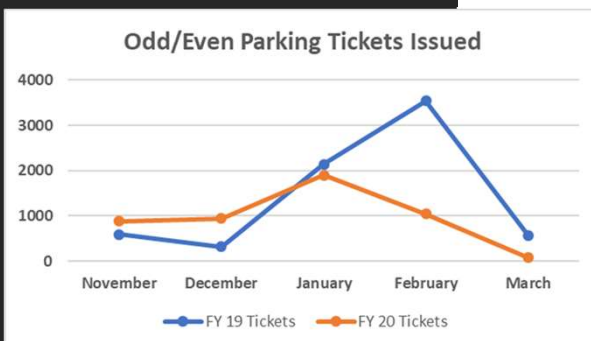
Data includes all tickets issued by GRPD, Mobile GR and Police Volunteers

Parking Enforcement was reduced from March 26 – July 6, 2020

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Data to Review – Seasonal Parking Tickets



Seasonal Parking Restrictions
(November 1 – April 1)

Seasonal Parking Tickets Issued

- FY2019 – 7,156 tickets
- FY2020 – 4,853 tickets

FY2019 was a heavier snow season compared to FY2020

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Priority 2: INNOVATION Partnership with Mobile GR



Preliminary Recommendations

Assume all parking enforcement responsibilities and transition GRPD Dispatch calls for parking by July 1, 2021

Mobile GR staff will assume seasonal parking duties starting Nov. 1, 2021

- Augment current staffing with 3-4 seasonal staff for the Nov. 1 – April 1 season
- Strike balance between proactive and reactive parking enforcement. Emphasize education and awareness.

Review abandoned vehicles process and towing of vehicles from City parking facilities.

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Priority 3: ENGAGEMENT Update Summary



Strategy- Engagement



Objective: 3 Strategy: 9 Action Step: 32

- 43.75% of the ENGAGEMENT action steps remain on track, though COVID 19 has been a significant disruption in this category.

HIGHLIGHTS FOR COMMUNITY ENGAGEMENT INCLUDE:

- Implementation of the Police Chief's Advisory Team (PCAT). The PCAT began meeting weekly and now meets biweekly. The Team's feedback has been invaluable to Chief Payne and has created a significant bridge between the department and community members.

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Priority 3: ENGAGEMENT Update (continued)



- The Community Engagement Unit (CEU) launched a new website- **JOINGRPD** to improve recruiting efforts. They also developed a more robust and diverse recruiting team.
- The GR Communications Center successfully completed CALEA accreditation and will receive official recognition in March 2021. They also transitioned to the new 800 MHZ radio system.
- The Department is in the process of hiring a civilian PIO and a Civilian Chief of Staff. Both processes have taken longer than expected due to circumstances out of our control.
- Despite COVID-19, the GRPD was able to participate in 135 community events in 2020.
- External IAU complaints dropped for the fourth consecutive year.
- Teams of Objective Leads have been formed within the department to collaborate with other city offices and community leaders regarding accountability, training, engagement and recruiting.

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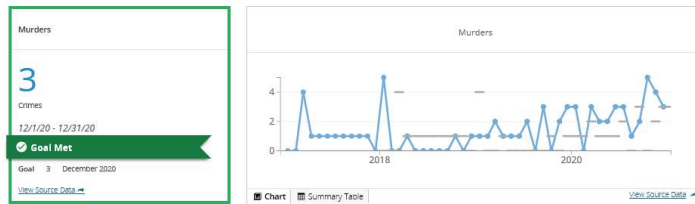
Priority 3: ENGAGEMENT Update (continued)



- We are committed to providing accurate and timely data to the City's Police Metrics Dashboard.
- Existing Categories include Accountability, Budget, Community Engagement, Crime Statistics, Criminal Charge Statistics and Staffing.
- We received a lot of feedback on the metrics and as a result added an action step under this strategy to ensure that we continue to identify additional data for the dashboard that the community would like to see moving forward.
- We hold our commanders accountable to utilize data regarding community sentiment through community surveys to constantly evaluate and improve police services while ensuring equity.

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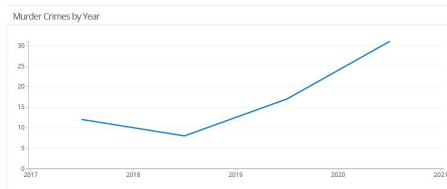
Priority 3: ENGAGEMENT Update (continued)



About the Data

Crime numbers are constantly changing based on new information received; this is a snap shot from one particular day. Murders are a Part I crime and are required to be reported to the FBI annually. We are working to report these numbers on a quarterly basis. The data typically lags one quarter behind so April through June data will be reported around October. Our goal is that our crime total number of murders per 1,000 residents is 10% less than the previous year.

As a part of our commitment under the Open Data Initiative, we are supplying real time crime data that is mapped at the block level (not the exact location of the crime). This information is located on the crimemapping.com website. The data included on this map is for the most recent six months. Please also note that there can be differences in information that we report via this dashboard and what data is included on the crime mapping website.



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GRPD Strategic Plan Obstacles & Disrupters 2020



Some Disrupters

- COVID 19
- The plan to collaborate with a private company to reimagine property damage traffic crashes has been disrupted due to the company no longer wanting to work in Michigan. Despite the change, the GRPD is working with another entity to continue researching this possibility.
- Research and planning continues around whether it is best case practice to redeploy sworn personnel by reimagining responses to alarms and quality of life issues.
- Many of these changes will require an extensive amount of public education prior to implementation. The Department looks forward to the hiring of the non-sworn PIO to help in this endeavor.
- The GRPD Strategic Plan was based on its current financial resources and personnel strength. Any changes to these figures would require altering the Strategic Plan.

