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CITY OF ZEELAND

2026 GOAL SETTING RETREAT

Monday, January 26, 2026 @ 5:30 p.m.

and

Tuesday, January 27, 2026 @ 5:30 p.m.

@ Council Chambers, Zeeland City Hall

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Section 1

City Manager's Introductory Memo and Goal Setting Retreat Agenda



CITY COUNCIL MEMORANDUM

TO: Mayor Van Dorp and City Councilmembers

FROM: Tim Klunder, City Manager

SUBJECT: 2026 Goal Setting Retreat – January 26 & 27, 2026

DATE: January 23, 2026

CC: City Management Team

On Monday, January 26, 2026, and Tuesday, January 27, 2026, we will gather from 5:30 – 9:00 p.m. in the City Hall Council Chambers to convene the 2026 goal setting sessions. (Dinner will be available at 5:00 p.m. each evening.) These sessions will lead to the development of the 2026 Strategic Action Plan. A special thanks to all the departments for the time and effort put into developing the information for this packet along with the presentations they will make of their respective reports. This information is critical to the creation of a good strategic plan. Additionally, I would be remiss if I didn't acknowledge all the work by Susan Moore in coordinating the PowerPoint presentation that will be shared on Monday evening along with a great deal of logistics planning for the two evenings.

Each year I highlight that our annual goal setting sessions are one of the most important tasks that City Council conducts. As much as I like to highlight the importance of these evenings for charting the course forward, which is incredibly important, I don't want to lose sight of acknowledging the fantastic work that City Council and our team have accomplished this past year, and in prior years. A portion of our first night highlights the significant accomplishments of the past year. While the total points earned on our scorecard may be slightly lower than our "typical" year, the efforts put toward two projects in particular – Mead Johnson and JR Automation, in 2025 cannot be undervalued. In fact, I believe history will look back at 2025 as a critical moment in the city's history (in a good

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way) regarding our continued economic stability. With that, please take joy in your efforts in 2025.

Beyond a recognition of the past year's accomplishments, the first night will also set the stage for developing the framework for the 2026 Strategic Action Plan on the second evening of the goal setting sessions. The attached packet is FULL of information from each department, highlighting what they have been working on and what lies ahead in the way of opportunities and challenges. Hopefully, this collective information sparks ideas City Council may want to include in the 2026 Strategic Action Plan. Additionally, further setting the stage for the development of the 2026 Strategic Action Plan is the Planning Commission's Annual Capital Improvement list (Section 5) for your consideration.

For our new members of City Council and administrative team, the second evening will be our "active" night. We will start the evening with a review of our vision, core values and commitments. Contemplating information in this packet and shared on night one, we will spend some time at the beginning of the evening to ask if our "Feel the Zeel" Vision and core values (service, accountable, intentional, excellence) are still appropriate? We will also note our current commitments (vibrant downtown; strong, safe and connected neighborhoods; economic and community development; infrastructure and city services; culture, parks and recreation; financial sustainability; organizational culture) to achieve our vision.

However, unlike previous years where we affirm our commitments at the beginning of the evening and then develop action steps to achieve each commitment, this year we will develop a list of action steps and then after identifying which action steps will be incorporated into the 2026 Strategic Action Plan, we will then identify our commitments by "grouping" action steps into commitments. This adjustment in our process, action steps and then commitments, versus commitments then action steps, will enable City Council to better identify IF new commitments to achieve the Vision are recognized and it will prevent



the identification of an action step(s) merely to bolster a commitment that may no longer be a “priority”.

Turning our attention back to the development of action steps that will lead to the identification of commitments to pursue our vision, the development of the action steps will be a large group exercise. As such, we will ask everyone to share their ideas and we will capture all ideas. Please remember that ideas can include actions that are big and small; realities or dreams; fit into our existing commitments, or lead to new commitment(s); they can be new, or they can be carryover action steps we have not fully completed; they can be one-year or multi-year goals; capital projects, operational or policy driven.

To further assist with your idea generation, we will ask you to consider five questions. We feel these questions should be contemplated as a list of action steps is decided upon to set the best framework for our 2026 Strategic Action Plan. The policy questions are:

1. What are our existing operational cost pressures and how should those services be prioritized and align with long-term financial sustainability goals?
2. What might be new program considerations and how might they fit within the overall findings of the financial feasibility study?
3. What are our capital investment priorities (existing or new) for the next several years and which projects should be pursued in more detail?
4. What are our preferences regarding bonding, cash financing, or blended approaches tied to long-term financial sustainability?
5. And overall philosophy – Does budget drive Strategic Plan or does the Strategic Plan drive budget?

After capturing all ideas (action steps), we will begin the process of ranking the new action steps that will be included in the strategic action plan. (Please refer to the agenda for a more specific description of the voting process.) Once the votes are tabulated, City Council will then determine what actions will remain in the 2026 Strategic Action Plan.



Following that exercise, we will identify which action steps can be “categorized” into specific commitments for 2026?

After Tuesday evening, we will take the next several weeks to define any new commitments, and define each action step, establish outcome indicators and identify value statements for each action. City Council will conclude the process with final adoption of the 2026 Strategic Action Plan in late March or early April.

As always, if there is additional information that you would like in preparation for the goal setting session please do not hesitate to contact me. I look forward to another great goal setting session process as we strive to build on our success of shaping Zeeland for both the present and future.

A handwritten signature in black ink, appearing to read "Timothy R. Klunder".

Timothy R. Klunder, City Manager



City Council Goal Setting Retreat Process and Agenda

Monday, January 26, 2026 @ 5:30 p.m.

Location: Zeeland City Hall, 2nd Floor Council Chambers, 21 S. Elm Street, Zeeland, MI

Agenda:

5:00 pm	Dinner Available
5:30 pm	Opening Comments – Mayor Van Dorp and Tim Klunder
5:35 pm	2025 Strategic Action Plan Review – Tim Klunder
5:50 pm	City Clerk – Kristi DeVerney
6:00 pm	Howard Miller Library/Community Center Presentation – Amanda Hanson
6:15 pm	Police Department Presentation – Tim Jungle
6:30 pm	Fire/Rescue Department Presentation – Tim Klunder (on behalf of Mitch Harsevoort)
6:45 pm	Technology Presentation – Tim Maloney
7:00 pm	Zeeland BPW Presentation – Andy Boatright
7:20 pm	Break
7:30 pm	Clean Water Plant Presentation – Doug Engelsman
7:45 pm	Community Development Department Presentation – Tim Maday
8:00 pm	Marketing/Economic Development Presentation – Abby deRoo
8:20 pm	Facilities, Streets, Snowmelt, Parks, & Cemetery – Kevin Plockmeyer
8:45 pm	Finance – Kevin Plockmeyer
9:00 pm	Wrap-Up and Adjourn – All



Tuesday, January 27, 2026 @ 5:30 p.m.

Location: Zeeland City Hall, 2nd Floor Council Chambers, 21 S. Elm Street, Zeeland, MI

Agenda:

5:00 pm Dinner Available

5:30 pm Vision Statement, Core Values and Commitments Review

Based on the information shared by the departments and City Council's desire for the future, confirm our intention to continue with the Vision of "Feel the Zeel" or adjust as necessary.

As a reminder, we define "Feel the Zeel" as *(1) abundant enthusiasm, that is unique to those living in the City of Zeeland; and (2) a passionate and spirited pursuit to be part of a big small town full of everyday good living and unmatched enterprise.*

Core Values of the City

A reminder of Core Values: *Core values are what support the vision, shape the culture and reflect what the city values. They are the essence of the city's identity – the principles, beliefs or philosophy of values.*

Our Current Core Values are Service, Accountable, Intentional, Excellence

Current Commitments** to Support the Vision

- Vibrant Downtown
- Strong, Safe & Connected Neighborhoods
- Economic & Community Development
- Infrastructure and City Services
- Culture, Parks & Recreation
- Financial Sustainability
- Organizational Culture

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***After the action steps development and voting exercise, our leadership team will group action steps into proposed commitments for 2026*

5:45 pm Generate New Action Step Ideas to Consider for 2026/beyond

Large Group Exercise. Develop a list of potential action steps (goals) that we could pursue to achieve our Vision. To help prepare for this exercise reflect on the information shared at Monday's session, along with your own ideas, in order to develop a list of proposed action steps with the larger group. These action steps do not need to be limited to the ability to fully achieve/complete the action step in 2026. In other words, they can be multi-year goals. Additionally, the action steps can be aspirational in nature, not just "practical". But, to generate a sound framework for the 2026 Strategic Plan, when contemplating a strategic action plan suggestion, we also suggest that you keep these questions in mind as we look to prioritize many competing ideas.

1. What are our existing operational cost pressures and how should those services be prioritized and align with long-term financial sustainability goals?
2. What might be new program considerations and how they might fit within the overall findings of the financial feasibility study?
3. What are our capital investment priorities (existing or new) for the next several years and which projects should be pursued in more detail?
4. What are our preferences regarding bonding, cash financing, or blended approaches tied to long-term financial sustainability?
5. And overall philosophy – Does budget drive Strategic Plan or does the Strategic Plan drive budget?

7:00 pm Break



7:10 pm	<u>Clarifications before Ranking Action Steps</u> Before ranking our action steps, are there any clarifications about a particular action step idea?
7:20 pm	<u>Action Step Rankings</u> Once the new action steps have been identified and clarified, we will begin the process of ranking the new action steps that will be included in the strategic action plan. We will utilize the voting process of divide by three, plus 1 to vote on the new action steps. In other words, if we have 45 new action steps identified, each person will get 16 votes ($45/3 = 15 + 1$). <u>The voting will be done by one vote per action step....no accumulating votes by placing "all 16 votes" on one action step.</u> Each person must use their 16 votes on 16 different action steps. Additionally, do not assume an action will be done even if it is not voted for. <u>If the action needs to happen to complete a goal, please vote on that proposed action step if it is important to you.</u>
7:50 pm	<u>Confirm Voted Action Steps for 2026 Strategic Action Plan</u> City Council will determine how many action steps to include in the 2026 Strategic Action Plan <ul style="list-style-type: none">• Do any proposed actions need further clarification?• Is there a minimum number of votes needed to "make the cut"?• Did we completely miss an action item?• Does a Councilmember want to make a case for a "lower voted item" to be added?
8:10 pm	<u>Identify Commitments based on Ranked Action Steps</u> Based on the ranked action steps that will remain in the 2026 Strategic Action Plan, group action steps into common commitments.



8:40 pm Final Thoughts.....are we missing something?

9:00 pm Adjourn

**Subsequent City Council work/study sessions will be utilized to review the written strategic action plan that identifies action statements, outcome indicators, timeframe, etc. Goal is to have the strategic action plan finalized by City Council in March/April.



Section 2

Council Best Practices

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City of Zeeland – Council Best Practices

- **Honesty**
 - Mean what you say, say what you mean
 - Transparency
- **Willingness to serve**
 - Here for the public - Helpful/welcoming
 - *Make it a priority to make visitors feel welcome*
 - *Provide background*
 - Respect the audience
 - *Listen to them*
 - *Don't be condescending*
 - Proper decorum In dress and actions
- **Honor the commitment**
 - Be here and be prepared
 - *Read pre-work*
 - *Come with questions/opinions*
 - Accessibility - Be approachable and visible
 - Accountability
 - *Set expectations/commitments and stick to them*
 - *Call each other out if we don't*
- **Clear communication**
 - Articulate decisions - Particularly minority
 - Articulate the reasons why you are thinking/voting a certain way
 - Act in good faith - Don't blind-side the team
 - Give people time to think about issues
 - Allow things to be staffed out
 - Don't feel need to provide citizens answers right away... give time to think about it
 - Set a reasonable timeframe
 - Make decisions based on facts
 - *Rather than emotion, feeling, opinion etc*
 - *Commitment to get the right/best answer*
 - Contact with constituency
- **Be willing to participate**
 - Share your reasons for a decisions
 - Be willing to listen to others' opinions/thoughts
 - Respect opinions, even when they are different to yours
- **Try not to take things personally - don't make things personal**





Section 3

2025 Strategic Action Plan Scorecard Assessment

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CITY OF ZEELAND

2025 STRATEGIC ACTION PLAN

SCORE CARD ASSESSMENT

City Council Goal Setting, January 26, 2026

City of Zeeland - 2025 Strategic Action Plan Score Card Assessment

Vibrant Downtown								
Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned	
Downtown Parking Enforcement, Leases and Parking Deck	By June 1, 2025, roll out a communication/education/enforcement plan for reliably implementing timed parking in the north and south municipal lots and along Main Avenue. By the end of 2025, pursue preliminary research on parking decks and seek additional public/private parking agreements; as available.	Completed / Always Ongoing. Created a strategy and communication plan to implement timed parking. Roll out of the parking plan has occurred and staff is monitoring the impact of the changes. Our team has conducted parking deck research in neighboring communities and reported the findings back to City Council. Expanded lease with Huntington Bank. Revised leases (Maintenance cost-sharing) with First CRC & SRC. Ongoing negotiations with North Street CRC. Arranged Parking Working Group and met with Parking Consultant.	X			3.00	3.00	
Washington Avenue Corridor Redevelopment	Throughout 2025, support catalyst development at Elm/Washington and begin efforts towards entry level vision plan projects, such as pursuing public/private partnerships and small-scale beautification efforts, such as wayfinding signage.	Suspended. Staff supported pre-development conversations with developer of 44 N. Elm but could not reach an agreement on tax incentives.			X	2.00	0.00	
Visioning for Key Downtown Development Sites	With the assistance of our downtown planning consultants, by July 2025, begin to refresh or create visioning framework to ignite new interest in redeveloping key underutilized parcels; by December 2025, identify and begin adjusting necessary policies/ordinances/incentives applicable to these properties.	Ongoing. Met with Mitch Bakker to discuss ideas for the Medical Office Building. This site is still on the backburner for the developer, but the property owner appreciated the meeting and brainstorming opportunity. Discussed developer-provided parking concepts with the Parking Consultant.		X		2.00	1.00	
Redevelopment of 303 East Main	By the end of the year, work with downtown consultants to develop a variety of vision concepts/development opportunities for this site; identify an appropriate way to package these opportunities and communicate site availability to developers.	Ongoing. Created a majority draft of the RFP, met with one neighboring property owner. Internally decided to pump the breaks a little for capacity reasons. Targeting late winter/spring to complete and release the RFP. Have reached out to adjacent developer for property updates.		X		3.00	2.00	
Snowmelt Expansion	Throughout 2025 pursue snowmelt expansion in the following ways: 1) Have City Council endorse a snowmelt vision plan which identifies the extent of a full snowmelt buildout. 2) Continue to pursue funding opportunities for boiler expansion through tax recapture. 3) Incorporate snowmelt into future construction projects as they align with the snowmelt vision plan.	1) Complete. City Council endorsed a snowmelt vision plan at your March 17 meeting. 2) Complete. Tax recapture for future boilers was incorporated into the Brownfield TIF agreement for 17 East Main. 3) Complete. Snowmelt was incorporated into the Church Street reconstruction project from Washington to Central consistent with the vision plan.	X			3.00	3.00	
Sunday Alcohol Sales	By May 2025, gather the level of interest from license holders and engage City Council in a conversation about potential ordinance changes; if interested, prepare draft ordinance amendments by September 2025.	Completed. Council approved an amendment to the alcohol ordinance to all Sunday PM sales. License holders have been notified as to how they can apply for this special permit. The Gritzmaker has received approval and will plan to add regular Sunday hours to their schedule. Vitale's, StrEATs, Tripelroot and La Creme have all indicated that they will apply for the special permit, just to have, if they need it.	X			2.00	2.00	
Strong, Safe & Connected Neighborhoods								
Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned	
Anti-Camping Ordinance	By July 1, 2025, develop an Anti-Camping Ordinance for City Council consideration, while also continuing to engage with Project Home throughout the calendar year.	Progress. Actively involved in 2025 with Project Home's efforts on addressing the unhoused population in the greater Holland/Zeeland area. Obtained information from the City of Holland on their Ordinances that relate to unhoused populations. No draft ordinance completed to date.		X		2.00	1.00	

Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Economic & Community Development							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Visioning for Underutilized Properties at Taft and Main	By July 1, 2025, engage owner of commercial and residential properties at Main Ave. and Taft St. in conversation regarding the future use and redevelopment of the sites, and consider development of a subarea/vision plan for the area.	No progress.			X	3.00	0.00
Economic Development Incentive Level of Support Policy	By July 1, 2025, develop a policy that provides a framework for total level of economic support that can be offered for development projects using any combination of available incentives and abatements.	Substantial Progress. Shared draft policy with the Brownfield Authority in October and City Council in November. Positive feedback. Making final adjustments on Policy before bringing back for approval consideration.	X			2.00	2.00
Business Support / Development Preparation for East Riley	Support East Riley development throughout 2025 in the following ways: 1) Prepare for infrastructure improvements including the extension of bike path along the south side of 84th between Fairview and Riley. 2) The paving of 84th between Riley and Washington. 3) The opening of the railroad crossing on 84th at Washington.	Substantial Progress. We are starting the design work for the project and are actively engaged in reopening the crossing.	X			4.00	4.00
Brownfield TIF Policy Amendment	By July 1, 2025, update the Brownfield TIF Policy to address such things as payment of interest, capture of TIF for LBRF, public infrastructure, max. TIF reimbursement as % of project, etc.	Substantial Progress. Shared draft policy with the Brownfield Authority in October and City Council in November. Positive feedback. Making final adjustments on Policy before bringing back for approval consideration.	X			2.00	2.00
Infrastructure & City Services							
Action Step	Outcome Indicator	Indicator Assessment	Complete/ Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Facility Audit / Space Needs - Priorities and Funding Plan	By the FY27 Budget, with stakeholders and City Council to develop a prioritization and funding plan for the needs of our facilities as identified in the Facilities Condition Audit and Space Use Analysis.	Progress but will not hit the full action step. Awarded a contract for architectural services, but will not have the final report prior to FY27 budget.		X		2.00	1.00
Public Safety Building 2nd Exit	Throughout 2025, secure a first right of refusal for properties identified in the Space Use Analysis which could be used for a 2nd exit.	Progress. First Right of Refusal drafted for impacted properties. Acceptance of agreements not obtained to date.		X		1.00	0.50
Church Street Reconstruction Planning	By August 2025, obligate the project with MDOT to bid the project for construction in 2026. This obligation process includes: 1) Development of a bid set of plans and specifications. 2) Decide on the extent of snowmelt on the project. 3) Work with Zeeland Township to decide on the sanitary sewer trunkline for the project.	1) Complete. Project has been bid and contracts have been awarded. 2) Complete. We incorporated snowmelt on the sidewalks along Church from Washington to Central. 3) Complete. The final agreement has been executed for the project.	X			2.00	2.00
Regional Biosolids Drying Facility	Throughout 2025, we will actively participate with other West Michigan communities to plan for an alternative Biosolids disposal solution that could replace the current land application method as serious PFAS concerns give doubt to the long-term land application practices. We will strive to maintain our overall goal to protect the environment, protect public health, and preserve our water supply.	We have completed our task; however, the task continues (so does our goal). The group has identified the dryer that we want to use. Before we proceed with design engineering, we have hired an air quality consultant (NTH Consultants) to help us work with the EPA and EGLE regarding two objectives. First, to determine if we can use our own Biosolids as a fuel for the dryer and secondly, can we burn the fuel hot enough to destroy PFAS. Meetings with both government organizations have been very encouraging thus far.	X			2.00	2.00
Washington Avenue Beautification	Select a la carte beautification sites from the Washington Avenue Streetscape Study and solicit design plans from professional contractor by September 2025 for implementation in the spring of 2026.	No progress.			X	2.00	0.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
New Electric Generation Capacity	By December 31, 2025, finalize the Zeeland BPW's new generation strategic planning process which includes updating the power supply portion of our Integrated Resource Plan and completing a comprehensive stakeholder engagement process.	Substantial progress. nFrong Consulting, LLC has been engaged to assist in the development of an Integrated Resource Plan (IRP) and facilitation of a stakeholder engagement process. To-date, the IRP is under development and three of four public meetings have been held. This initiative is scheduled for completion in March 2026.	X			3.00	3.00
Master Plan Re-Write	By August 1, 2025, select a firm to assist in a re-write of the City Master Plan.	Partially complete. RFP responses, submitted and reviewed. Expecting a recommendation at February 2026 PC meeting.		X		2.00	1.00
GIS Shared Services	By July 1, 2025, develop a plan for a shared GIS resource to manage both the City and BPW's GIS databases. No later than September 30, 2025, expand the role of the current GIS Technician beyond solely supporting the Electric and Water utilities to also providing services to other City departments.	Completed. The former GIS Technician position has been upgraded to a GIS Analyst role. This resource is currently inventorying GIS data used by BPW and City of Zeeland, with the goal of centralizing GIS functions.	X			2.00	2.00
Supplemental Legal Services	By the end of the year, consider the addition of specialized legal services (i.e., economic development) as a means of reducing the burden on city attorney.	Completed. Engaged with Miller Canfield on economic development support for JR Automation and Mead Johnson	X			1.00	1.00
Underground Electric Distribution Expansion	By June 30, 2026, complete or substantially complete overhead to underground distribution line conversions along Garfield, McKinley, and Harrison Avenues.	Progressing. New underground primary conductors and equipment have been installed on Garfield. The BPW is currently coordinating with customers to transition secondary services to the new underground infrastructure. In the Harrison-McKinley area, all required easements have been secured and the necessary equipment has been procured. Installation of the primary infrastructure is scheduled to begin this spring once ground conditions allow.		X		2.00	1.00
Consolidation of Voting Precincts	In 2025, consolidate the voting precincts from four to two.	Substantial Progress. CC authorized consolidation 12.15.25	X			0.00	0.00
BL-196 Pedestrian Bridge Funding	Throughout 2025, work with the Macatawa Area Coordinating Council to pursue grant opportunities for the BL-196 crossing. In addition, continue to develop a funding source for the bridge project.	Complete. We continue to work with the MACC to identify grant funding sources and submit applications as deemed fit.	X			2.00	2.00

Culture, Parks & Recreation							
Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Added Murals	By July 2025, identify 1-2 new small mural locations and the accompanying contracted artist(s) with new mural execution by end of 2025.	Ongoing. We have identified possible mural locations and have met with our past artist to begin brainstorming the process for adding new murals. Hoping to make this a late spring 2026 project.		X		2.00	1.00
Recreation Center	Throughout 2025, identify potential stakeholders in a Rec. Center and engage a consultant to conduct a Feasibility Study on a Recreation Center.	Not progressing as expected.		X		2.00	1.00

Financial Sustainability							
Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Financial Sustainability	Work with our Financial Sustainability Plan consultant, Municipal Analytics, to deliver a final report to City Council by July 31, 2025.	Complete but not hit target date. We received a draft copy of the report at the end of July. We presented to council the first meeting of December.	X			2.00	2.00
Bonding Receptivity	In 2025, work with our financial sustainability consultants and City Council to develop a matrix by which we will consider bonding.	Complete. Bonding considerations were presented to City Council at their January 5th meeting.	X			2.00	2.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Organizational Culture							
Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Citizen's Academy	By June 30, 2025, conduct a Citizen's Academy aimed at educating Zeeland area residents on the essential functions of local government and municipal services.	Another successful Citizen's Academy was held in April and May 2025, with fourteen participants proudly graduating from this year's class.	X			1.00	1.00
Succession Planning - Department Leadership	By the end of 2025, each department will provide a written succession plan that highlights key functions of department leadership, identify positions that may be able to fill leadership gaps during periods of absence, identify training opportunities necessary to complete skillset, and plan for the overall development of potential talent within the organization to replace department leadership if a leadership vacancy occurs.	No progress to date.			X	2.00	0.00
Personnel (Org-wide safety services and HR support)	By December 31, 2025, evaluate the need for additional human resources services to assist with key functions such as an organizational-wide safety program and to provide general human resources assistance with such things as hiring, policies, etc. Service evaluation may include options such as the addition of a full-time position, consultant services, or other local unit contracting.	Hired City's first HR Specialist in October 2025.	X			2.00	2.00
Operational Goals							
Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Project Files	Organize and update city project files and continue to monitor and update these files on a quarterly basis.	Substantial Progress. Resolutions and Ordinances have been filed and digitized. Contract file index cards have been updated. Other general clean-up of files in City Clerk's Office is ongoing.	X			1.00	1.00
Human Resources Information System	Secure a vendor for a Human Resources Information System (HRIS) that has proven compatibility and existing integration with the BS&A data base. Additionally, consider incorporating a time and attendance function to assist Finance in the manual entry of timecard details.	No action to date.			X	1.00	0.00
Create a Pictorial Directory of All Employees	Create a pictorial directory of all employees to put in a location accessible to all employees in order to provide a great way for all employees to know who each person is, which department they work in and be able to put a face with a name. We were at 50% project completion at the end of 2024 but would like to continue the project to be completed in 2025 and kept current.	Substantial Progress.	X			1.00	1.00
Video Security	Video cameras will be upgraded/installed by 12/31/2025 in various locations at City of Zeeland facilities and parks. Cameras are a deterrent and provide oversight which improves awareness and safety.	Video security is an ongoing project. To date, cameras have been installed at Huizenga Park, North and South Parking Lots downtown, updated cameras in the Library, Cellular Devices installed at all parks for cameras and additional cameras have been approved for Main Street. We continue to address the need for safety, security and parking enforcement with the video management system. The number of installations and updates performed exceeded our original goal for 2025-2026.	X			1.00	1.00
Windows 11 Upgrades	All computer desktops and laptops will be running Microsoft Windows 11 by October 2025. Microsoft Windows 10 will no longer be supported by Microsoft in October of 2025. Upgrading systems will ensure they are supported by Microsoft and continue to receive security updates.	There is a single machine running Windows 10 under the Long Term Support. This means that the device will continue to receive security updates. All other devices have been upgraded to Windows 11 or the device was under refresh and replaced. The goal was met for 2025-2026.	X			1.00	1.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Howard Miller to Public Safety Fiber	A fiber line will be installed from Howard Miller to Public Safety by 12/31/2025. The additional fiber connection will provide redundancy and failover options in the event of an emergency or network impacting event.	Fiber has been installed from the Public Safety building to Howard Miller Library. This connection will provide fiber redundancy for our main buildings and provide opportunity for other uses.	X			1.00	1.00
Select a Website Content Manager & Library Website Redesign	Determine which provider is best for library purposes with input from City IT and Marketing. Work with content manager to streamline website information.	Complete. Library site went live on September 15, 2025.	X			1.00	1.00
Explore Sound-Absorption Options for Library to Treat Acoustic Issues	Obtain multiple quotes from vendors for design, purchase and installation of acoustic panels for wall surfaces, hanging baffles throughout spaces and insulation above ceiling tiles over study room area.	First phase complete. Phase 1: Contracted with Acoustics By Design Engineering specialists to perform acoustic measurements of the existing reverberation time and quantify acoustic reflections in the space. Testing to in January 2026. After testing, a report will be submitted with the findings and recommendations for improving the acoustics, including location, coverage, and product recommendations for acoustic finishes. Phase 2: Collect bids for materials and installation work of recommended acoustic finishes. Phase 3: Choose contractor for work and have work completed.		X		1.00	0.50
Raise Public Awareness of Benefits of Library Services for all Service Areas	Find a library marketing consultant to develop a media campaign to highlight the benefits and services provided by HML to our patrons. Conduct a community marketing campaign to increase patron awareness of the wide variety of benefits accessible through library services.	Complete for 2025. 1) Selected Yellow Lime Creative to develop and manage public awareness campaign throughout Summer 2025. 2) Marketing campaign began in June and continued through August. 3) Marketing strategy efforts include utilizing social media platforms and the website to share personal stories about how the library positively impacts patron lives. 4) Branded stickers and sticky note pads made available at all programs and service desks for patrons. 5) Increased library participation in community events including Pumpkinfest Parade and activities and other local community events in Olive Township, Blendon Township and Zeeland Township.	X			1.00	1.00
Review & Update Current Rental Pricing	Events Coordinator to perform a cost comparison of venue space available for rent in the surrounding area and recommend updates to the current pricing schedule to be considered for FY 26-27.	Complete. 1) Analysis of other local rental venues was tabulated and reported to the City Manager. 2) Recommendations were made to increase the rental rates and possibly introduce a tiered pricing scheme for residents vs non-residents of Zeeland. 3) Price increase proposal will be introduced in the next budget cycle for the Community Center with the recommendation to enact the increases as of July 1, 2026.	X			1.00	1.00
Review & Update Rental Agreement	Have City Attorney Donkersloot review and process necessary changes to the rental agreement for use of the rooms at the Community Center to reflect current practices and contract information.	Complete. Rental agreement has been updated and reviewed and is in place for community renters.	X			1.00	1.00
Review, Update & Print New Promotional Material to Reflect Current Rental Information	Have new Community Center Events Coordinator update the promotional material and have it professionally printed.	Complete. Due to the findings of the rate study recently completed which recommended a price increase and possible tiered set up for residents vs non-residents, the decision was made to postpone the printing of new brochures until the new prices are in effect.	X			1.00	1.00
Public Act 660 Assessing Audit	Obtain a finding of substantial compliance in the 2025 Public Act 660 audit-the State audit of the City's assessing department and practices.	Complete. Finding of substantial compliance received.	X			1.00	1.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
Updated Permit Processing Procedures	By December 31, 2025, work with other departments to develop standard operating procedures for permit processing to include right-of-way, utility and infrastructure reviews.	Complete. Process in place and permit applications updated.	X			1.00	1.00
Launch New UV Building	Successfully launch the new UV building and its equipment without violations, while fine tuning the equipment to perform reliably and efficiently.	Completed.	X			1.00	1.00
MLSS Monthly Operating Standard	Develop a monthly operating MLSS standard that will help meet our NPDES discharge limit as flows continue to climb.	Completed.	X			1.00	1.00
Complete Sidewalk Gaps	Identify and fill in sidewalk gaps as allowed by the annual budget.	Complete.	X			1.00	1.00
School Safety Enhancements	Implement the recommendations of the School Safety Traffic Study at the schools within the city.	Complete.	X			1.00	1.00
Citizen Mailer	Distribute a mailer to all property owners to make them aware of city cleanup procedures and opportunities for them to dispose sticks, leaves, rubbish, etc.	Complete.	X			1.00	1.00
Equipment Inventory	Conduct an inventory count of the Street Department's tools, shop items, vehicles, attachments, and other miscellaneous items and add these records into the Fleetsoft inventory management system.	Complete.	X			1.00	1.00
Hoogland Park	Complete the reconstruction of Hoogland Park by December 15, 2025.	Complete.	X			1.00	1.00
Lawrence Park	Repaint the bowl by November 15, 2025.	Progress. Awarded the project at Council's December 15 meeting and will be completed in the spring of 2026.		X		1.00	0.50
Felch Street Cemetery	Add water spigots to the irrigation system.	Not progressing.			X	0.00	0.00
Splash Pad	Recalk and clean the concrete surface during 2025.	Not progressing.			X	1.00	0.00
Building Maintenance Ticketing System	By the end of 2025, implement a building maintenance ticketing system to better track facilities projects.	Complete.	X			1.00	1.00
Department Staffing Considerations	Develop a sustainable staffing plan to meet current staffing needs.	Complete.	X			1.00	1.00
Purchasing Policy	Update the City's purchasing policy and establish a standard set of terms and conditions.	Progressing. Working on final ordinance amendments.		X		1.00	0.50
Cash Drawer Policy	Develop a cash drawer policy which outlines proper maintenance for the City's various cash drawers.	Complete.	X			1.00	1.00
SARB/Heritage District Ordinance Review	Review SARB/Heritage District ordinances and bylaws to determine if they are still effective.	Reviewed Heritage District bylaws with SARB and with Community Development Director. Reached a plan to move forward with next step City Attorney to prepare official draft ordinance language.	X			1.00	1.00

