

**THE RAPID**

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COMMUNICATIONS

# The Rapid Transit Master Plan

Steering Committee (SC) Kickoff Meeting

March 13, 2023

Delivering a better world

# Consultant Team



**Jeromie Winsor**  
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Engagement Lead,  
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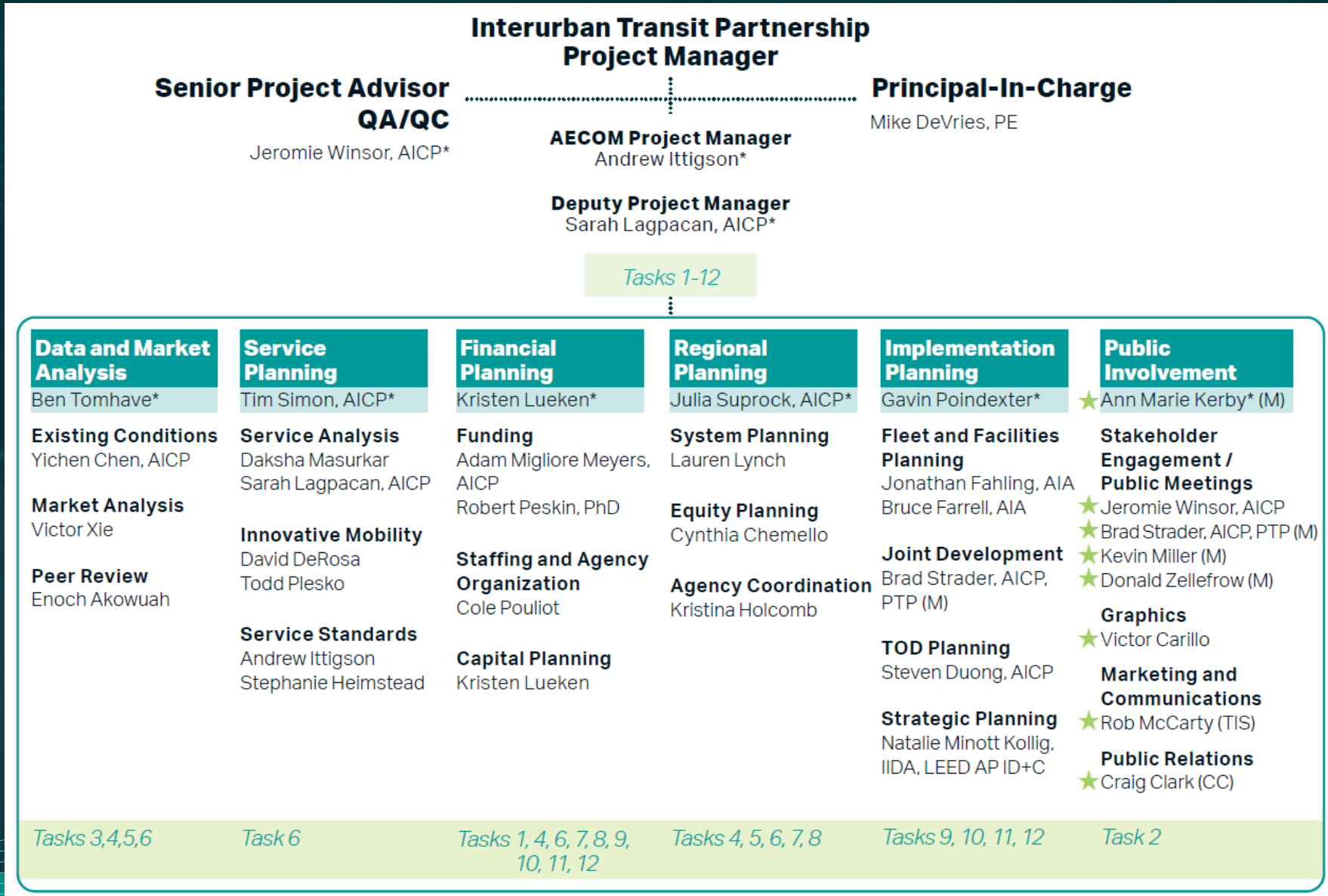
**Natalie Kollig**  
Strategic Planning  
Lead, AECOM