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Police Department Future Transformation 2021



Moving Forward

- Re-engage with the community as COVID-19 restrictions are lifted. This includes improving trust with residents and recruiting within our neighborhoods.
- Transition from Community Policing to Neighborhood Based Policing Model, beginning March 2021. Our intention is to have an officer in each "beat" of the city, to work collaboratively with community members and stakeholders, to utilize a partnership approach to crime reduction.
- Continue to research ways to leverage technology to improve efficiency and re-deploy personnel. Research will include engagement with community and a dedication to lifting their voice regarding policing operations.
- Continue the transition of the parking enforcement responsibilities to Mobile GR, in order to redeploy sworn personnel.
- Continue to look at additional partnerships. A local hospital inquired about partnering with GRPD and paying for two officers at their location. We look forward to having these conversations and bringing forward resolutions on how this may work.
- Again, our vision, in partnership with our community, we will become the safest mid-sized city and most trusted police department in the United States.

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OPA Update Regarding Evidence-Based Violence Reduction and Intervention RFP

Tuesday, February 23, 2021



City of Grand Rapids, Michigan
Purchasing Department
300 Monroe, NW Room 720 Grand Rapids, MI 49503
Ph: (616) 456-3173 Buyer Contact: Cynthia Scholten

Request for Proposal #918-67-06
Solicitation #: RFP 233 21000012
Consulting Services: Evidence-Based Community Violence
Reduction and Intervention Program

Proposal Due Date: January 15, 2021 11:00 A.M. EST

Please fill out the information below and attach to your RFP documents

Company Name:		Contact Name:	
Company Phone:		Contact Phone:	
Company Fax:		Contact E-mail:	
Company Address:			
WebSite Address			
Federal Identification # (TIN #)			

The City of Grand Rapids is issuing this Request for Proposal (RFP) for obtaining services related to the development & implementation of programs related community violence & intervention reduction. Proposals shall be submitted to the City Advantage360 VSS system found on our webpage with the link below. Please note that companies are required to register with Advantage360 VSS to become a vendor. If you are not currently registered, or wish to update an existing vendor profile, click on the following link to begin registration (VSS system) Should you have technical difficulties, please contact the purchasing agent listed above: <https://myadvantagecloud.cgr.mi.gov/vss/AltSelfService>.

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Investment, Commitment and Connection

- ▶ **City's Investment:** The City intends to contribute **\$75,000 annually** with renewal options for two years resulting in a **total investment of \$225,000.**
- ▶ **Lead Agency's Commitment:** The lead agency will fully implement, supervise, and facilitate an evidence-based community violence reduction and intervention program including, but not limited to seeking additional public, private, and/or philanthropic funding to support this program, if additional funding is needed.
- ▶ **Connection to Neighborhoods:** The ideal lead agency will have existing relationships with City of Grand Rapids' neighborhoods - especially, Neighborhoods of Focus.

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Request for Proposals Process

- ▶ On December 11, 2020, The City released an RFP seeking a **lead agency** to implement an evidence-based community violence reduction and intervention program.
 - ▶ Properly posted via City purchasing guidelines and on the City's website
 - ▶ Shared with community groups and partners
 - ▶ Shared with local media outlets and distributed via social media
- ▶ Proposal specifications required a program model based on one of the following:
 - ▶ Cure Violence
 - ▶ Cease Fire
 - ▶ Advance Peace
 - ▶ NOLA for Life
 - ▶ An evidence-based model with similar outcomes
- ▶ The deadline for submission was extended to January 21, 2021 from the original date of January 15, 2021.

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Request for Proposals Process (continued)

- ▶ The City received three responses to the RFP. One response was disqualified.
- ▶ The RFP Review Committee consisted of internal and external partners.
 - ▶ Chris Becker - Kent County Prosecutor
 - ▶ Connie Bohatch - Managing Director of Community Services
 - ▶ Brandon Davis - Director of Oversight and Public Accountability
 - ▶ Anita Hitchcock - City Attorney
 - ▶ Kerby Killingham - Family Outreach Center
 - ▶ John Lehman - Fire Chief
 - ▶ Eric Payne - Police Chief
 - ▶ Stacy Stout - Director of Equity and Engagement

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Request for Proposals Process (continued)

- ▶ **Submission 1** proposes to provide training and certifying other service providers regarding the implementation of the “Cognitive Restructuring and Resocialization Program.” This program incorporates the following: a Psychoanalytic Approach, Psychodrama, Cognitive Behavioral Therapy, Gestalt, Empowerment Approach, Narrative Therapy, and Computer Programming Concepts. The proposal focuses on providing services for youth ages 13-21, however an adult version of this program is available.
- ▶ **Submission 2** proposes to “de-violence” the destructive thinking of our youth. This program will work to create a proactive and positive mindset while teaching youth to create their own virtual reality simulations. This program focuses on youth ages 11-17 who have been exposed to the trauma of community violence and systemically been imprisoned to a lifestyle that breeds violence. This program offers 8 hours of training to cohorts of 30 students per session.

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Committee Decision

- ▶ The Committee believes both projects could be impactful in concert with other efforts and recommends consideration of funding through other mechanisms.
- ▶ However, this RFP focused on the creation of an evidence-based program that will engage in direct (street level - community centered) violence intervention. Neither submission was based on a direct violence intervention model, and therefore bids were not awarded.
- ▶ In response, OPA and Purchasing met with the proposers to inform them of other funding streams that can be considered including, but not limited to seeking funding through the SAFE Taskforce.