Action Step	Outcome Indicator	Indicator Assessment	Complete/Substantial Progress	Progress	Not Progressing As Expected	Points Available	Points Earned
New Website	Oversee new website project 2025/2026.	Complete. Website is launched. Will continue to work on tweaks as we get to know the new site.	X			1.00	1.00
New Pistols for Sworn Officers	Decide which weapon manufacturer/model we are considering. Range test weapons to determine suitability for ZPD. Determine which accessories will be included lights/sights/holster. Determine caliber of ammunition. Purchase and deploy new weapons.	1) Decide which weapon manufacturer/model we are considering-Glock 47 MOS. 2) Range test weapons to determine suitability for ZPD-Completed. 3) Determine which accessories will be included lights/sights/holster-In progress. 4) Determine caliber of ammunition-9mm. 5) Purchase and deploy new weapons-Completed.	X			1.00	1.00
Flock Camera System	Coordinate with Holland PD and OCSO to determine best locations for cameras. Determine the number of cameras required to meet need. Establish required MOU's for installation at locations. Contract with Flock for installation.	Completed. Cameras are under contract. One installed and the other is scheduled for installation in January.	X			1.00	1.00
Apparatus Replacement	Zeeland Fire Rescue will establish and apparatus committee to determine the needs for our next apparatus. By the end of 2025, ZFR will complete the specifications for a fire apparatus to replace 1931. Zeeland Fire Rescue will present to City Council in the first Quarter of 2026.	Completed. Apparatus Committee completed recommendation to purchase a Heavy Rescue/Pumper - stock model. Presented to City Council at first meeting in December. Departments expects to seek CC authorization to proceed in first quarter '26.	X			1.00	1.00
Cost Recovery Ordinance	Zeeland Fire Rescue and Zeeland Police will review and update our cost recovery ordinances. By the end of 2025, we will present to City Council and seek final approval.				X	1.00	0.00
Union Contract Negotiations	Oversee the negotiations of new contracts for the Police Union and Clean Water Plant.	New contracts in place be necessary dates.	X			1.00	1.00
Industrial Retention and Support	Coordinate efforts to assist existing industries successfully maintain a presence in Zeeland through the provision of reliable utility services, addressing prohibitive factors to growth, and consideration of economic incentives while also being cognizant of maintaining a balance of community quality of life factors.	Significant progress. Site plan approved for JR Automation with site development in progress. City actively working on BRA support and public infrastructure desired for project. Significant progress on Mead Johnson project. Numerous rezonings in place. Awaiting site plan submittal. Evaluating public infrastructure needs. Working on such things as traffic studies, agreements on playgrounds, etc. to address community desires.	X			3.00	3.00
City Council Policies Review (ongoing from 2024)	Work with subcommittee of City Council to complete review of City Council Policies to ensure relevance and amend as necessary.	No additional progress to date.			X	1.00	0

Timing of Action Steps	Subtotal	Earned
Vibrant Downtown	15.00	11.00
Strong, Safe & Connected Neighborhoods	2.00	1.00
Economic & Community Development	11.00	8.00
Infrastructure & City Services	21.00	15.50
Culture, Parks & Recreation	4.00	2.00
Financial Sustainability	4.00	4.00
Organizational Culture	5.00	3.00
Operational Goals	38.00	32.50
Total Points Available:	100.00	
Total Points Earned on Scorecard:	77.00	
City Council Adjustment (if any):		
		Final Points Earned: 77.00



Section 4

Department Power Point Information

FEEL THE ZEEL



CITY CLERK



CITY CLERK'S DEPARTMENT

2026 Goal Setting Session



2025 ACCOMPLISHMENTS

Clerk

- ★ Downtown Festivities
 - ★ Pumpkifest Parade
 - ★ Downtown Trick/Treating
 - ★ Magical Christmas Parade
- ★ Helped Plan & Hosted the Mayor's Coffee



TRICK
OR
TREAT



2025 ACCOMPLISHMENTS

Elections

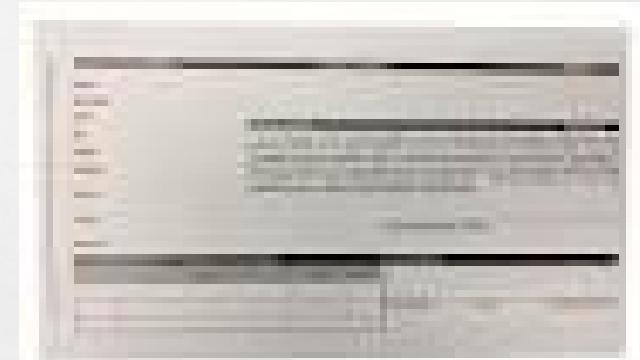
- ★ **Conducted 3 Successful Elections**
 - ★ **May School Election on May 6 - Pam & Cindy Conducted**
 - ★ **1 Combined Precinct & 1 AV Counting Board**
 - ★ **August State Primary on August 5**
 - ★ **Pam, Kristi & Sharon Conducted**
 - ★ **1 Combined Precinct & 1 AV Counting Board**
 - ★ **November State General on November 4**
 - ★ **Kristi & Sharon Conducted**
 - ★ **1 Combined Precinct & 1 AV Counting Board**



CLERK'S OFFICE GOALS

2025 Goals Achieved

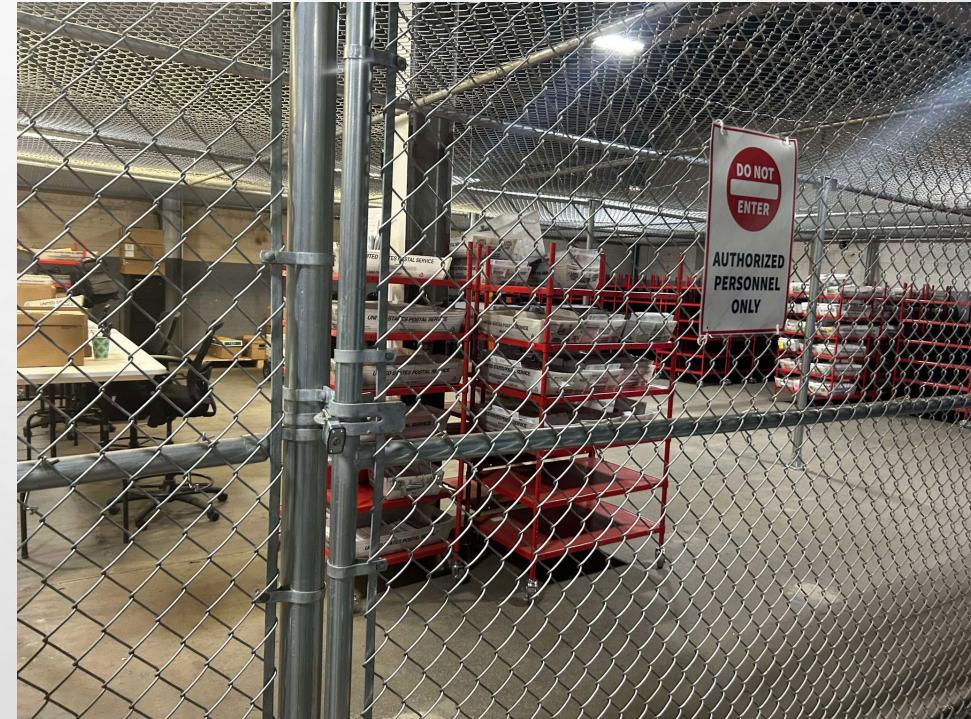
- **Organization of registered voter's information (master) cards**
 - **Active & Inactive voters**
- **Clerk's Office Organization**
 - **Ordinances & Resolutions**
 - **Folders Setup for Easy Access**
 - **File Cabinets**
- **Re-Accreditation for Kristi & Accreditation for Sharon to run City of Zeeland Elections**



CLERK'S OFFICE GOALS

2026 Proposed Election Goals

- ★ Finish the Redistricting Process from 4 Precincts down to 2
 - ★ Voter Information Cards & Letters Mailed Soon to ALL Registered Voters
- ★ Shred All Documents/Ballots that have Reached their Destroy Date
- ★ Conduct May, August, & November Elections
- ★ Conduct Early Voting for August & November Elections



CLERK'S OFFICE GOALS

2026 Proposed Goals

- Scanning in All Contracts for Easy Access
- Finish Picture Directory from 2024-2025
- Finish Policy Committee Updates from 2024-2025
- Scanning in All Ordinances for Easy Access





HOWARD MILLER LIBRARY
AND COMMUNITY CENTER



HOWARD MILLER LIBRARY & COMMUNITY CENTER

Year in Review

Zeeland City Council
Strategic Planning Presentation

2025

Executive Summary

This year highlighted the essential role the Library and Community Center play in our community as trusted, well-used public services that advance learning, workforce readiness, and meaningful connection.

All operational goals established for 2025 were successfully accomplished, with additional advances that increased community access and reinforced the Library and Community Center as vital public services and enduring community assets.



2025 Library Operational Goals

- Refresh Library Website
- Explore Acoustic Issues of Atrium
- Library Awareness Marketing Campaign

2025 Community Center Operational Goals

- Perform Cost Comparison with other rental venues
- Update Rental Agreement



2025 Year in Review



COMMUNITY ENGAGEMENT



Patrons
Served

115,371

*111,099 in
2024*



Number of
Programs

237

213 in 2024



Physical Items
Checked Out

333,118

338,612 in 2024



Holds Picked
Up

14,318

14,966 in 2024



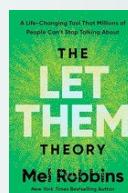
Digital Items
Checked Out

87,944

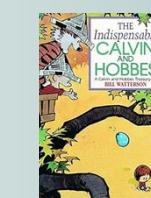
79,679 in 2024



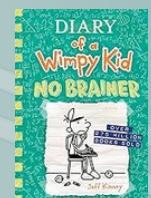
2025 TOP TITLES



ADULT
Fiction & Nonfiction



YOUNG ADULT
Fiction & Nonfiction



JUVENILE
Fiction & Nonfiction

Our community made their favorites known loud and clear. These titles led the way!



2025 Year in Review



ROOM RENTALS

473

476 in 2024



TOTAL ATTENDANCE

15,298

22,530 in 2024



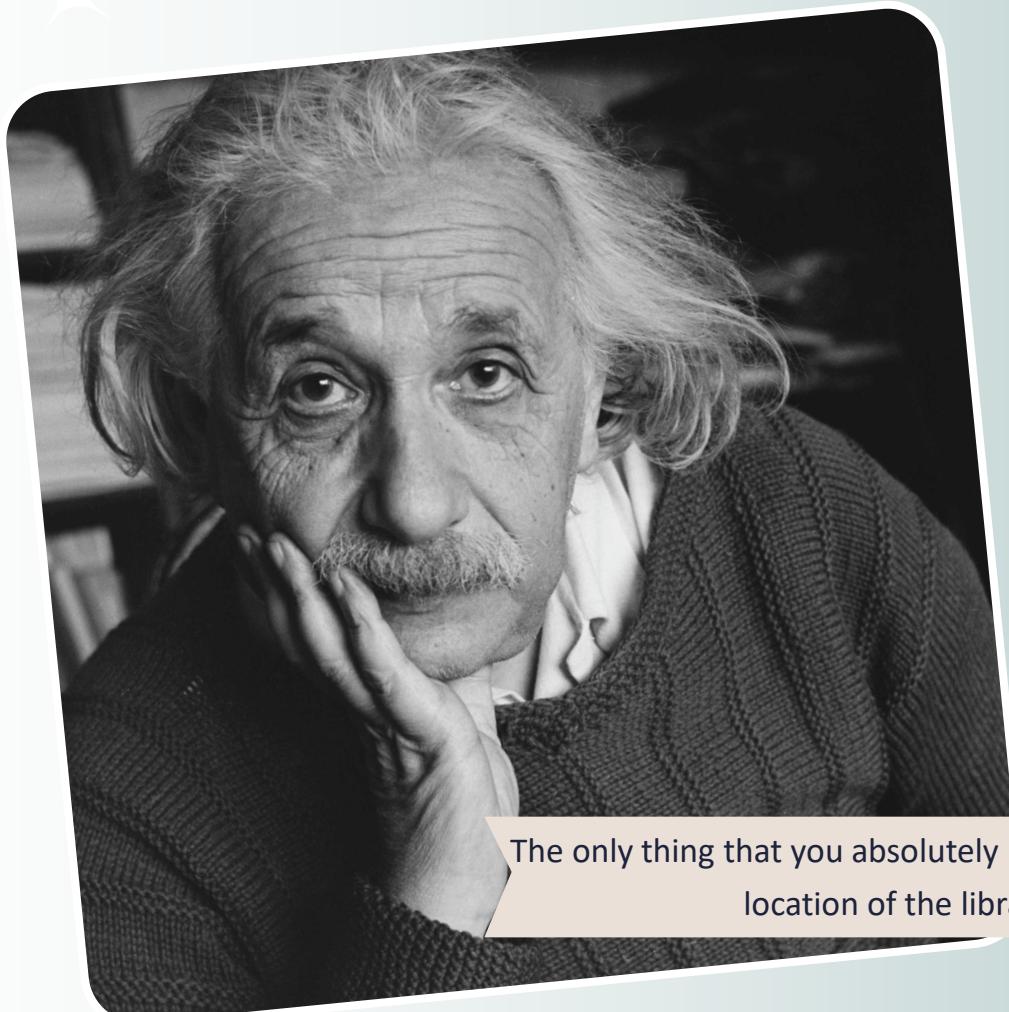
BLOOD DRIVE RESULTS

79 local lives saved

29 pints of blood donated in 2025

Our meeting went very well, it was great to get there and have everything set up and ready to go. Thank you so much!

- Amy E



The only thing that you absolutely have to know, is the
location of the library.

Albert
Einstein

Library Programs & Outreach

- **Total Programs:** 237

Compared to 213 in 2024

- **Total Attendance:** 10,444

Compared to 11,771 in 2024

- **New Additions in 2025:**

- October StoryWalk® at Van Zoeren Woods

- **Added activity Partnerships with:**

- Aqua Tots
 - Creation Ridge
 - Critter Barn
 - Family Bound Foster Care
 - Visser Farms
 - Zeeland Township

Digital Services and Access

	2024	2025
Digital Circulation:	79,679	87,944
Internet/WiFi:	4,648	5,796

✓ Achieved our goal of having ZERO blocked attempts to access electronic items starting in August 2025.

Compared to an average of 704 blocks per month in 2024.