**Bliss Dady**  
Strategic Planner,  
AECOM



# Consultant Team



# Agenda

## Presentation and Q&A

- Project Team Introductions (Jeromie)
- Project Overview – Why are we here?
- Role of Steering Committee – Why are you here? (Sarah)
- Accomplishments from the Previous Transit Master Plan
- Project Tasks and Schedule
- Public Involvement Plan (Ann Marie)
- Next Steps and Upcoming Steering Committee Meetings (Jeromie)
- Q&A

## Goals Exercise (Natalie)

- Strategic Framework
- Guiding Principles
- SMART Goals



# Project Overview

## *What will The Rapid be in the next 20 years?*

- Who and where will it serve?
- How will it serve those people and communities?
- How will it be funded?
- How will it be staffed and supported by vehicles and facilities?
- How will it build partnerships (with housing, etc.)?
- What is “success” and how will it be measured and ensured?

Later today: Strategic Framework - Guiding Principles

# Steering Committee (SC) Role

- Provide guidance at key milestones about needs and goals
- Ensure that the plan content reflects the vision and values representative of the region
- Meets on a quarterly basis to provide input on project progress

## Meeting Expectations

Begin and end on time

Prepare to share

Share the floor with differing opinions

Provide representation for your organization/agency

Share with your network



# Previous TMP Accomplishments (2012-2020)

- Minimum 30-minute service on **all routes** weekdays 5 a.m. - 7:15 p.m.
- New connection between GVSU and Rapid Central Station via Lake Michigan Drive (Laker Line BRT)
- Weekday evening hours until 11:15 p.m. on **all routes** (17 out of 21 routes every 30 minutes)
- 30-minute service on 7 busiest routes until 12:15 a.m.
- Doubled the number of routes with 15-minute service during morning and afternoon commute hours (from 6 to 12 routes)
- Saturday evening hours until 10 p.m. on **all routes** (except Route 17 Woodland/Airport)
- BRT serving Division Avenue, Medical Mile, and downtown Grand Rapids (Silver Line BRT)
- GO!Bus hours increased to match fixed route hours of service