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Future Considerations

Option One

- ▶ Re-release the RFP
- ▶ Maintain specifications that allow for submissions based on a broad range of evidence-based intervention models
- ▶ Maintain requirement that the lead agency must secure funding to cover expenses exceeding the annual \$75,000 to be provided by the City (\$225,000 over 3 years).

Option Two

- ▶ Contract directly with Cure Violence or another evidence-based intervention model.
- ▶ Release an RFP/RFQ for a lead agency to implement the chosen model.
- ▶ This model will require additional upfront investment by the City or from partners.

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Next Steps

- ✓ ☒ OPA has contacted Cure Violence and requested confirmation regarding the current applicability of its 2019 analysis and cost structure.
- ✓ ☒ OPA has requested information from NOLA for Life, Advance Peace, and Operation Cease Fire regarding services offered and their cost structures.
- ☐ The RFP review team will review all the information that is received and make a recommendation to the City Manager regarding which option to pursue.
- ☐ OPA will provide continual updates as additional information becomes available.

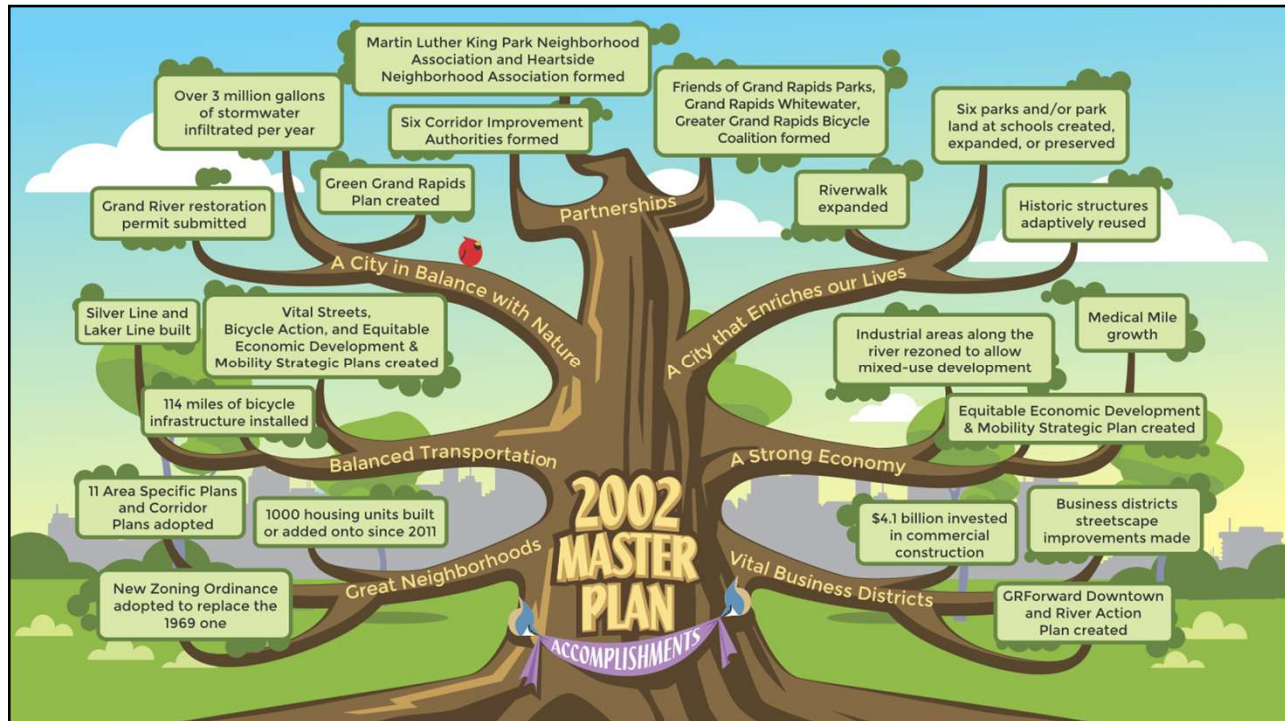
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Questions?

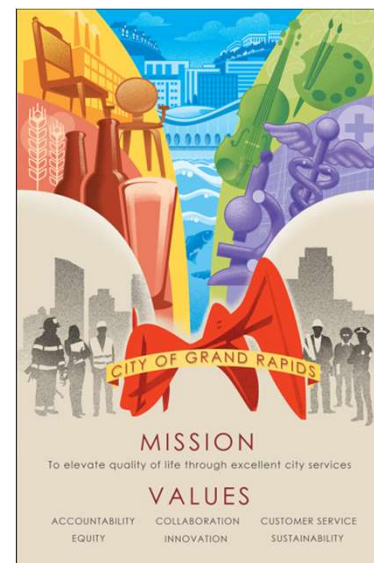
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MASTER PLAN FACILITATOR PROGRAM GOALS

- Alignment with the Strategic Plan's Governmental Excellence Objective 6: Update the Master Plan to enable smart equitable growth.
 - Complete scoping of the Master Plan update—pre-planning phase to review the 2002 Master Plan
 - Metric: % of participants that are residents of color
- Alignment with the Strategic Plan's Engaged and Connected Community Objective 4: Elevate resident voice in City operations.
 - Leverage partnerships and neighborhood leadership to gather and lift up resident voice



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MASTER PLAN FACILITATOR PROGRAM