Strategic Plan 2024 -2026

ACCOMPLISHMENTS TO DATE

1. STRENGTHEN COMMUNITY ENGAGEMENT

- Special projects include Zeeland Record digitization project; sound abatement project; increased community partnerships and programming opportunities.

2. ENHANCE LIBRARY SPACES

- Efforts include updated décor and furnishings for upper level; increased imaginative play equipment and updated game computers in the Children's area; increased display units throughout library.

3. INVESTING IN STAFF AND ORGANIZATION

- Efforts include continued professional development opportunities for staff; optimized training time for staff; and annual staff development days for collective learning and collaboration.



Service Impact Statement

- We provide welcoming, inclusive spaces where people of all ages can gather, connect, and engage with one another.
- We strengthen community connections by providing shared spaces that support social interaction and reduce isolation.
- We encourage lifelong learning through access to books, digital resources, technology, and educational programs.
- We serve as trusted centers for research and information, supporting students, job seekers, and lifelong learners.
- Offer opportunities to explore new interests, creativity, and personal growth through programs, workshops, and self-directed discovery.
- By adapting to changing community needs, we remain an essential hub for access, learning, and civic life.

Current Challenges & Opportunities

- **LIBRARY:**

- Management of ZPS half days and increased student visits
- Sound issues in the library atrium
- Loss of primary book vendor and new relationship with other vendors

- **COMMUNITY CENTER:**

- Facilities maintenance needs
- Implementing rate increases for FY 2026-2027
- Finding alternative venue booking service

Looking Forward

- HML&CC are experiencing growing demand for programs, spaces, and services from the community.
- We believe there are strong opportunities to improve how services are delivered and how resources are used.
- Proposed goals for 2026 focus on practical improvements that support staff, enhance services, and better meet community needs.
- These goals align with the Library's strategic plan and support the broader goals and long-term commitments of the City of Zeeland.



2026 Operational Goals

- **LIBRARY:**

- Acoustic finishes installation
- Digitization of registration records
- Develop plan for website accessibility compliance requirements

- **COMMUNITY CENTER:**

- Update pricing for HMCC room rentals
- Update marketing materials
- Evaluate feasibility of switching event management platforms



“Outside of a dog, a book is man’s best friend. Inside of a dog it’s too dark to read.”

Groucho
Marx

Final Thoughts



Library & Community Center add value to
our community

Thank you, City Council and
Administration for continued support



Any Questions?



ZEELAND POLICE DEPARTMENT



Zeeland Police Department

2025 Summary

Recruitment and Succession Planning

- Currently down one full-time officer

- Future Promotions

Shelly Daniels retired

- Shaina Gonzalez hired as full-time Admin Assistant

LEIN and MCOLES Audit



Awards



Upcoming Changes for 2025

Dash and Body Camera Upgrade

Ottawa County Agencies
End of Life Cycle



Taser Refresh



Future Goals 2026 and BEYOND





ZEELAND FIRE RESCUE

ZEELAND FIRE RESCUE



EST. 1877

Mission Statement

Zeeland Fire Rescue is a team committed to protect against loss of life and property from the effects of fires, medical emergencies, and other hazards.

Core Values

Integrity

Teamwork

Honor

Professionalism

*Dedicated
Compassionate*

A look back at 2025

- **Retirement(s)**
 - Captain Duane Baker
 - (14 years of service)
- **Promotion**
 - Lieutenant Austin Schrottenboer
 - (Station 2)
- **New Hires**
 - Ryan Bloomquist
 - Isaac Vander Zwaag

A look back at 2025

- Responded to over 950 calls for service
- Took delivery of and placed into service a new Spartan rescue/pumper
- Implementation of a sustainable smoke detector program
- Swearing in of 4 new fully trained fire/rescue members and one Lieutenant

What aren't we doing to bring us closer to our vision and commitments?

- One of our commitments is city services, to provide vital fire rescue services with dedicated staffing within a timely response
 - While adding dedicated staffing has improving response times Monday thru Friday, we need to focus on the gap when don't have dedicated staffing

What might we be doing that is bringing us away from our vision and commitments (ie, we should stop doing)

- Currently, we don't have any specific item that is bringing us away from our vision and commitments.

What should we keep doing?

- Zeeland Fire Rescue should continue progressing as a proactive department.
 - Continued analysis of the day-time duty shift position to ensure consistent dedicated level of staffing's are meet
 - Adoption of a fire code/inspections program
 - Keeping up with emerging trends in the fire service
 - Upgrading equipment and apparatus to meet the current and future needs of the department

The next big things

- Appointing and on-boarding a new Fire/Rescue Chief
- Replacement of 1931/1923 with a pre-engineered rescue pumper
- Increase our Fire Prevention and Public Education program
- Increase Recruitment and Retention efforts

City of Zeeland Information Technology Strategic Planning

What We Delivered in
2025 — What Comes Next



Support City
departments in
delivering the
vision of “Feel
the Zeel”

Organizational
Culture & Citizen
Engagement

Network &
Technical
Infrastructure

Redundancy &
Resiliency

Physical & Cyber
Security



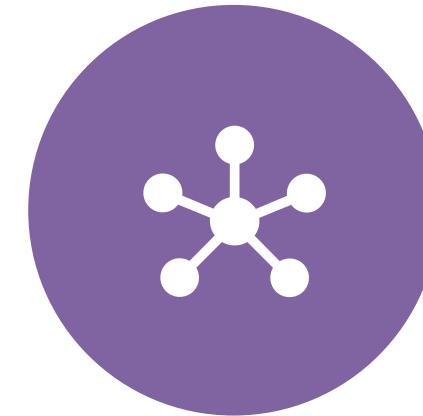
Investing in People



HIRED NETWORK
ENGINEER BEAU ROKALA



CCNA CERTIFIED



IMMEDIATE IMPACT ON
NETWORK RESILIENCE

2025 Key Accomplishments



Windows 11
migration



Expanded video
security coverage



Vendor remote
access security



Endpoint patching
standardized



Infrastructure & Security Wins

Fiber installed: Public Safety ↔
Howard Miller

Cameras added in parks, downtown &
facilities

Security awareness program
upgraded

Reduced attack surface



Strategic Goals for 2026

Clean up

Clean up Public Safety network cage

Activate

Activate fiber redundancy

Consolidate

Consolidate Verizon Private Network

Template

Template 4 applications using endpoint management



2026 IT Challenges

Ransomware targeting municipalities
(CISA)

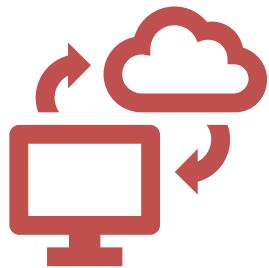
Vendor & supply-chain risk

AI governance & data protection

Infrastructure lifecycle costs



Why It Matters



~60% of local governments report
cyber incidents annually [\(CISA\)](#)



Windows 10 support ended Oct
2025 [\(Microsoft\)](#)



Downtime impacts public trust &
services



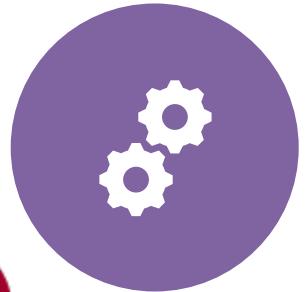
Ongoing



Continue network refresh



Continue tightening
Security



Expanded redundancy



Cost-saving technology
evaluations



Discussion

Are priorities aligned
with organization?

Risk tolerance vs. cost
control?

Additional areas IT
should support?





Thank You for your time.





City Council Goal Setting

January 26-27, 2026

Major Accomplishments

Calendar Year 2025



POWER SUPPLY

- Initiated Integrated Resource Plan update and stakeholder engagement process

ELECTRIC AND WATER DEMAND GROWTH

- Established voluntary Electric Commercial & Industrial Demand Response program
- Prepared for significant Industrial customer expansions (Mead Johnson, JR Automation, Gentex)
- Completed Water system Risk & Resilience Assessment; certification pending
- Completed Water system Emergency Interconnect Study
- Managed record-setting peak day (June 24):
 - Water 12.3 MG
 - Electric 91.6 MW

Major Accomplishments

Calendar Year 2025



CUSTOMER SERVICE & TECHNOLOGY

- Launched new utility billing, customer engagement, service orders, and related systems
- Deployed new ZBPW website and myBPW customer portal
- Completed Electric Cost of Service Study and implemented new rates/Terms of Service
- Advanced BPW Office Remodel: design, bidding, and construction underway
- Achieved 88% completion of system-wide Water AMI meter deployment

STAFF DEVELOPMENT & ORGANIZATIONAL READINESS

- Initiated leadership succession planning in preparation for planned retirement of the General Manager in 2026
- Enhanced customer service and field staff effectiveness through new communication tools and modernized workflows

Goals

Calendar Year 2026 and beyond



POWER SUPPLY

- Complete IRP and present findings to City Council and community
- Develop IRP implementation plan to address near- and long-term projected capacity requirements
- Prepare for compliance with PA 235 renewable and clean energy standards

Goals (cont.)

Calendar Year 2026 and beyond



ELECTRIC AND WATER DEMAND GROWTH

- Finalize infrastructure and development agreements for planned Industrial expansions
- Continue to evaluate Time-of-Use electric rates and other rate strategies
- Evaluate tiered water rates to manage demand and defer major capital expansion
- Evaluate water storage and looping enhancements for growth and resiliency
- Evaluate Water system redundancy at transmission mains
- Leverage Water system Emergency Interconnect initiative and regional partnerships

Goals (cont.)

Calendar Year 2026 and beyond



CUSTOMER SERVICE & TECHNOLOGY

- Complete BPW Office Remodel and Expansion Project – June 2026
- Substantial completion of AMI Water meter deployment
- Achieve completion of Galvanized Service Line Replacement initiative
- Leverage value extraction from investments: new CIS, website, online tools, new offices
- Maintain regular engagement with key accounts
- Strengthen customer communication and transparency through modern notification tools
- Upgrade Outage Management and Operational Technology systems while strengthening cybersecurity protections across all business units

Goals (cont.)

Calendar Year 2026 and beyond



STAFF DEVELOPMENT & ORGANIZATIONAL READINESS

- Implement organization-wide safety services
- Cross-train staff to reduce single-point dependencies
- Evaluate organizational structure and processes to support future utility needs
- Assess Finance and Administrative staffing needs
- Support leadership and professional development initiatives
- Advance succession planning at all levels



ZEELAND
Board of Public Works





BREAK – 10 minutes



CLEAN WATER PLANT



ZEELAND CWP

A 30,000-FOOT VIEW, “BIG PICTURE PERSPECTIVE”



Regional Biosolids facility

Ottawa County Facilities

Holland

Zeeland

Grand Haven

Grandville

Ottawa County



CWP CAPITOL IMPROVEMENT PLANS

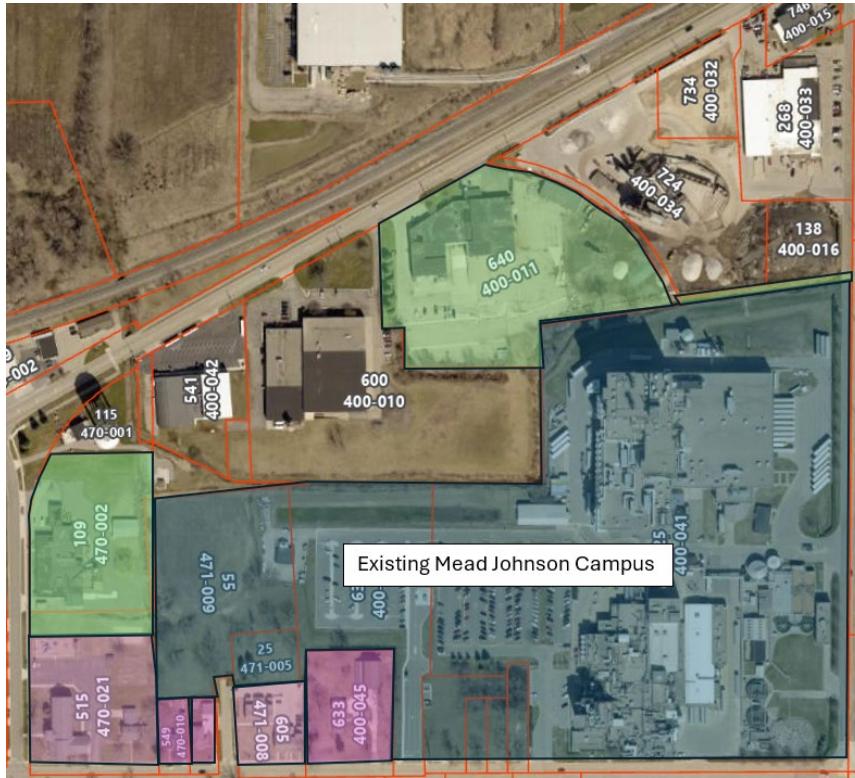
					6-year plan			
<i>Clean Water Plant Capital Improvements</i>	<i>FY 2026</i>	<i>FY 2027</i>	<i>FY 2028</i>	<i>FY 2029</i>	<i>FY 2030</i>	<i>FY 2031</i>	<i>FY 2032</i>	
Rebuild Final Clarifier #2	600,000							
Lab update / locker room / heating		500,000						
Biosolids Dewatering			1,000,000					
Rebuild Sludge Thickening Tank				625,000				
Tertiary treatment					800,000	800,000	800,000	



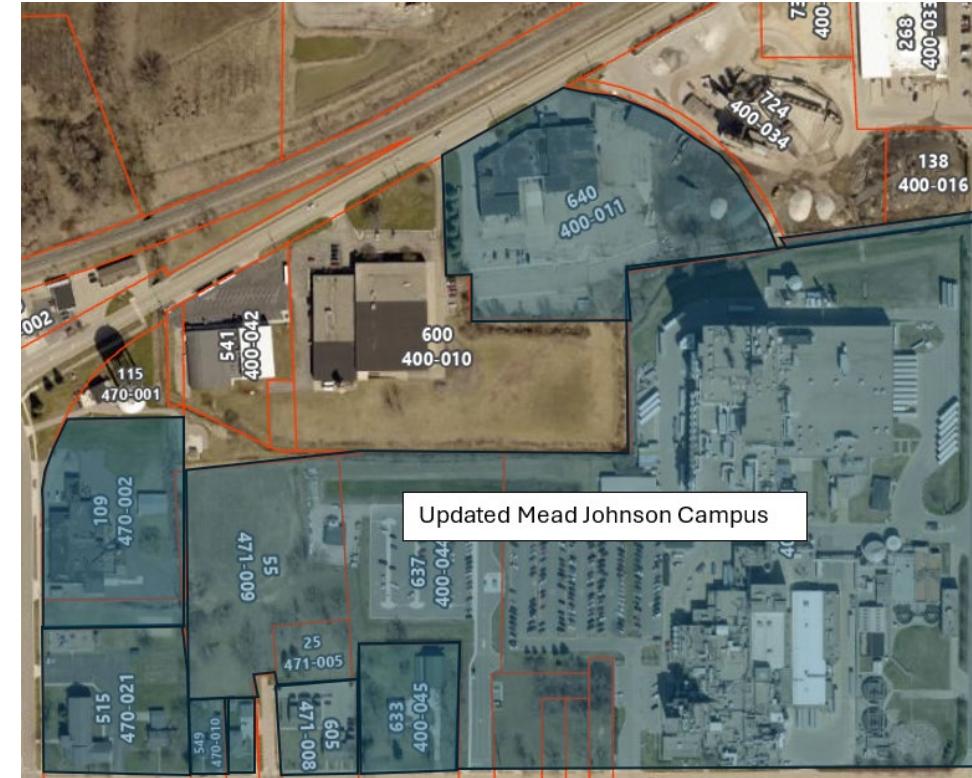
COMMUNITY DEVELOPMENT

2025 – Project announcement, rezonings, pre-planning

2025 Block – Ownership/Zoning



2026 Block – Ownership/Zoning



2026 Expected Actions

- Consideration of N Division St vacating request
- Zoning Board of Appeals Application – Height
- Planning Commission Site Plan Review
 - Overall site design
 - Buffering
 - Traffic flows
- Act 198 – IFT requests
 - Renovations to existing facilities
 - Proposed new facilities