# What will the TMP accomplish?



**Public Involvement**  
Building partnerships  
(throughout the process)



**Market Analysis**  
Transit demand, travel  
patterns, mobility needs



**Future Options  
and Scenarios  
Analysis**  
Who and where  
to serve? How?



**Existing and Future  
Conditions Analysis**  
Strengths, weaknesses,  
opportunities, threats



**Peer Review**  
Best practices from similar  
and aspirational mobility  
providers



# What will the TMP accomplish?



**West Michigan Express Planning**  
Reassess feasibility, develop implementation plan



**Planning Guidelines, Policies and Performance Measures**  
How to measure and ensure success?



**Administrative and Operational Staffing Evaluation**  
How to staff?



**Corridor Analysis**  
Connections to places outside current service area



**Fleet, Facilities and IT Strategy**  
How to support?

# What will the TMP accomplish?



**Joint Development Opportunities**  
How to shape what happens next to transit?



**Phased Implementation Strategy**



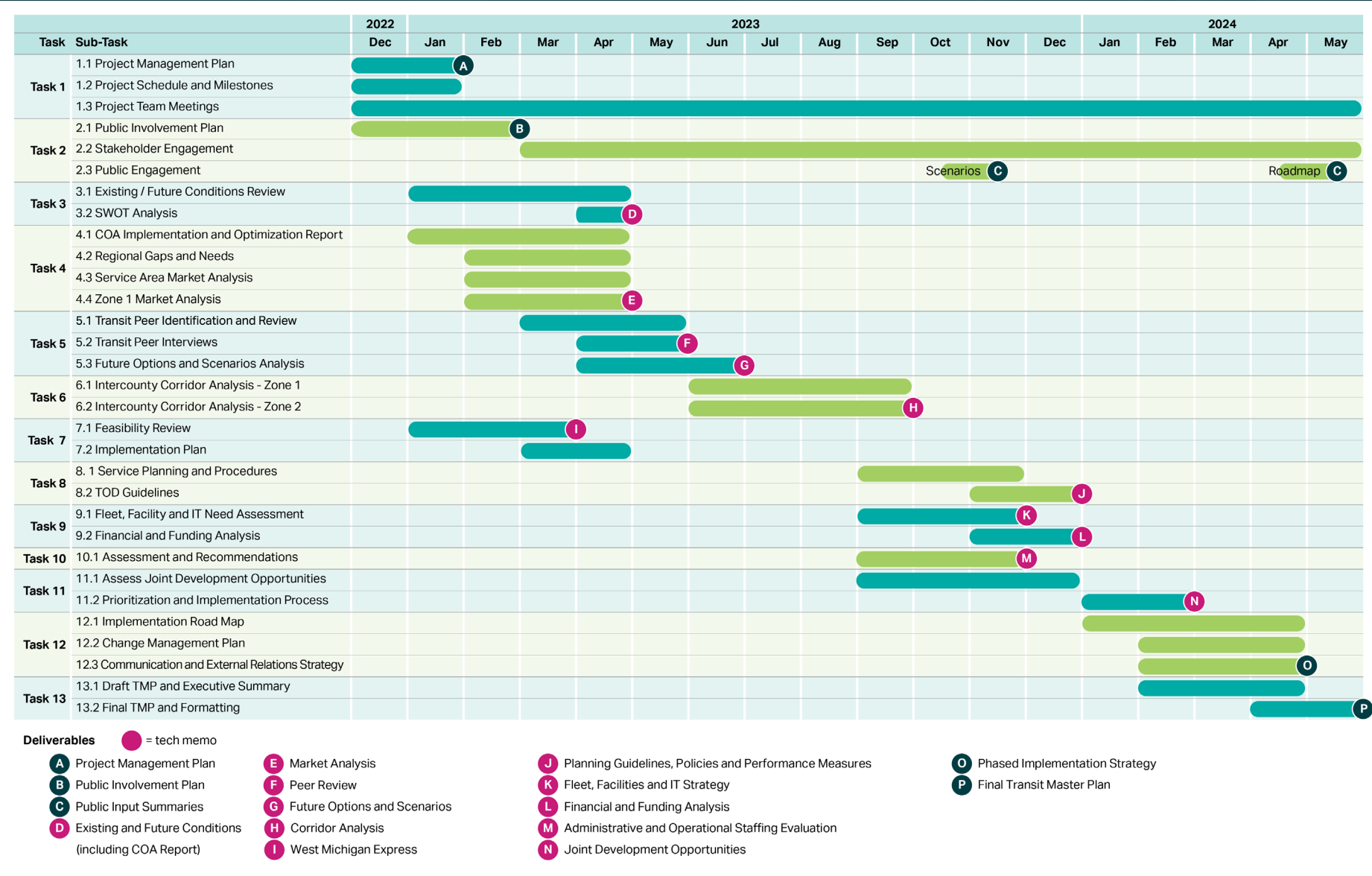
**Final Transit Master Plan**



**Financial and Funding Analysis**  
How to fund?



# Project Schedule



# Overview of the Public Involvement Plan (PIP)

- Framework for planning, encouraging, and tracking stakeholder and community engagement
- Outreach and engagement are a fundamental part of the TMP process
- PIP describes types of groups, meetings, events, and promotion of the project