- 20 facilitators
- Ward distribution
 - First Ward – 6 Facilitators
 - Second Ward – 7 Facilitators
 - Third Ward – 7 Facilitators
- Trainings
 - City of Grand Rapids Equity Foundations
 - MSU Extension Citizen Planner
 - MSU Extension facilitation training
- Master Plan review divided into four rounds with three chapters reviewed each round
- Questions answered for each round



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MASTER PLAN FACILITATORS

Marcus Manders
 Isaac Brown & Marian Barrera Young
 Victor Williams
 Megan Kruis
 David Rhodes
 Magdalena Rivera
 Frances Dalton
 Walt Marston
 Gabriella Favela
 Mary Harden Johnson
 Barbara Draughon
 Margo Johnson & Peter Carlberg
 Isaac DeGraaf & Samika Douglas
 Torino Scott
 Madison Smith-Jacoby
 Elianna Bootzin
 Rocio Rodriguez
 Paula Collier
 Tarah Carnahan
 Annette Vandenberg

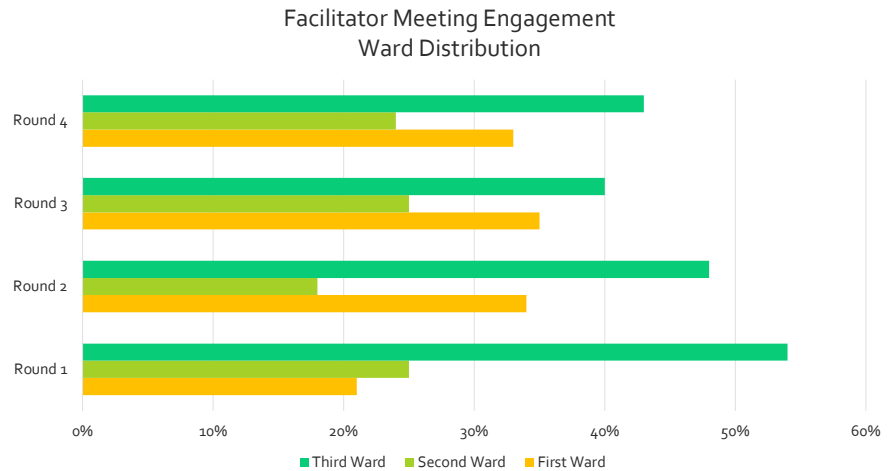
Association for the Blind & Visually Impaired
 Baxter Neighborhood Association
 Boston Square Neighborhood Association
 Creston Neighborhood Association
 Campau Commons
 East Hills Council of Neighbors
 Garfield Park Neighborhoods Association
 Grand Rapids resident representing Age-Friendly Communities
 Grandville Area Arts & Humanities
 Helping Important People Succeed (HIPS)
 Heritage Hill Neighborhood Association
 John Ball Area Neighbors
 LINC UP
 Martin Luther King Park Neighborhood Association
 Midtown Neighborhood Association
 Neighbors of Belknap Lookout
 Roosevelt Park Neighborhood Association
 Seeds of Promise
 Treetops Collective
 West Grand Neighborhood Organization

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FACILITATOR MEETING ENGAGEMENT

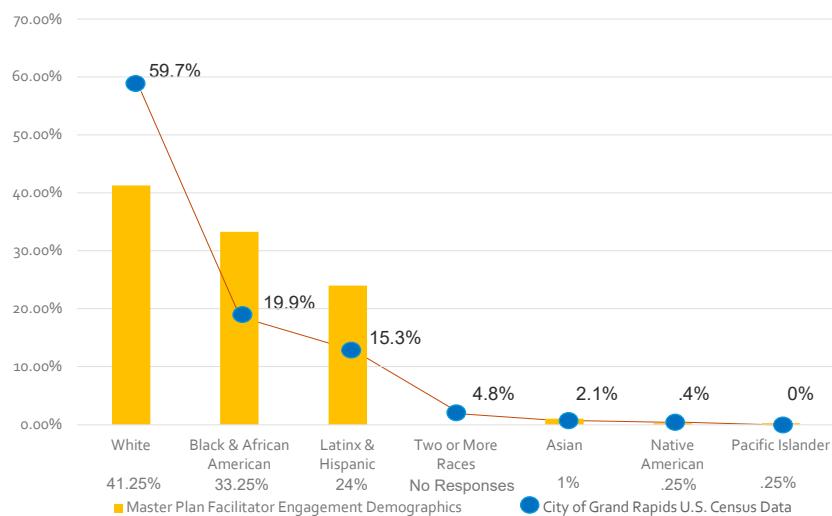
- 92 community meetings
- 530+ community members engaged
- Non-English speakers engaged
 - Arabic
 - Dinka
 - Kinyarwanda
 - Nuer
 - Spanish
 - Swahili



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FACILITATOR MEETING ENGAGEMENT



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HELPING IMPORTANT PEOPLE MARY HARDEN JOHNSON

- HIPS Summer Ambassador Program
- Youth engagement
- Introduced planning to participants
- Outcomes

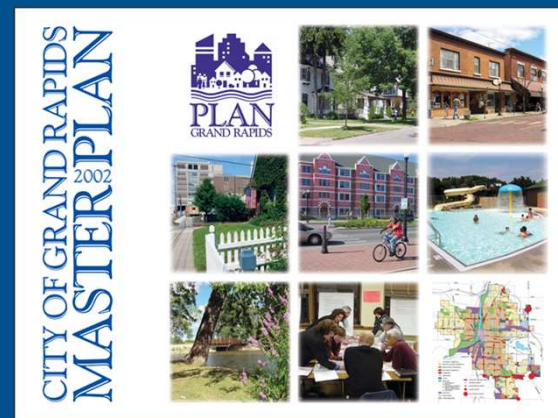


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PLANNING STAFF 2002 MASTER PLAN REVIEW