Visioning for the future

Master Plan Re-Write

- December 12, 2026 – Master Plan Re-Write RFP responses due (9 received)
- February 5, 2026 – Consultant recommendation brought to Planning Commission
- February 16, 2026 – Consultant recommendation brought to City Council

Notes:

- 18-month process
- Led by Planning Commission/Steering Committee
- Community engagement – Online survey, Visioning workshop, Community feedback openhouse
- Future Land Use Map update
- Housing considerations



Visioning for the Future

- Taft St and Main Ave properties
 - Three (potentially four) properties under common ownership
 - Currently vacant/under-utilized
 - Transitional area between commercial and residential
- No action in 2025
- Possible increased housing and neighborhood revitalization opportunities



SARB Ordinance Re-Write

Amendments to SARB Ordinance:

- Allow for exterior maintenance & replacement work without public hearing process
- Remove public hearing requirement for signs, painting etc
- Codify SARB comment/feedback requirement for special land use applications and new construction



Planning Commission 2026 CIP List



RANKED 2026
CITY OF ZEELAND PLANNING COMMISSION
CAPITAL IMPROVEMENT PROJECTS RECOMMENDATION LIST
ADOPTED 01-08-26

Rank	Recommendation
1	Develop additional parking downtown
2	Bury overhead utility lines, prioritizing lines that run through rear yards and along busy streets
3	Construct a pedestrian crossing of Business Loop I-196
4	Expand the City's snowmelt system
5	Implement the Washington Avenue Visioning Report recommendations between State St and Maple St
6	Study the construction of a parking structure on the north side of downtown
7	Purchase property to support the implementation of the Washington Ave Visioning Report
8	Construct a roundabout at Main Ave and Fairview Rd
9	Redevelopment of industrial sites on Washington Avenue adjacent to downtown
10	Identify the future use of 303 E Main Ave and a developer to redevelop the site in accordance with the Downtown Vision Plan



On the Radar

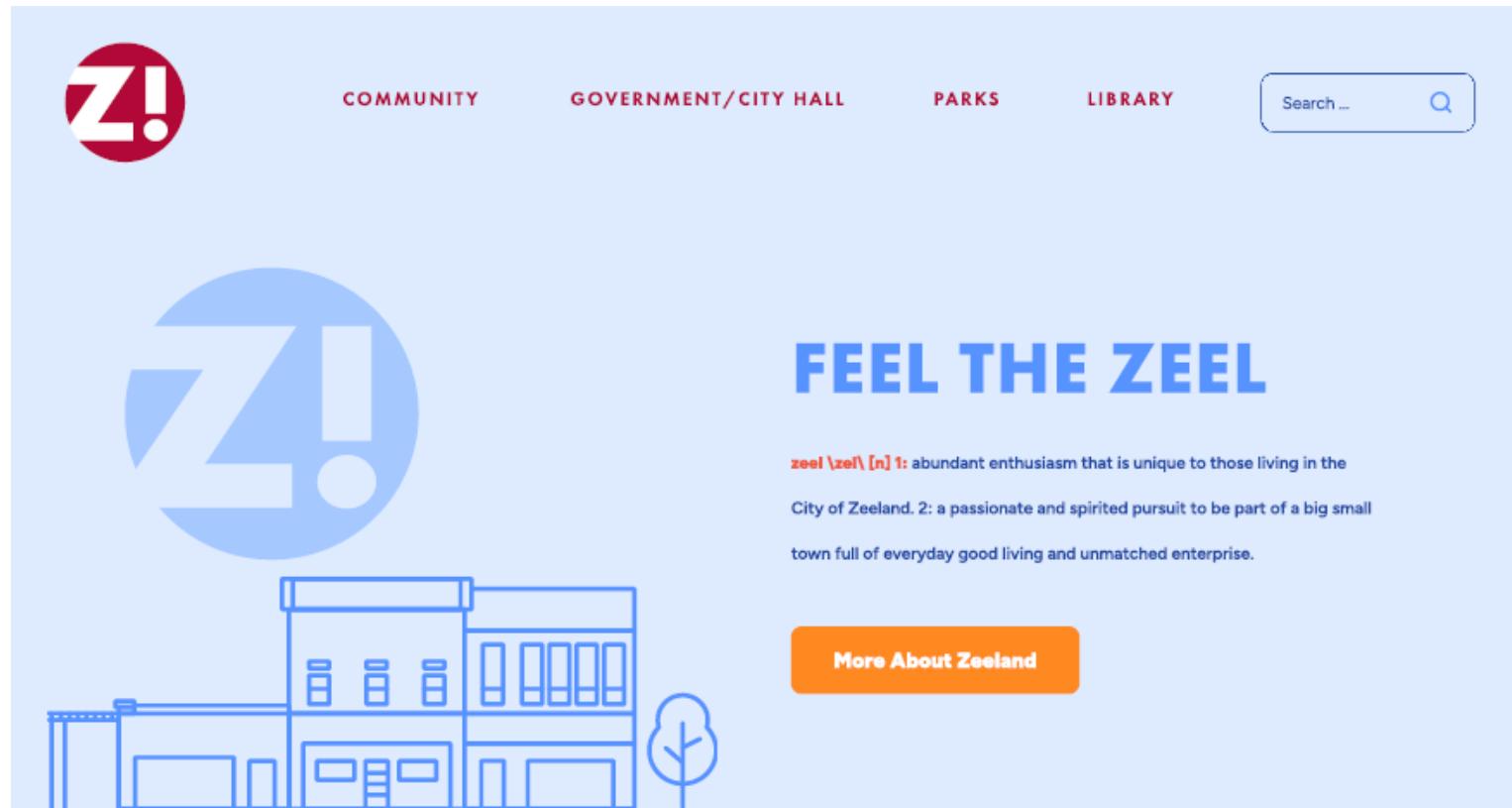
- 800 E Riley Ave – Brownfield plan
- Planning Commission review of small footprint homes
- Redevelopment sites inventory
- Small business owner conversations
- Grocery store conversation
- IPMC update





MARKETING / ECONOMIC DEVELOPMENT
2026

LAUNCHED NEW WEBSITE



Worked all year to launch our new city website by the of 2025!

<https://www.cityofzeeland.com>
/



PARKING

Vibrant Downtown

Made a lot of changes to the downtown parking system this year:

- 2 hour parking along Main / Elm.
- *Communication / Enforcement.*
- 4 hour parking in the North & South Municipal Lots.
- *Communication / Enforcement.*
- Increased Huntington Bank Parking Agreement from 40 to 60 spaces. Redefined parking guidelines in this lot.
- *Communication / Enforcement.*
- Renegotiated snow plowing agreement with First CRC & SRC.
- Ongoing negotiations with North Street CRC.
- Met with City of Holland to discuss parking decks.
- Started shared parking conversations with Zeeland Family Dentistry.
- Began exploring on-site parking requirements for new developments.
- Engaged new Parking Consultant /Set up Working Group.

DOWNTOWN
PARKING


PARKING

Vibrant Downtown

If more parking is needed, here is where it might come from:

Explore Additional Parking:

- MTV (Block 1)
- Zeeland Family Dentistry (Block 1)
- Stripe on-street spaces on W. Main (Block 1)
- Hop Lot (Block 2, North)
- 136 Cherry Street Lot / Medical Office Building Lot (Block 2, South)
- N. Elm House (Block 1 & 2, North)
- Pizza Hut (Block 3 & 4)
- WM Fleet Parts Lot (Longterm Parking)
- Build Parking Deck to service North Main & Washington

Many will need investment in site improvements/maintenance:

- Lighting
- Paving and/or striping
- Plowing
- Cameras

**DOWNTOWN
PARKING
Z!**

Parking Consultant Summary / Suggestions.

Recommendations for Quick Action:

- Create residential parking permits with 2 tiers (close spaces have a fee, further-out spaces are free).
- Improve signage along loading areas; increase enforcement.
- Add an unrestricted lot for long-term parking.
- Add parking supply, as needed.
- Stripe on-street parking on West Main.

Longer-Term Recommendations:

- Assess City's capacity to manage parking – both fiscal & personnel.
- Consider cost-sharing options:
 - Charging for parking: residential permits, employee permits, on-street parking, construction parking.
 - Parking Special Assessment.
 - TIF to support parking infrastructure.
 - Developer to provide parking or payment in lieu.
- Consolidate Parking into larger City-owned lots or parking garage.
- Parking Deck Feasibility Study.
- Evaluate what ZPD needs to successfully enforce parking.