**THE RAPID  
TRANSIT MASTER PLAN  
PUBLIC  
INVOLVEMENT  
PLAN**

FEB 2023

**THE RAPID**

**ENGAGEMENT APPROACH**

**WHO WE WILL TALK TO**

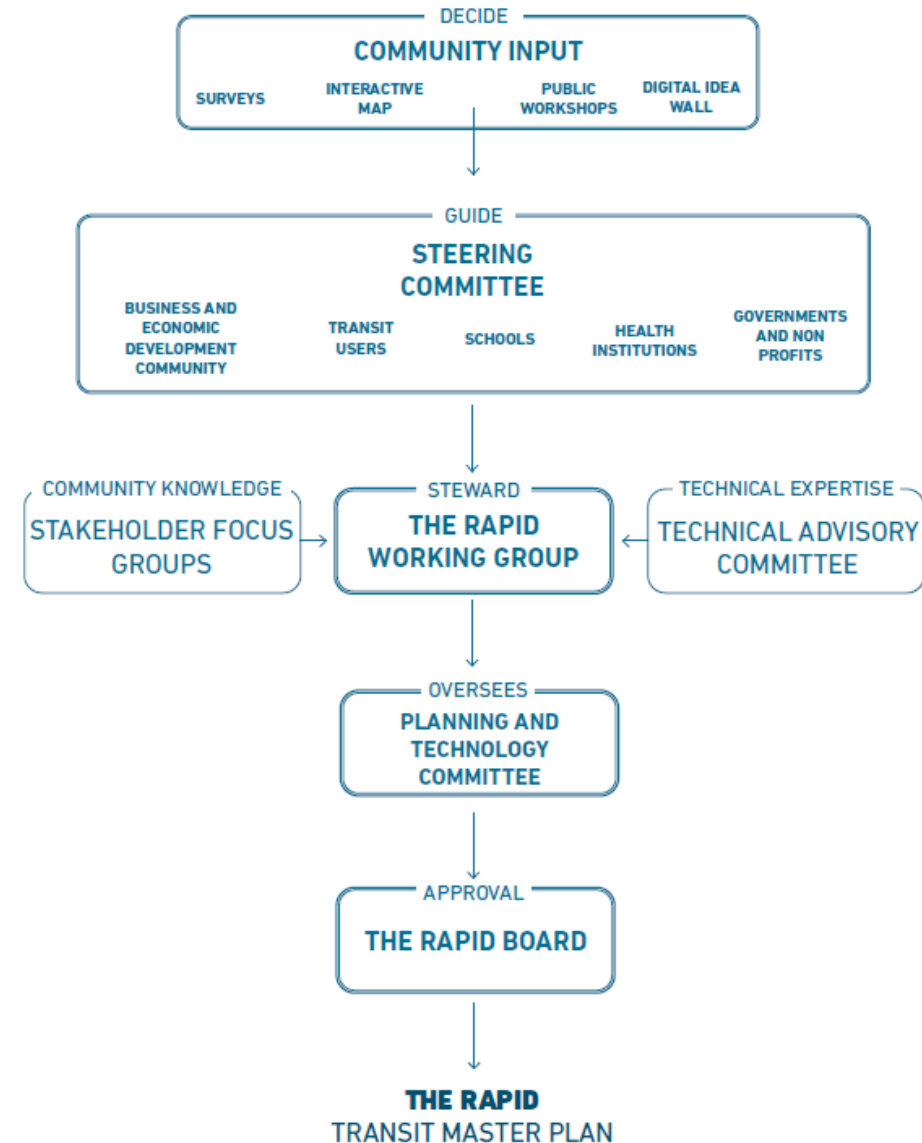
A critical component of The Rapid's TMP and its long-term success will be engaging key stakeholders and the community. This process will include the following groups:

- THE RAPID WORKING GROUP**  
The Rapid is the client for this project and will serve as the Working Group to discuss data, operations, give input on engagement activities, help with meeting logistics and distribution of materials, and provide the first level of review for all work products. The Project Consultant Team will coordinate with the Rapid staff on a weekly or biweekly basis for the duration of the process.
- TECHNICAL ADVISORY COMMITTEE**  
The Technical Advisory Committee (TAC) will consist of planning and engineering representatives from The Rapid's six jurisdictions (Grand Rapids, East Grand Rapids, Walker, Grandville, Wyoming, and Kentwood) as well as adjacent jurisdictions (cities and counties). This group should not exceed more than 12-15 members in size and will meet monthly. The main purpose of the TAC is to provide their insight and expertise to help guide decisions around major project milestones. The TAC should also assist with public outreach by sharing engagement materials and events widely through their network and community.
- STEERING COMMITTEE**  
The Steering Committee will consist of executive level public and private stakeholders to provide guidance and advise the planning team throughout key milestones of the process about needs, goals, and ensure that the plan content reflects the vision and values representative of the region. This group will consist of 40-50 individuals selected by The Rapid and will meet quarterly throughout the project.
- PLANNING AND TECHNOLOGY COMMITTEE (THE RAPID'S BOARD)**  
This group includes six representatives from The Rapid Board and focuses on planning and technology. For the TMP, the Planning and Technology Committee will be the direct liaison to The Rapid Board who will ultimately approve the plan.
- STAKEHOLDER FOCUS GROUPS**  
Stakeholder focus group meetings will be held at two different points throughout the project process to discuss ideas and challenges. Since there are many stakeholders invited to the table, they will be split up into focus groups (likely 6-8 different groups) based on common interests and backgrounds to ensure more in depth conversations can take place. This will include representatives from the business community, community development organizations, developer representatives and economic development organizations, health and education institutions, as well as non-profit, housing, and workforce development organizations.
- COMMUNITY AND CITY/TOWNSHIP OFFICIALS**  
Through two public workshops, online opportunities, and on site displays, we will engage with a diverse cross section of the community to get their feedback. The project website will provide important project updates and feedback methods, including a survey and interactive map. The project team will also lead the social media strategy to maximize the project's community outreach. Additionally, The Rapid staff will keep community officials informed throughout the project process with briefings, including at the beginning and towards the end of the process. The Consultant Project Team will provide materials and presentations for those meetings.



# Who We Will Talk To

- The Rapid Working Group (*internal staff*)
- Technical Advisory Committee (TAC) (*municipal planning and engineering staff*)
- Steering Committee (*public and private stakeholders*)
- Planning and Technology Committee (*citizen members and subset of The Rapid Board*)
- Stakeholder Focus Groups (*representatives from different sectors of the community*)
- Community and City/Township Officials
- The Public





# Stakeholder Focus Groups

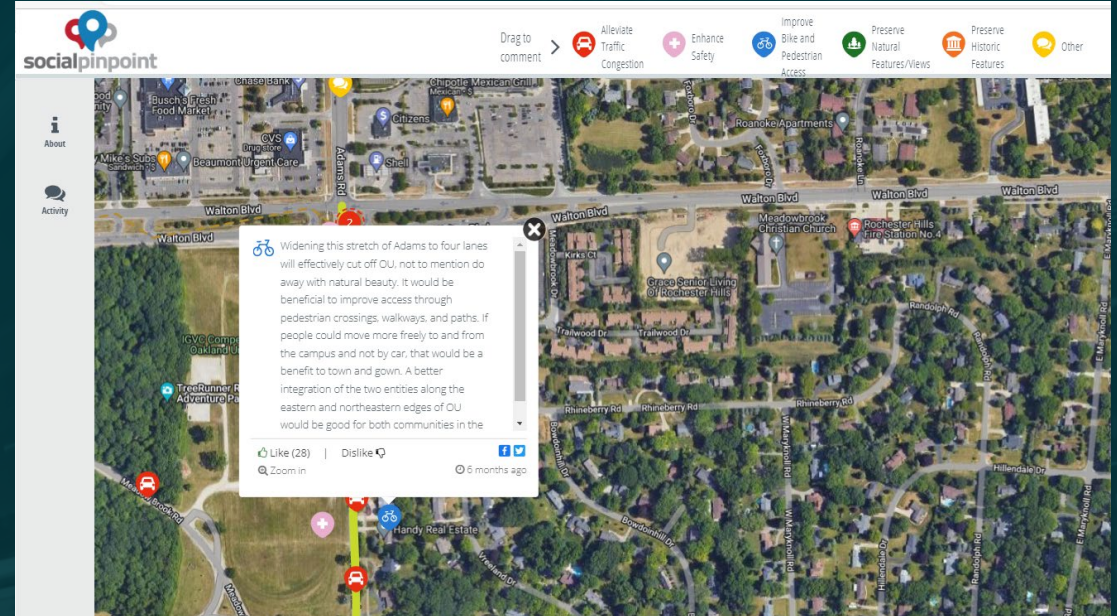
- Build relationships with the community to help the project team better understand concerns, needs and opportunities for the transit system
- Held at two different points throughout the project process to discuss ideas and challenges
- Representatives include customers, students, employers, innovators, health institutions, and State and Federal Government agencies