- 11 planners completed review
- 13 weeks
- 95 land use questions
- Drew out their experiences with the Master Plan



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GREAT NEIGHBORHOODS - CHAPTER 3

THEN

"Great neighborhoods are the foundation of a great city. They are the physical and social expressions of the community. Every neighborhood can be a great neighborhood by building on its special assets and character."
- 2002 Master Plan

- Housing diversity
- Urban heritage
- Collaboration and community
- Quality of life
- Quality of education
- Committed homeowners, landlords and tenants

NOW

"There needs to be more affordable housing that is walking distance to things we need and creates a neighborhood feel for people to connect."
- Treetops Collective & UMC House participants

- Neighborhood focus
- Incremental and infill development
- Development without displacement
- Homelessness
- Housing
- Youth development and education



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VITAL BUSINESS DISTRICTS - CHAPTER 4

THEN


"Vital business districts are critical components of a livable city and a strong economy. ... The choices that are made in locating and designing business districts are also important factors in creating a walkable city and supporting transit."
- 2002 Master Plan

- A healthy downtown
- Near downtown and riverfront mixed-use areas
- Traditional Business Areas (TBA) restoration and revitalization
- Mixed-use neighborhood, village and sub-regional centers
- Vitality
- The public realm

NOW

"We need to create business districts that reflect the population with equity."
- Boston Square participants

- Drop the mixed-use neighborhood, village, and sub-regional center concept
- TBA district of mixed business types and uses
- Businesses and banks owned by BIPOC individuals



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A STRONG ECONOMY – CHAPTER 5

THEN

"The citizens of GR recognize the importance of continuing business and institutional investment, but seek to balance economic growth with priorities for neighborhoods, the environment and the quality of development."
– 2002 Master Plan

- Business climate
- Job diversity and a productive workforce
- Building on our assets such as the Grand River
- Retaining industrial uses near rail and highways
- Incorporating light industrial in mixed-use areas

NOW

"A strong economy—an equitable economy—needs to be included, what are we doing to spread economic growth across the city in an equitable way, and what are we doing to mitigate divestment in the Third Ward specifically." – Baxter participants

- An economy that everyone can benefit from
- Environmental justice
- Improving transit for job access



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BALANCED TRANSPORTATION – CHAPTER 6

THEN


"GR citizens support the coordination of transportation and land use decisions to reduce dependence on the automobile, provide choice in travel modes and to balance the needs for automobile and truck access with the objectives of improving transit, making streets more walkable and creating a system of bike routes."
– 2002 Master Plan

- Automobile alternatives
- Well designed street network
- Parking and quality pedestrian experience balance

NOW

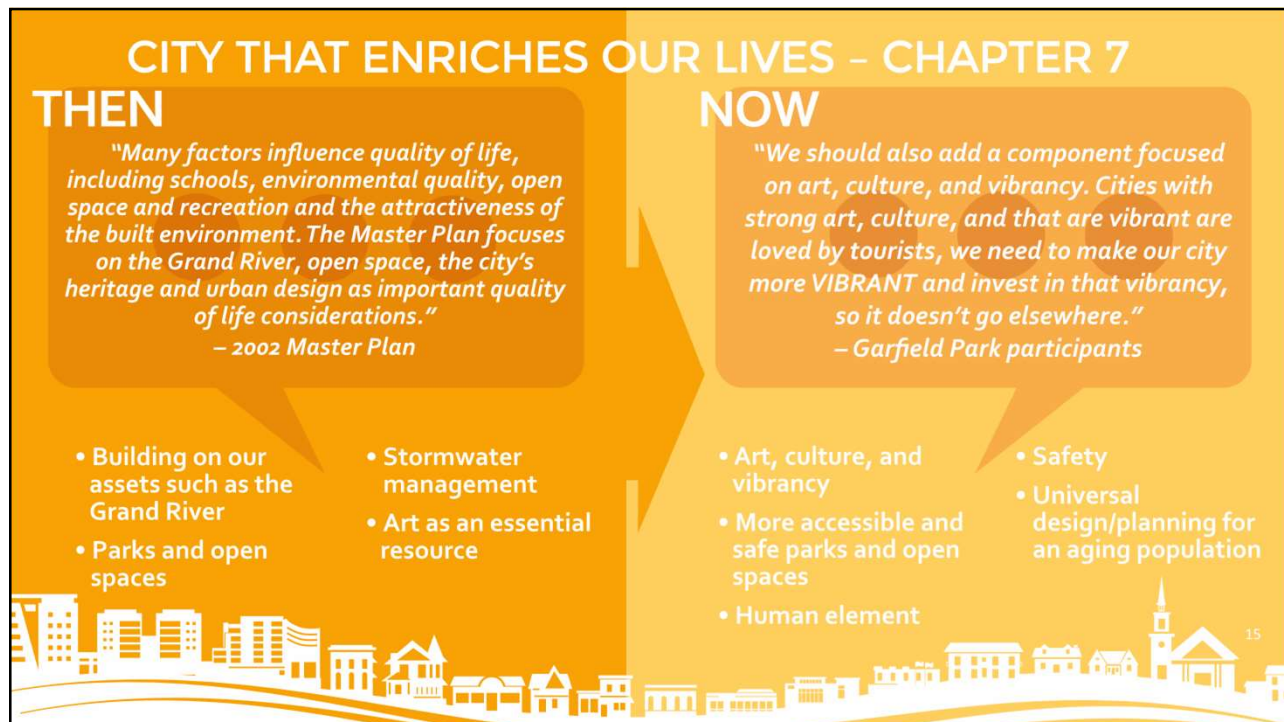
"Expand transportation to include all mobility and accessibility for all, inclusive of wheelchair bound, sight/hearing limited. As well as people without a car."
– East Hills participants