**DOWNTOWN
PARKING**
Z!

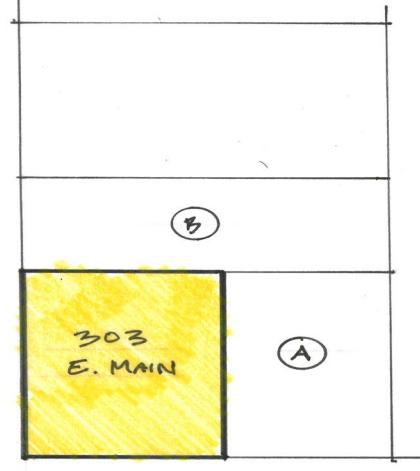
303 E. MAIN

Vibrant Downtown

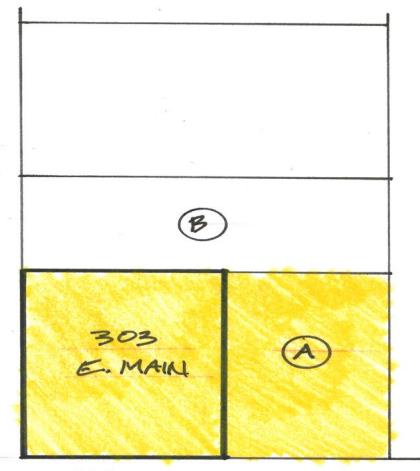


Publish RFP & Explore Best Use of Adjacent Properties

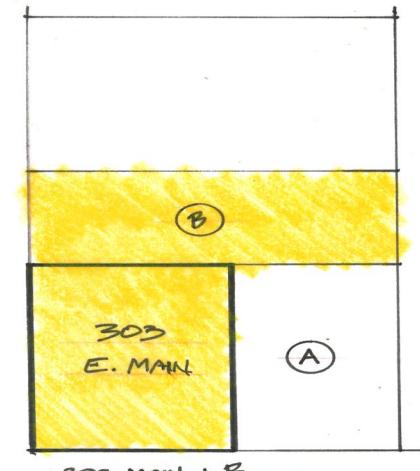
POTENTIAL PROPERTY CONFIGURATIONS



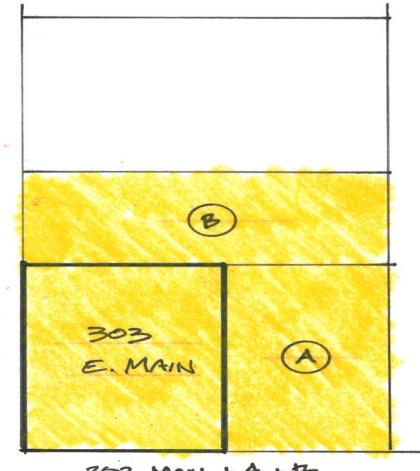
303 MAIN ONLY



303 MAIN + A



303 MAIN + B



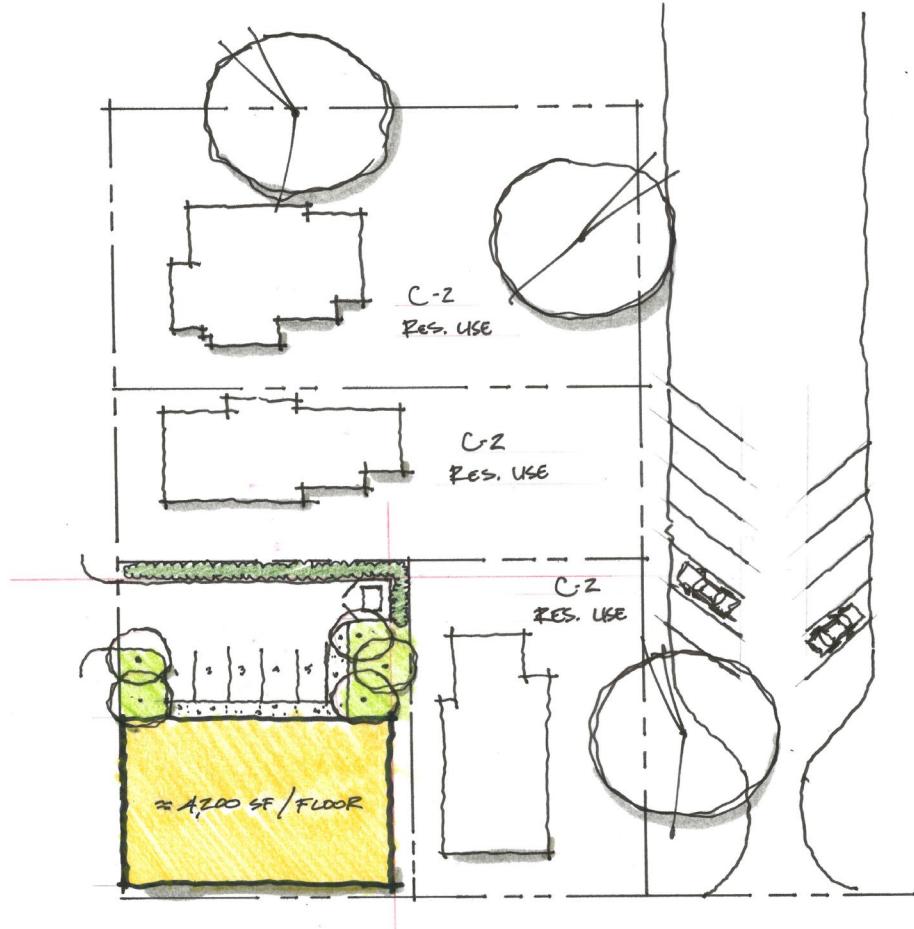
303 MAIN + A + B



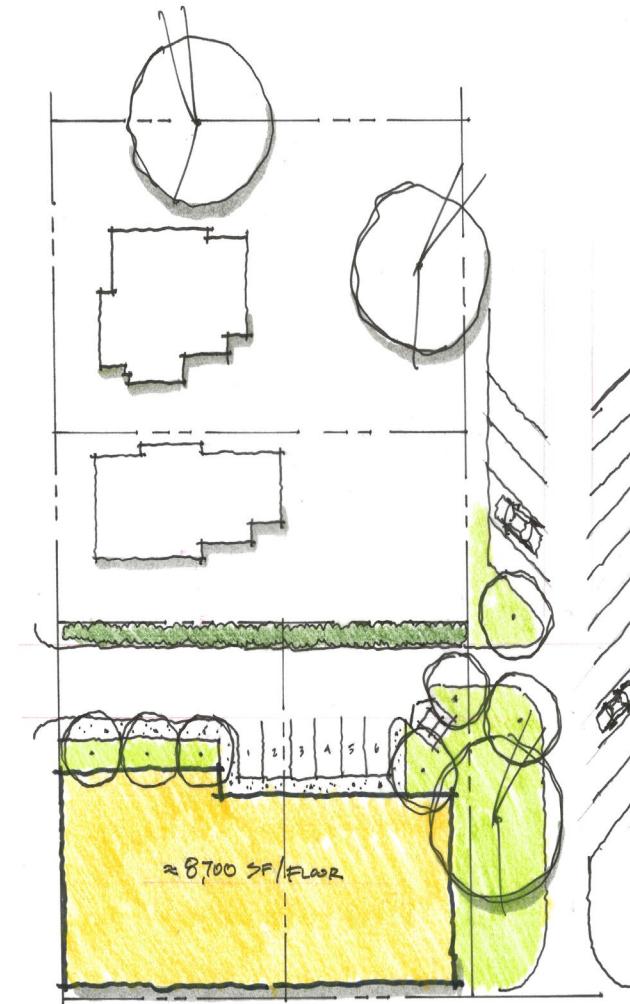
303 E. MAIN

Vibrant Downtown

303 E Main Only



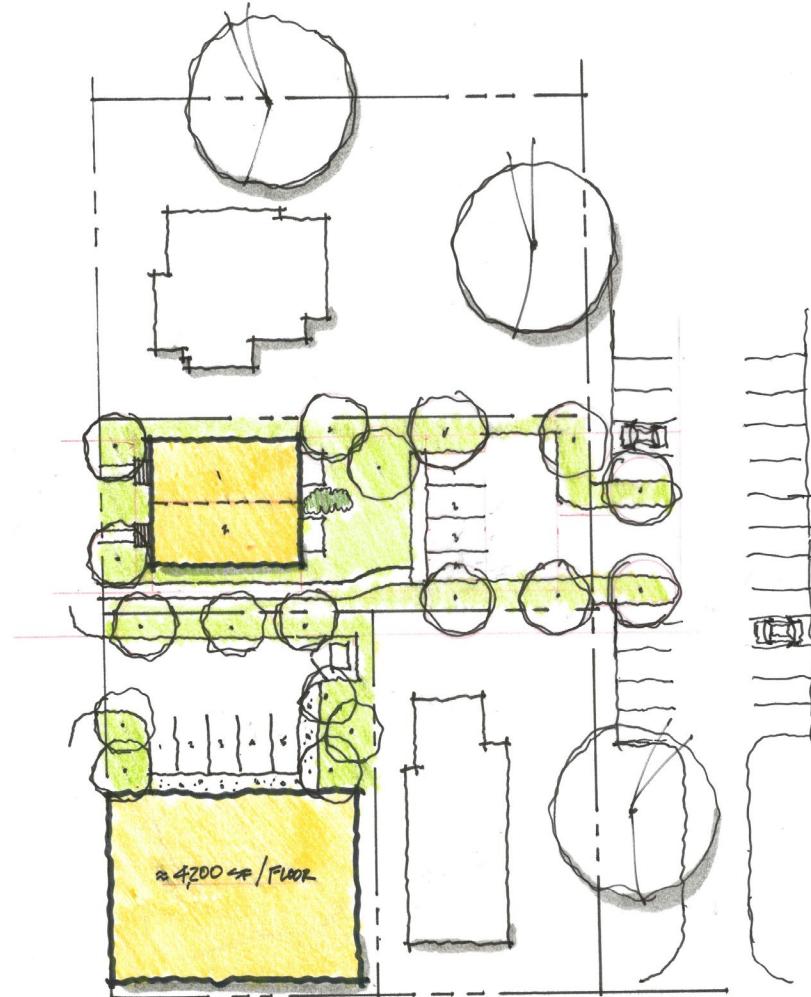
303 E Main + Property A



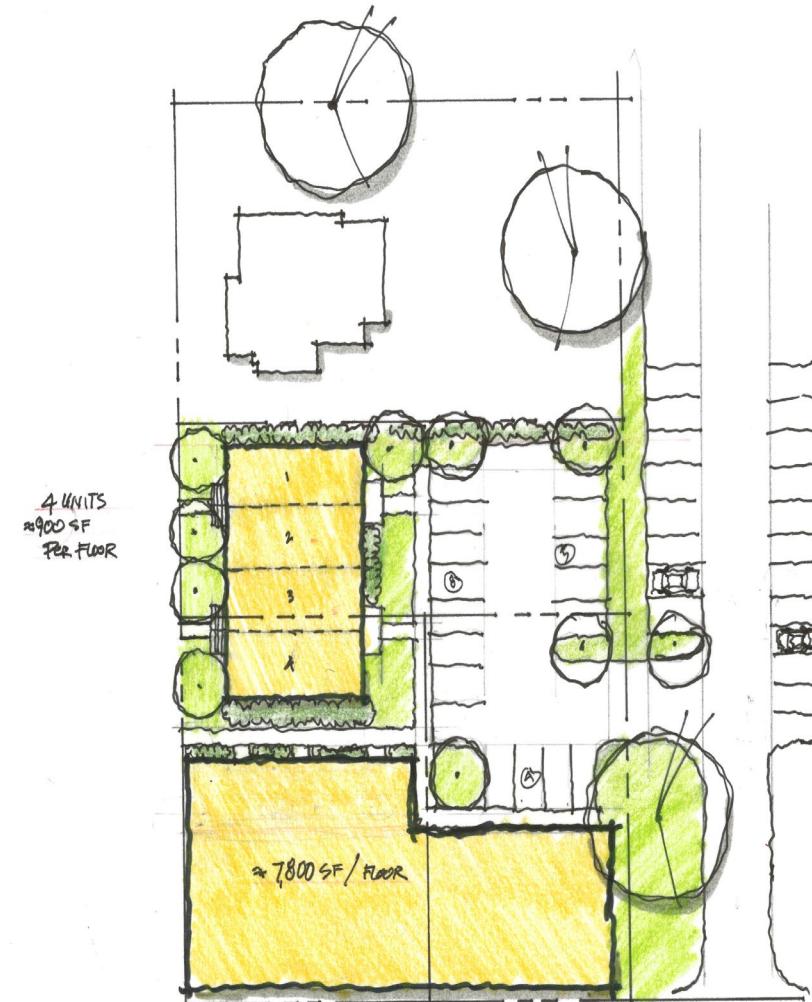
303 E. MAIN

Vibrant Downtown

303 E Main + Property B



303 E Main + Property A & Property B



WASHINGTON AVE CATALYST

Vibrant Downtown

The next natural phase of downtown development will be north to Washington. What should we set as the catalyst to initiate this growth?

- STREET & STREETSCAPE
- BEAUTIFICATION
- MIXED USE DEVELOPMENT PROJECT
- PARKING DECK

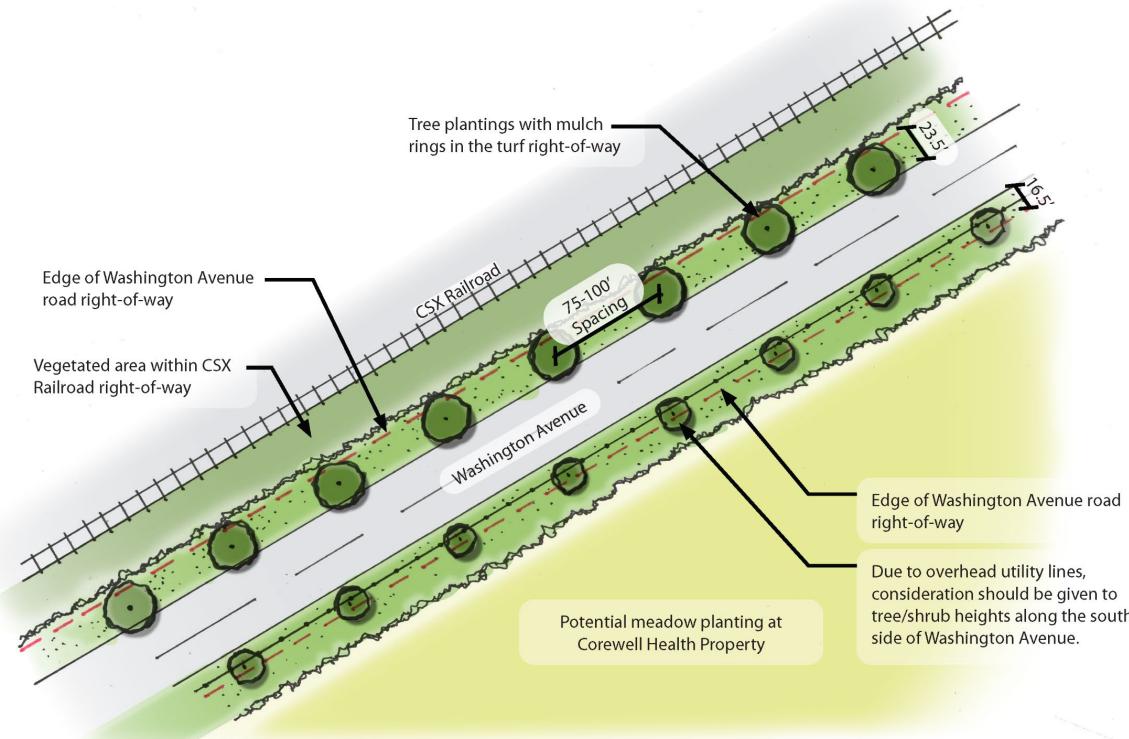


WASHINGTON AVE STREETSCAPE

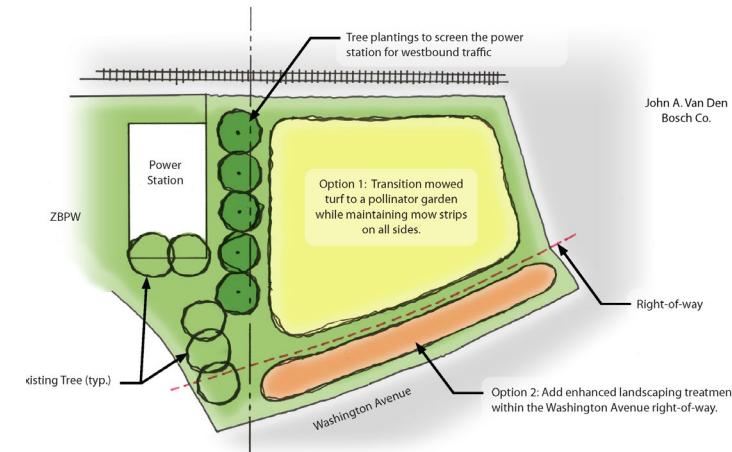
Vibrant Downtown

Use the Washington Streetscape Study to set priorities for growth.

Though we are not ready to reconstruct Washington Ave. – and thus not ready to bury utility lines or significantly adjust the physical aesthetics in the blocks between State/Carlton - we could safely start by focusing on landscaping spot treatments east of Carlton.



⑤ Eastern Washington Avenue Potential Improvements



① Heinz Property Improvements: Perspective Studies



WASHINGTON AVENUE COORIDOR

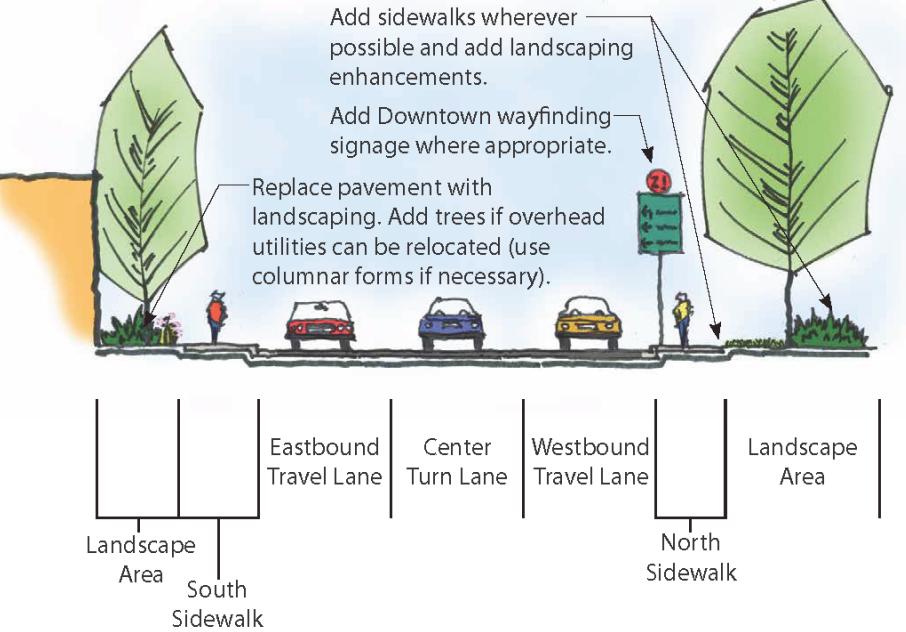
Vibrant Downtown

Use the Washington Avenue Vision Plan Report to set priorities for growth.

- Support / Initiate Development at Washington / Elm
- Pursue property easements
- Traffic Calming / Wayfinding



Potential Improvements



GUIDING DEVELOPMENT OPPORTUNITIES

Vibrant Downtown

As we identify specific projects that will inevitably help us reach our goals in downtown development, it's important to also keep in mind some of the guiding principles that may not be available today but would be opportunities to always consider in the future.

- STRONG CORNERS
- LARGE PARCEL PROPERTY DEVELOPMENT
- SIGNIFICANT INFILL DEVELOPMENT
- PUBLIC / PRIVATE PARTNERSHIP
- TRUE ZEEL



City of Zeeland - Downtown Vision Plan

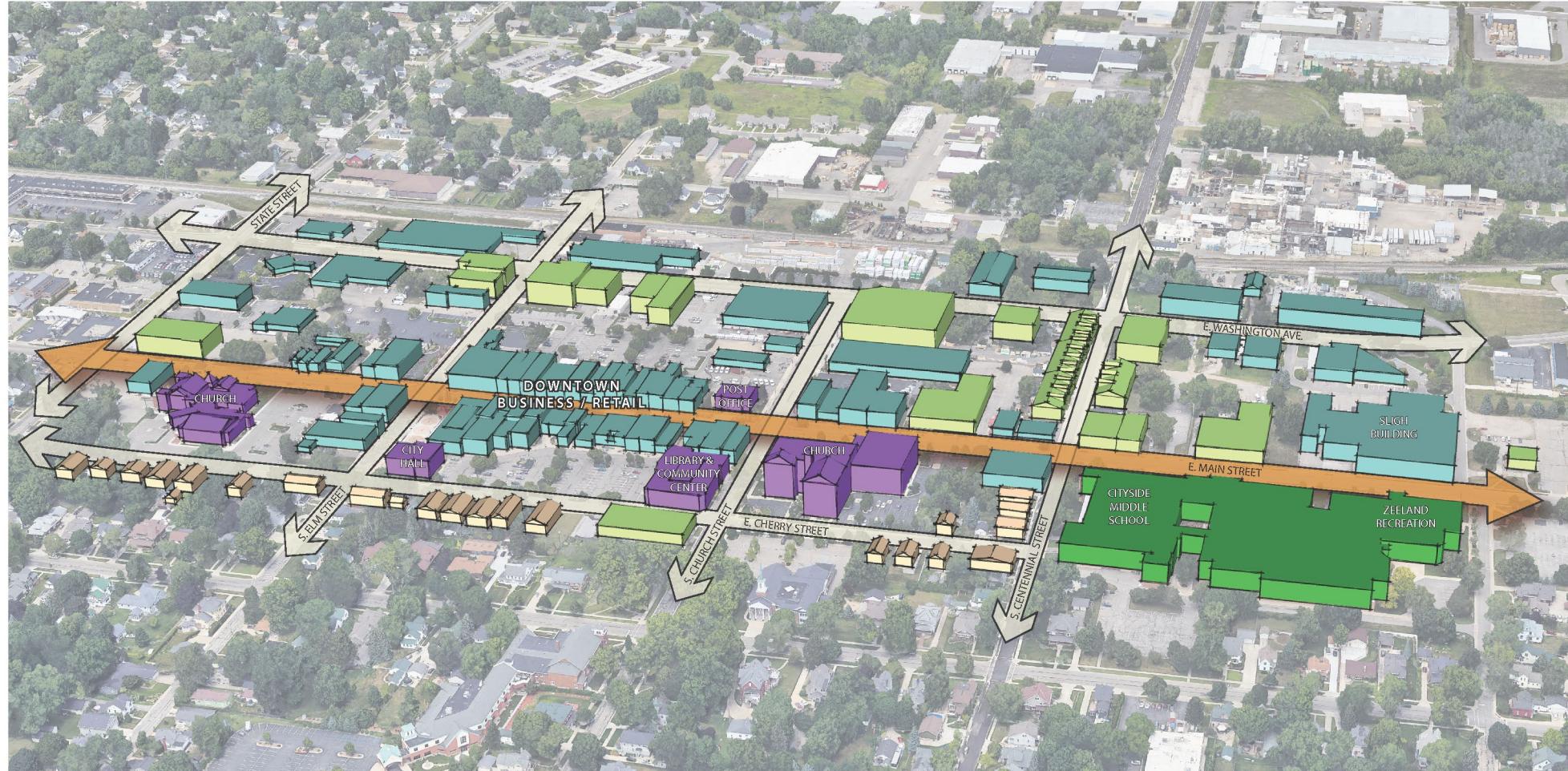
Future Vision for Downtown Development



Building on the potential development opportunities identified for the "Commons" in the original Downtown Vision Plan, the graphic below takes the current status of Downtown development and identifies potential areas for various types of commercial and/or residential development throughout the expanded Downtown area.

