



CITY OF ZEELAND

2025 STRATEGIC ACTION PLAN

SCORE CARD ASSESSMENT

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 addressig 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

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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

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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 he current GIS Technician beyond solely supporting the Electric and Water utilities t 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

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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