- Emphasis on accessibility
- More pedestrian and bicycling enhancements
- Differing opinions on parking

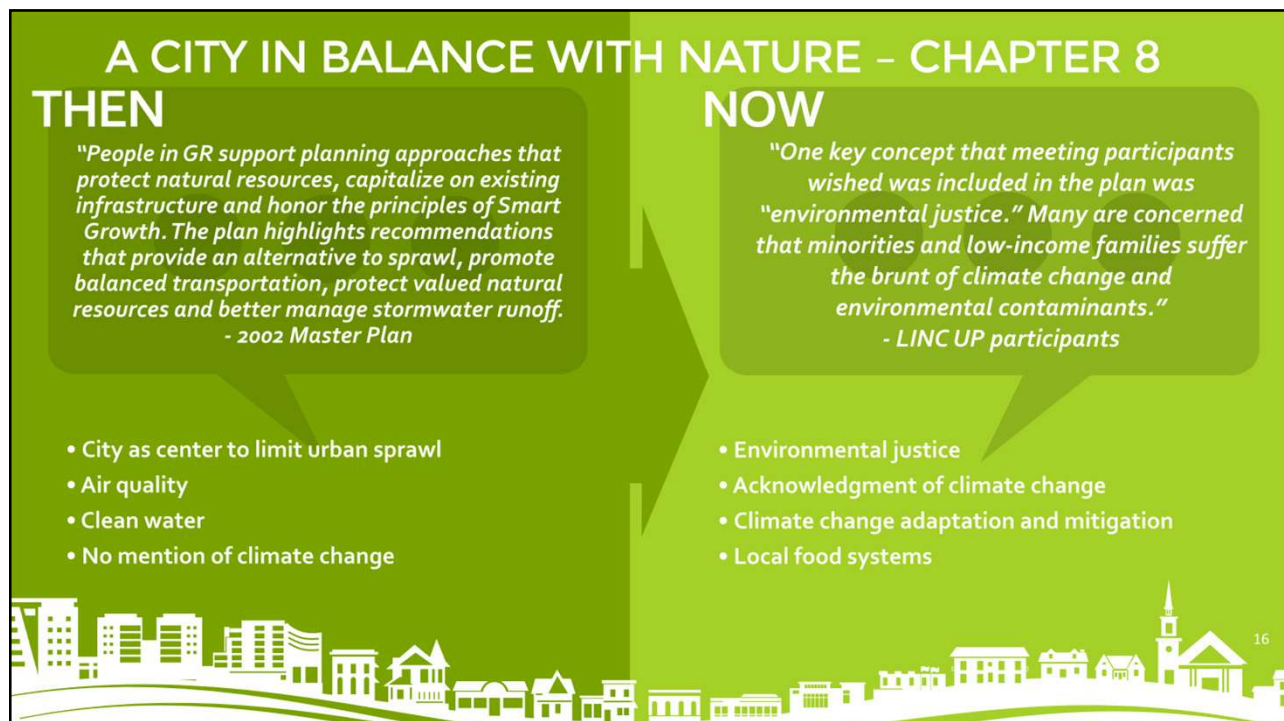


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PARTNERSHIPS – CHAPTER 9

THEN

"The planning policies that guide development in the metropolitan region will influence GR's success in achieving planning objectives. In addition, collaboration among city departments, residents, property owners, businesses and institutions will be essential in bringing the MP's recommendations to fruition. Both regional and community partnerships are needed."
– 2002 Master Plan

- Working together
- Regional partnerships
- Community partnerships

NOW

"It is important to have open collaboration with neighbors, business, stakeholders in community to increase the investment, by planning and developing together."
– Seeds of Promise participants

- Still applicable and important for implementation
- Reaching all residents, especially those not represented by a neighborhood association

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FEEDBACK TO INFORM THE PROCESS

- Data driven
- Evaluate and revise the future land use map
- Robust engagement
- Implementation reporting after plan creation

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NEXT STEPS

- Form the Steering Committee
- Write and release request for proposals
- Interview planning consultant teams (with equity, communication, and engagement specialists)
- Hire planning consultant team
- Begin public process



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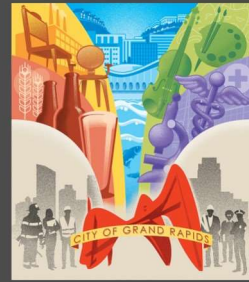
MASTER PLAN TIMELINE



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Questions?

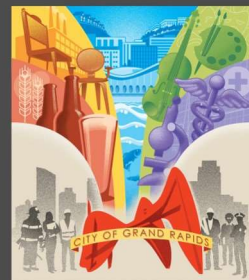


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Housing and Homelessness



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Affordable Housing Fund

- Non-endowed designated fund at the Grand Rapids Community Foundation
- \$875,000 beginning fund balance. Target goal of \$20M by 2025

Potential Funding Sources

- 2% PILOT fee
- Available proceeds from public property sales
- First year income tax from new development
- Private donors, foundations, corporations, institutions, and trusts.