Legend

	Existing Commercial Development
	Existing Residential Development
	Potential Future Development
	Cityside Middle School



Potential Long-term Downtown Development Goals

City of Zeeland - Downtown Vision Plan

Future Vision for Downtown Development



Building on the potential development opportunities identified for the "Commons" in the original Downtown Vision Plan, the graphic below takes the current status of Downtown development and identifies potential areas for various types of commercial and/or residential development throughout the expanded Downtown area.

Legend

	Existing Commercial Development
	Existing Institutional Development
	Existing Residential Development
	Potential Future Development
	Cityside Middle School



Potential Long-term Downtown Development Goals

NEW EVENTS

Vibrant Downtown

Last year we passed Sunday Alcohol Sales and started Happy Hour Hop – both new initiatives to strengthen our local restaurants and contribute toward the goal of a Vibrant Downtown.

This year we are looking at 1-2 new activities/events to add to the variety of happenings that residents & visitors can experience in and around Downtown Zeeland.

MORE TO COME!



FEEL THE ZEEL ANNIVERSARY

Culture, Parks & Recreation



- Launched the FEEL THE ZEEL brand in November 2007!!
- Time to start planning for the 20 YEAR ANNIVERSARY!!
- [Zeeland Tagged](#)
- [Water Tower](#)
- [Resident Interview](#)
- [Zeeland Project Video](#)



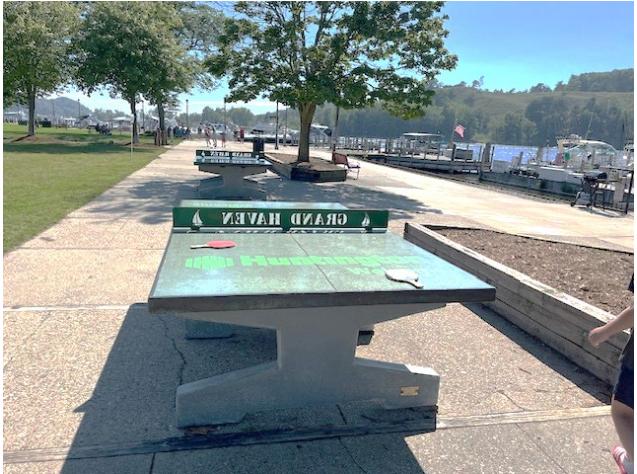
SOCIAL Z! DISTRICT



ELM STREET PARK

Vibrant Downtown

Heavy duty park games





FACILITIES, STREETS, SNOWMELT,
PARKS & CEMETERY

Facilities

2025 Review

- Hired Two Full-Time Custodians
- Elevator modernization at HML
- Continued to commission the full snowmelt system – new gas line in Howard Miller Library
- Downtown clock upgrades



Facilities

2026 & Future Considerations

- Staffing considerations – possible retirements and shared services with BPW
- Chiller Replacement at HML
- Future maintenance vs. large scale project considerations



Facilities Condition Audit/Space Use Analysis

TOTALS

<u>BUILDING</u>	<u>Utilization 2029</u>	<u>Facility Assessment 2029</u>	<u>Totals 2029</u>
CITY HALL	\$ 3,137,460.00	\$ 1,214,700.00	\$ 4,352,160.00
LIBRARY + COMMUNITY CENTER	\$ 1,996,206.00	\$ 6,226,900.00	\$ 8,223,106.00
PUBLIC SAFETY	\$ 3,693,595.00	\$ 368,500.00	\$ 4,062,095.00
ROOSEVELT FIRE STATION	\$ 713,300.00	\$ 178,800.00	\$ 892,100.00
STREET MAINTENANCE	\$ 957,875.00	\$ 770,300.00	\$ 1,728,175.00
TOTALS	\$ 10,498,436.00	\$ 8,759,200.00	\$ 19,257,636.00

- Overall, our facilities are in fantastic shape for their age.
- We are faced with considerable future building maintenance costs. Thought must be given to prioritization and a funding mechanism for these maintenance items.
- Will work with Tower Pinkster to prioritize these projects in 2026.



Recreation Center

- Waited to publish Feasibility Study RFP until after delivery of the Financial Sustainability Report and direction from City Council.
- Working to get feedback from other municipalities on their facilities cost, funding models, etc.
- In light of our other facility needs, is the pursuit of a recreation center still a priority?



Streets/Sidewalks/Bike Paths

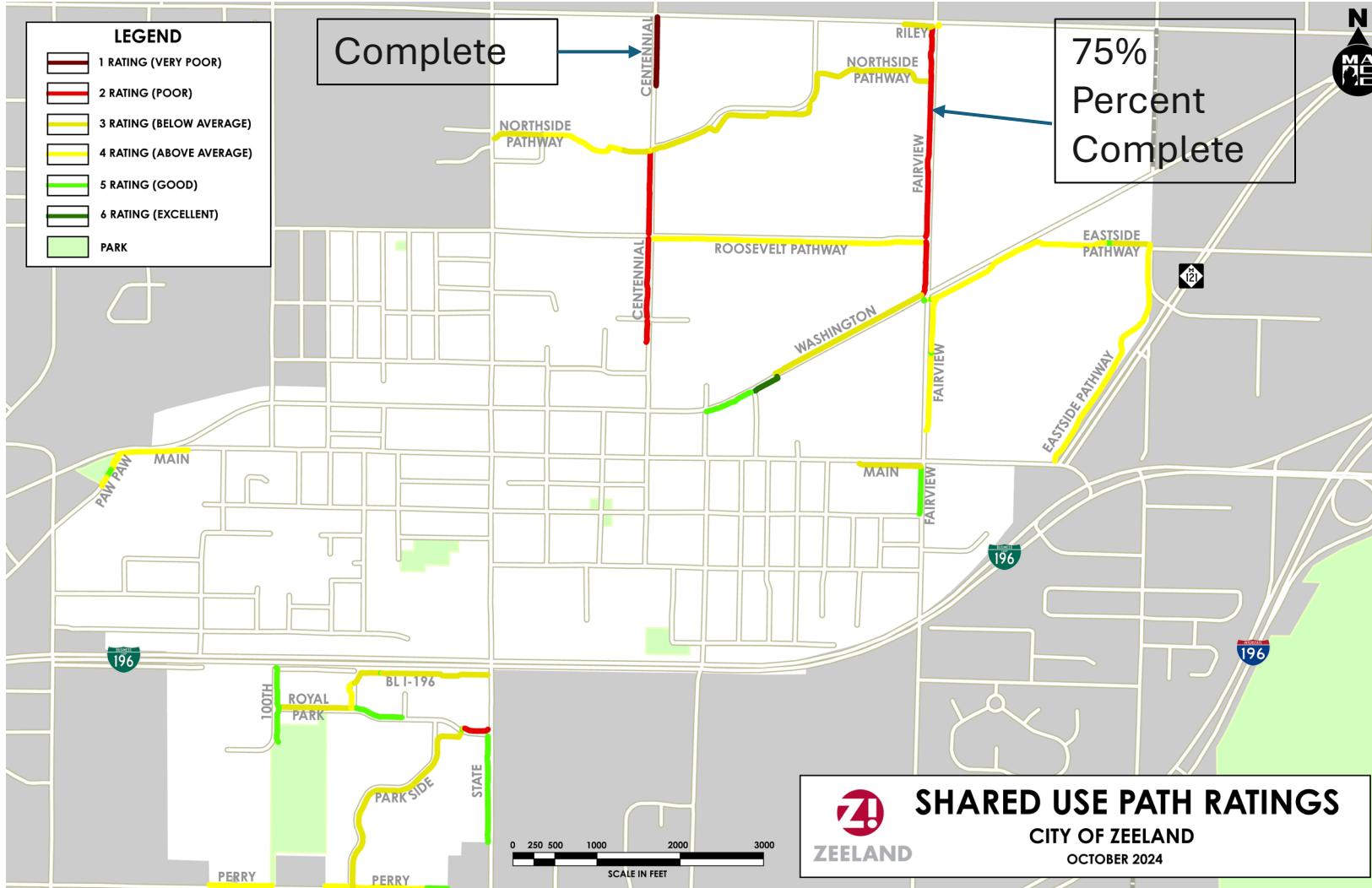
2025 Review

- Completed Taft from Central to Huizenga – Added sidewalk on the west side of Taft
- Milling and Resurfacing Projects – 2nd Year using Ottawa County Road Millage for this purpose
 - Cherry from Pine to State
 - North Centennial from Riley to Gentex Campus
- Church Street project design and award – including successful negotiations with Zeeland Township for Sanitary Sewer cost split
- Installation of rapid flashing beacon at Cityside Middle School (funded through grants)
- Awarded boardwalk replacement contract for Northside Pathway Boardwalk by Gentex Parking Lot
- Large-scale pavement patching on 100th south of BL-196
- Crosswalk and ADA ramp improvements in the vicinity of the Early Childhood Center, Cityside Middle School, Zeeland Christian, and Lincoln Elementary



Streets/Sidewalks/Bike Paths

Future Bike Path Maintenance



Streets/Sidewalks/Bike Paths

Future Bike Path Maintenance

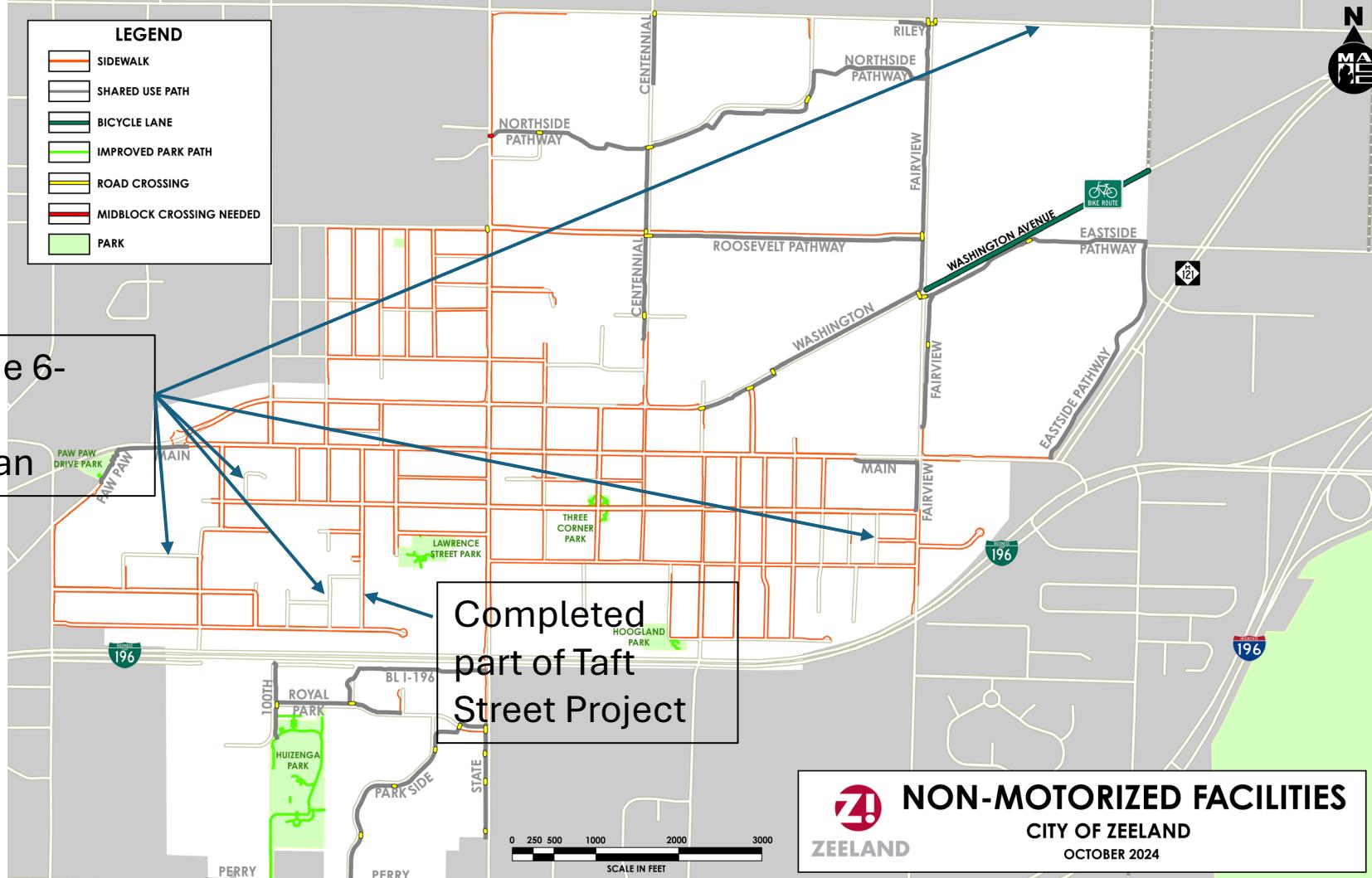
- Continue to focus on sections of bike path with lower PASER rating paths and boardwalk maintenance on northside pathway
- Typically budget \$50,000 a year for bike path maintenance allocated \$100,000 last year for boardwalk maintenance.
- Will likely need another \$100,000 this year for the second large boardwalk on the Northside Pathway