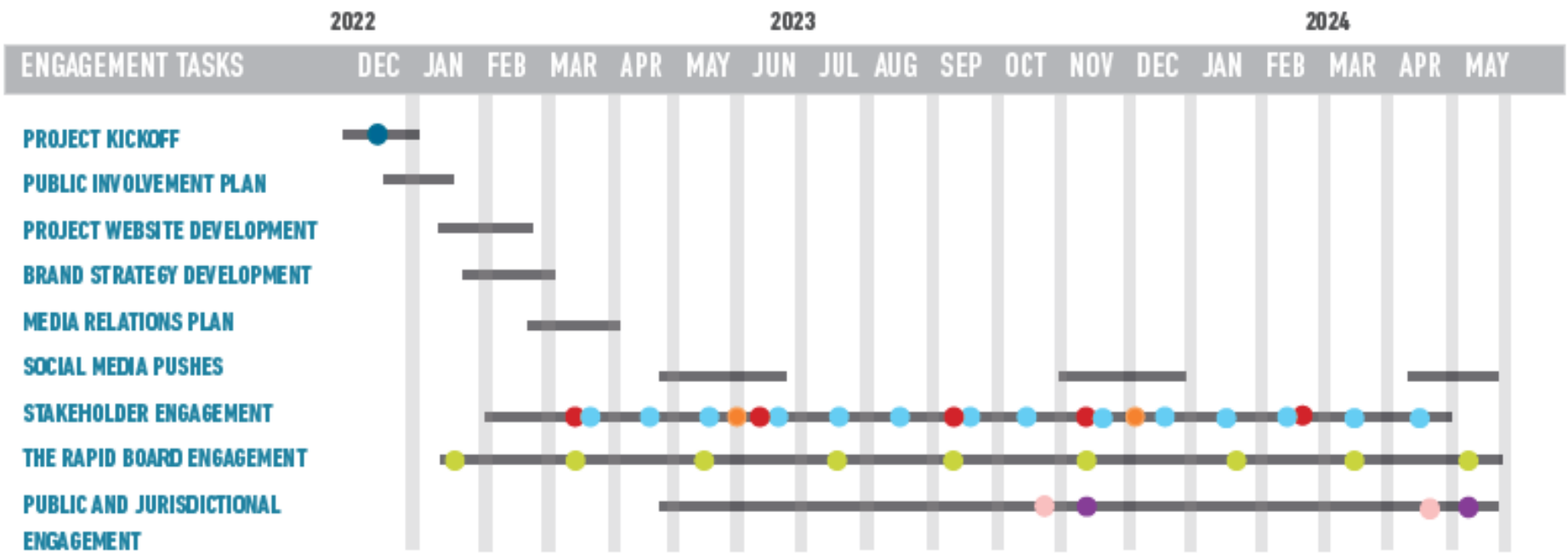
# Public Engagement

- Project website will provide ongoing updates, event information, and opportunities for input through surveys and an interactive mapping tool
- Two community workshops held to inform, gain insight, and build support
- Social media, flyers/yard signs posted in strategic areas, and custom emails to help ensure community turnout
- Ensure an equitable planning process with measured goals





# Engagement Schedule



- Working Group\* Kickoff
- Technical Advisory Committee Meetings
- Steering Committee Meetings
- Planning and Technology Committee Meetings
- Stakeholder Focus Group Meetings
- Public Workshops
- Briefings to local jurisdictions by The Rapid Staff

\*Working Group Meetings will occur weekly or biweekly throughout the project process.