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Affordable Housing Fund

Potential Uses of the Fund

- Direct assistance to qualified, low-income residents
- Preservation of existing affordable housing
- Bridge loans for acquisition and pre-development costs – non-profit developers
- Support for equitable homeownership assistance & the Whole Homes Initiative
- Access to capital for new developers – specific support for developers of color
- Last dollar grant funding to support Low Income Housing Tax Credit (LIHTC) development
- Equity investment in affordable, missing middle building types & systems level innovation

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Affordable Housing Fund

Critical Elements

- Coordination with other public and private funding sources
- Partnership with City staff, Housing Commission, Land Bank, Corridor Improvement Districts, Brownfield Redevelopment Authority, & CDFIs
- Board oversight with experience in housing finance and *lived* experience
- Tracking & reporting outcomes with disaggregated data

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Projected Housing Needs - 2025

City of Grand Rapids <u>Rental</u> Needs Summary			
Income	<\$20k	\$20k to \$51k	\$51k +
Rent Affordability	<\$480/mo	\$480 to \$1,250	\$1,250+
# Units Needed 2025	1,031	1,861	2,448

1,068 new units per year

City of Grand Rapids <u>For-Sale</u> Needs Summary			
Household Income	<\$20k	\$20k - \$51k	\$51k+
Price Affordability	<\$100k	\$100k to \$205k	\$205k+
# Homes Needed 2025	254	1,295	1,999

710 new units per year

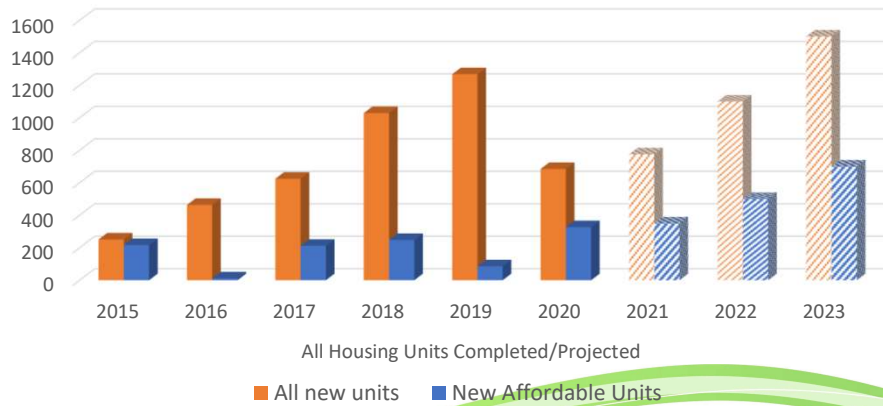
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5-year Housing Production & Projections* through 2023



*Projections based on state/national forecasts & GR Housing Needs Assessment. Subject to market volatility & financing.

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Traditional Business Area & Commercial Districts Ground Floor Residential & 4 Stories



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Federal Funding for Housing

APPROVED

- 4% Tax Credit Boost
- CARES Act Funding

PROPOSED

- Fully funded Housing Choice Voucher program
- \$15 Minimum Wage
- Repeal of Faircloth Amendment – prohibition again investment in new public housing

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Economic Prosperity and Affordability O4 Housing

July – December Accomplishments

- Two (2) PILOT projects approved in Q2 for 240 units
- Housing development projects were completed resulting in 26 rental units and 2 homeowner units
- Fair Housing investments led to 2,783 persons receiving educational services and 25 fair housing tests were conducted
- Legal Aid served 115 residents for housing matters
- Eight (8) properties were brought into compliance with City codes through the *Keeping People in Their Homes* pilot
- 479 housing units started fiscal year to date another 16 in development review
- Testified in support of legislation that would allow the City to operate its own land bank and advocated for important reform in Brownfield Redevelopment Financing Act that supports small business and developers by allowing eligible activities to include prospective properties and increased the amount of administration allowed for current projects

January – June Commitments

- Monitor status of LIHTC applications for proposed projects that, if financed, would create 709 housing unit, of which 688 would be affordable
- Implement the new Regional Housing and Community Development Plan, beginning with FY2021 CDBG, HOME, ESG grants
- Complete “Keeping People in their Homes” pilot
- Continue work on housing development in Market Avenue Corridor
- Establish Affordable Housing Fund
- Continue to pursue land bank legislative changes

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GR/Kent County Homelessness Trends

The total number of persons experiencing homelessness and chronic homelessness both increased. ²



Persons in emergency shelter, transitional housing, or unsheltered all increased. ²



Source: Grand Rapids Area Coalition to End Homelessness Point In Time Count Data
www.endhomelessnesskent.org

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Safe Community O5 Safe, Stable and Permanent Housing

July – December Accomplishments

- Added social work and substance abuse professionals to the Homelessness Outreach Team (HOT), and approved HOT staff expansion and extended service hours
- HOT: visits 15+ locations/week that include assisting approximately 55 people/week experiencing homelessness - more than 2,090 interactions since April 2020
- Invested more than \$2.7 million (annual and ERRIS) funds to prevent eviction, increase housing stability and rapidly rehouse homeless persons and families, including supporting a downtown rehousing initiative
- Invested in 12 neighborhood organizations for Leadership/Civic Engagement outcomes, including addressing code violations that resolved 96 cases before enforcement began
- Made 26 housing units lead-safe and rehabbed another 22 housing units