Streets/Sidewalks/Bike Paths

Sidewalk/Bike Path Gaps – Consideration for Filling

Considered in the 6-Year Capital Improvement Plan



Streets/Sidewalks/Bike Paths

BL-196 Crossing

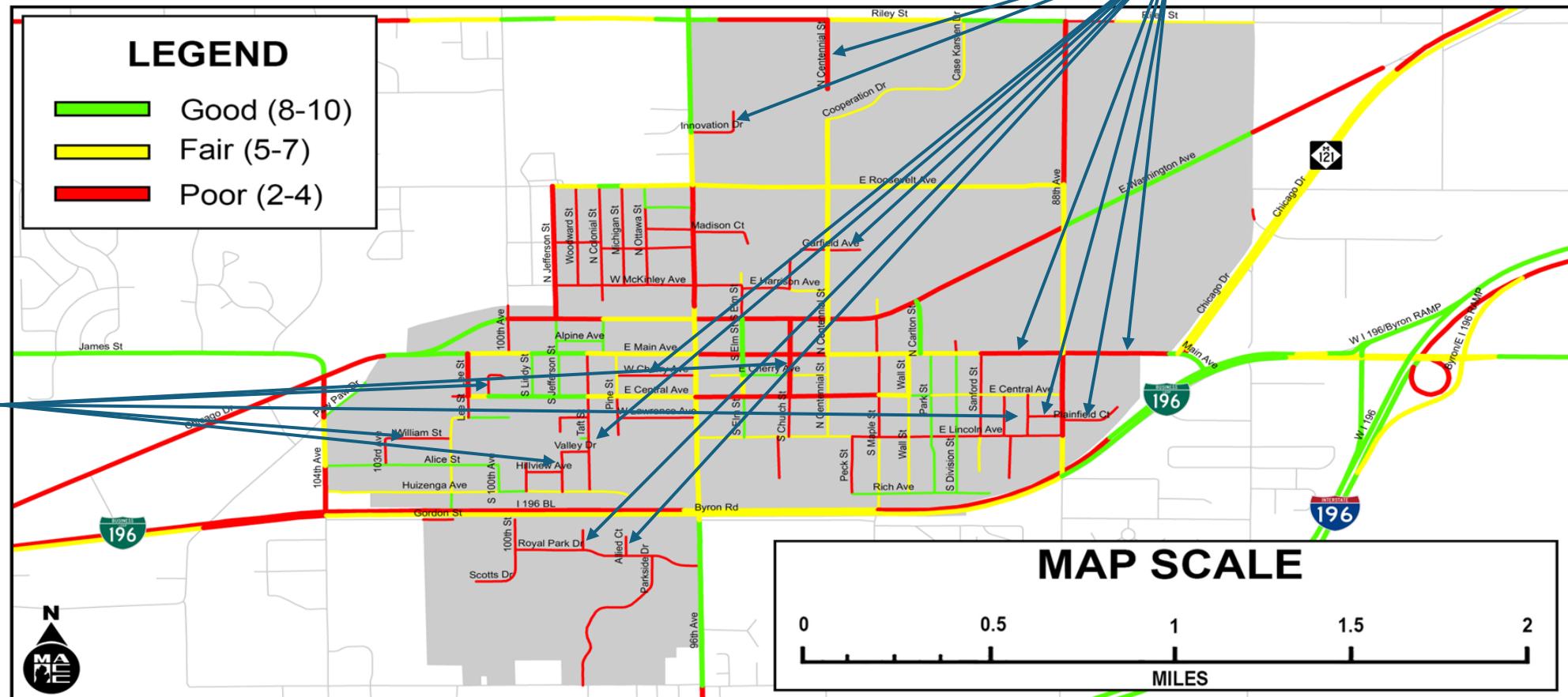
- Submitted two grant requests for project related items in 2024
- Was identified as a high priority project in the MAC's Safe Streets for All safety action plan
- Considered submitting the project as part of a Safe Streets for All grant in 2025 but it was determined that the project will not score well for the project and decided not to pursue the opportunity
- Sentiment is not if, but when for the project to be constructed – Will need to be ready to react once the project becomes a reality – Do we want to pursue the project more actively?



Streets/Sidewalks/Bike Paths

Complete

All PASER Ratings - 2022



2022 PASER Ratings

City of Zeeland



Streets/Sidewalks/Bike Paths

Future “Mill and Resurface Projects” – Projects with policy decisions which may be more costly than typical mill and resurface projects

- Madison Court – Consideration of curb and gutter
- 100th/Scotts Drive – Width considerations
- Central Avenue – Bump outs, mid-block crossings, bike lanes
- North Church Street – Consideration of curb and gutter

Continue to budget Ottawa County Road Millage for milling and resurface projects?



Streets/Sidewalks/Bike Paths

2026 Church Street/Clean Water Plant Road – Project Limits from detention pond at Clean Water Plant through Lincoln Cemetery to Washington Avenue

- Total estimated project cost - \$9,100,00
 - Street Portion - \$5,092,036
 - Water Portion - \$1,092,750
 - Sewer Portion - \$724,168
 - MDOT Funding - \$905,662
 - Zeeland Township - \$1,285,384
 - Will use Fiscal Year 2026 and 2027 Funding

Anticipated Future Reconstruction Projects

- 2027 Goodrich
- 2027 84th Avenue
- 2028 Winterhalder
- 2029 Valley, Jefferson, Center, Westenbroek (Lead Goosenecks will be Complete!!!)

MDOT FY2030-2033 TIP Grant Cycle Project – Washington – Will likely need multiple years of funding for this project



Streets/Sidewalks/Bike Paths



Reconstruction of 84th Avenue

- Likely looking at 2027 construction
- Scope includes reconstruction of 84th Avenue including curb and gutters and storm sewer
- Addition of bike path along south side of Riley from State to 84th and along the west side of 84th
- Project not included in our 6-Year CIP – Do we consider bonding to match with Brownfield Funding?

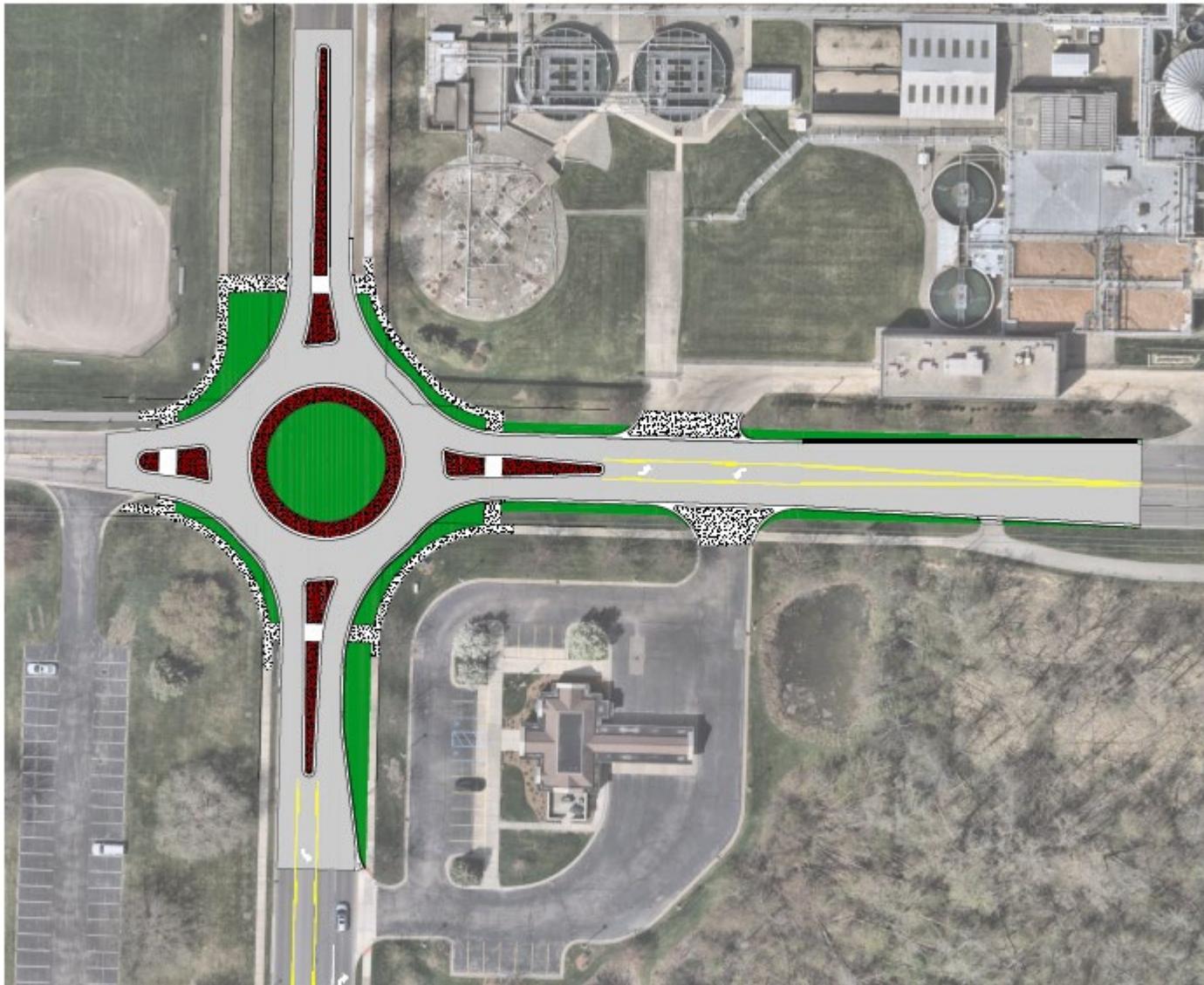


Brownfield Plan - TIF

- Supports developer eligible activities
 - Site preparation
 - Brownfield Plan preparation
- Supports City public infrastructure costs
 - Improvements to 84th Street
 - Non-motorized pathway improvements
 - Electrical/water infrastructure improvements
- Vacant site
 - Requires Ottawa County Landbank Authority participation
 - Brownfield plan must be approved (locally), while the site is under the control of the Landbank
 - Control of site then reverts to property owner
- Eligible activities are reimbursed through tax capture, as taxable value increases and tax revenue is generated.
- No taxing jurisdiction receives less than they did prior to the approval of a Brownfield Plan



Streets/Sidewalks/Bike Paths



Main/Fairview Roundabout

- Experiencing traffic flows that may necessitate a signalized intersection in the near future especially when considering development projects.
- Is a roundabout a preferable option to a traffic signal?
- Estimated cost is \$2-\$3 Million.
- Would require land from the properties in all four legs of the intersection.



Snowmelt



- Snowmelt Special Assessment considerations in 2026
- Installation of additional snowmelt along Church Street from Central to Washington as part of Church Street Project.
- Installation of boilers in 17 East Main during 2026 to provide heat for additional snowmelt along Church
- Do we bond for this project because it isn't included in our 6-year CIP but has Brownfield funding?



Parks

2025 Accomplishments

- Completion of Hoogland Park
- Awarded a contract to repaint Lawrence Park Bowl and Amphitheater
- Selective tree trimming and removals in Vande Luyster Square to promote tree health and future stability
- Invasive species and vegetation management at Paw Paw Park
- 84 Park Rentals

Other Park Considerations

- Prioritization and funding of future park projects – Lawrence Park, Vande Luyster Square Gazebo, and beyond



Cemeteries

- Except for the Veterans section, only available plots in Lincoln Cemetery are those which are sold back to the city (average 4-6 per year).
- Have sold a total of 183 plots in the Felch Street Cemetery
- Conducted 73 burials in the cemetery last year

Future Considerations

- Expected service level – i.e. contracted string trimming
- Felch Street Cemetery storage building – Where does this land on the priority list?





FINANCE

Finance

2025 Highlights

- Completed Financial Sustainability study.
- Year two of direct oversight of BPW Finances

2026 and Beyond

- Structure for additional oversight of BPW purchasing and finances
- Enterprise accounting, tax, building, and assessing software transition to the cloud
- Bonding receptivity
- Long-Term funding priorities, capital projects, new initiatives, operational changes?



Questions to Ponder Ahead of Action Step Development

- What are our existing operational cost pressures and how should those services be prioritized and align with long-term financial sustainability goals?
- What might be new program considerations and how might they fit within the overall findings of the financial feasibility study?
- What are our capital investment priorities (existing or new) for the next several years and which projects should be pursued in more detail?
- What are our preferences regarding bonding, cash financing, or blended approaches tied to long-term financial sustainability?
- And overall philosophy – Does budget drive Strategic Plan or does the Strategic Plan drive budget?





Section 5

Planning Commission's CIP List

FEEL THE ZEEL



21 South Elm Street • Zeeland, Michigan 49464 • (616) 772-0872 • (616) 772-0880

MEMORANDUM

DATE: Wednesday, January 21, 2026

TO: Kriti DeVerney, City Clerk

FROM: City Planning Commission – Tim Maday, Planning Commission Staff Liaison

RE: Planning Commission Annual Capital Improvement Projects Recommendations

The City Planning Commission is pleased to present its 2026 Capital Improvement Projects Recommendation List to City Council. It is requested that this list be forwarded to the City Council so that the various projects contained on the enclosed list may be considered as Council and staff commence with fiscal year 2026/2027 planning and budget preparation.

If there are any questions about the list, or if there is a desire for a Planning Commission Representative to review this information with Council, please contact me.

Enclosure: 2026 Planning Commission Capital Improvement Projects List



RANKED 2026
CITY OF ZEELAND PLANNING COMMISSION
CAPITAL IMPROVEMENT PROJECTS RECOMMENDATION LIST
ADOPTED 01-08-26

Rank	Recommendation
1	Develop additional parking downtown
2	Bury overhead utility lines, prioritizing lines that run through rear yards and along busy streets
3	Construct a pedestrian crossing of Business Loop I-196
4	Expand the City's snowmelt system
5	Implement the Washington Avenue Visioning Report recommendations between State St and Maple St
6	Study the construction of a parking structure on the north side of downtown
7	Purchase property to support the implementation of the Washington Ave Visioning Report
8	Construct a roundabout at Main Ave and Fairview Rd
9	Redevelopment of industrial sites on Washington Avenue adjacent to downtown
10	Identify the future use of 303 E Main Ave and a developer to redevelop the site in accordance with the Downtown Vision Plan
11	Add a four-way stop at East Main Ave and Centennial St
12	Make improvements to Lawrence St Park
13	Implement the parks master plan
14	Eliminate gaps in the City sidewalk/pathway system
15	Washington Avenue right-of-way beautification
16	Add on-street parking on Cherry Ave
17	Replace the pathway boardwalks
18	Redevelopment of property at the SW corner of Main Ave and State St
19	Ensure east side industrial developments complement existing neighborhoods
20	Develop and implement a long-term State Street traffic plan
21	Add ornamental street lighting to Lincoln Ave, State St, Church St and Elm St
22	Make improvements to Michigan St Tot Lot
23	Add traffic calming measures on Central Ave and Lincoln Ave
24	Install additional bicycle parking downtown
25	Continue tree replacement
26	Identify locations for additional multiple family housing
27	Add more dog waste stations throughout the City
28	Business Loop I-196 right-of-way beautification
29	Install bus shelters at most used bus stops
30	Create a recycling drop-off point
31	Develop a senior center facility
32	Develop a dog park
33	Develop a community garden
34	Partner with Zeeland Charter Township to develop a recreation center
35	Convert all city owned lots covered in turf grass to native wildflower covering
36	Install a permanent community patio around the gazebo at Church St and Central Ave
37	Construct noise reduction barrier on Washington Avenue

38	Plant a native wildflower garden at the old water tank lot (474 W Main Ave)
39	Install a traffic hump at the Main Ave midblock crossing between Elm St and Church St
40	Return Maple Street to two-way traffic where currently one-way