# Next Steps

- Upcoming SC Meetings (same time, same place):
  - June 5
  - September 11
  - November 6
- To be completed soon:
  - Existing and Future Conditions + Market Analysis
  - West Michigan Express Planning
- Next up:
  - Peer Review
  - Future Options and Scenarios Analysis



# Q&A



# Goals Exercise

# Strategic Framework

## THE RAPID ATTRIBUTES

MISSION  
|  
BELIEFS  
|  
VALUES

## TRANSIT MASTER PLAN ATTRIBUTES

5

### GUIDING PRINCIPLES

- ✓ Guide development of the Strategic Plan
- ✓ Steer decision making for the Transit Master Plan

Developed at Planning and Technology Committee Meetings

TO BE DEVELOPED

### ASPIRATIONAL GOALS

- ✓ Make guiding principles actionable

TO BE DEVELOPED

### OBJECTIVES

- ✓ Establish what success looks like for each aspirational goal



# Strategic Framework

## THE RAPID

### MISSION

We envision a future in our growing community which:

- Citizens can live conveniently without owning a car.
- More citizens choose public transportation because it is an easy, economical, and efficient way of getting where they want to go.
- Employers choose our community because it provides multiple solutions for getting employees to work.
- Public transit serves as an economic engine.
- Public transportation is an integral part of the life of every citizen in the region and creates opportunities.
- Public transportation supports sustainability and economic development.

### BELIEFS

We carry out our mission based on the following beliefs:

- Responsibility to all citizens. We believe that communities have a moral and economic obligation to provide transportation alternatives to all citizens.
- A role in regional development. We believe that the public transportation system plays an important role in shaping regional development patterns and improving the quality of life in our community. A well-designed public transportation system can support an environmentally sustainable future, control urban sprawl by promoting responsible development, increase energy conservation, and reduce traffic congestion.
- Collaboration. We believe that no single organization can provide all the transportation solutions needed by our citizens. We must build broad-based collaborations to blend a wide variety of transportation options into a flexible and responsive network focused on the needs of every citizen.
- Responsibility to our customers. We believe that our transportation system should be a customer-oriented enterprise.

### VALUES

We are committed to embodying the following values in how we carry out our mission:

- Customer service orientation. We will provide service that is convenient, affordable, accessible, timely, and responsive to customer needs.
- Customer loyalty. We will earn our customers' trust by providing service that is friendly, respectful, safe, and dependable.
- Employees. We see our employees as the first line of contact with our customers and, therefore, we value our employees as integral to the success of our organization.

## GUIDING PRINCIPLES



**COMMUNITY** | We reflect you and your needs.



**GROWTH** | We plan for action.



**CONVENIENCE** | We serve for user experience.



**WORKFORCE** | We value employee personal growth.



**ADAPTABILITY** | We're future-flexible.

## ASPIRATIONAL GOALS

## OBJECTIVES

**TO BE DEVELOPED**










# Draft 2: Guiding Principles

Updated per 01/09/23  
Committee Meeting Feedback

SLIDE 23

At The Rapid, we are the transportation provider of choice and convenience because...

-  **COMMUNITY | We reflect you and your needs.**  
*Prioritize* an inclusive engagement process within the regional community to understand everyone's needs.
-  **GROWTH | We plan for action.**  
*Secure* sustainable funding to further catalyze economic growth and revenue for The Rapid.
-  **CONVENIENCE | We serve for user experience.**  
*Deliver* convenient and dependable transportation modes to our community.
-  **WORKFORCE | We value employee personal growth.**  
*Foster* an environment and culture of learning and growth for employees, who deliver our customer experience.
-  **ADAPTABILITY | We're future-flexible.**  
*Develop* plans for multiple possible futures - providing space for adaption, innovation, and expansion.

# Goals

## *Why are we developing Goals?*

Goal setting is the second step in developing our Strategic Framework for this project. This activity is meant to build off the Guiding Principles that were previously developed. These guiding principles, goals and objectives relate specifically to the Transit Master Plan.

## *Defining Goals*

Goal = A measurable outcome that you want to achieve.

Example: The Transit Master Plan will [action] within [timeframe]. This will be achieved by [specific actionable steps].

Specific

Measurable

Achievable

Relevant

Time-bound





Thank You!

Delivering a better world