January – June Commitments

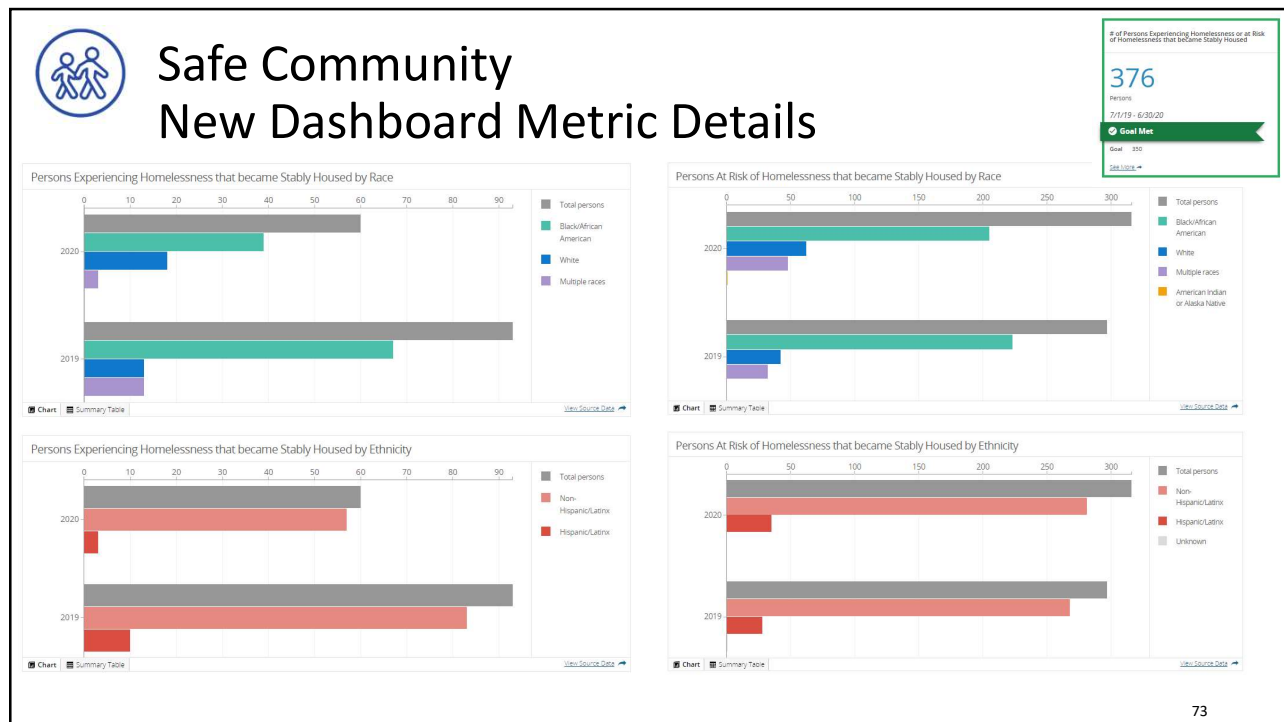
- Deploy additional HOT team in March to allow two teams on duty daily Monday-Friday
- Create a dashboard to monitor City ERRIS investments
- Help facilitation deployment of anticipated \$38.5 million of Emergency Rental Assistance funds to prevent eviction for City and County tenants
- Make an additional 20 housing units lead-safe and rehab another 20 housing units

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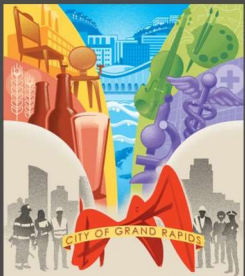
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Questions?



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FY2022 Budget Review Schedule

Tuesday, April 27	Introduction of the FY2021 Preliminary Fiscal Plan (10am)
TBD	Budget Town Hall
Tuesday, May 4*	Budget Review Workshop (9am – Noon)
Tuesday, May 11*	Budget Review Workshop (1 – 4pm)
Tuesday, May 18	Committee of the Whole Discussion and Deliberation (10am) Public Hearing at City Commission meeting (7pm)
Thursday, May 20*	City Commission Adoption (9 – 11am)

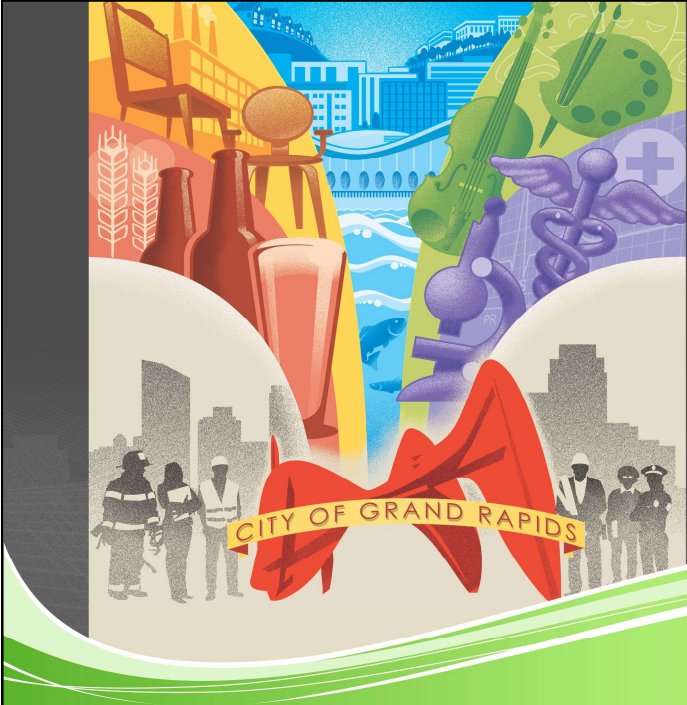
* Special meetings scheduled

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Questions? Thank you.

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