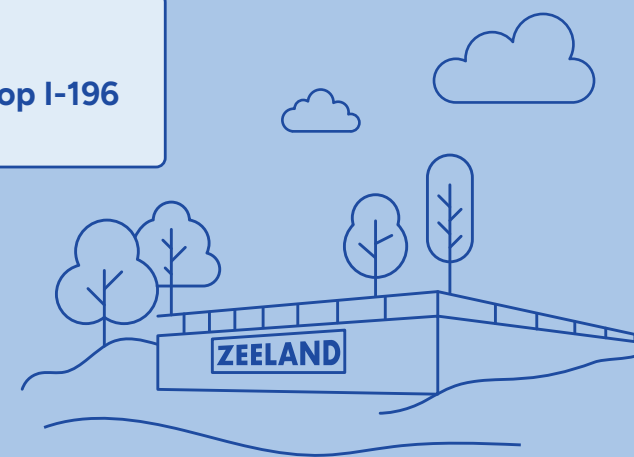




2026 GOALS

<p>Washington Avenue Development</p>	<p>Feel the Zeel 20th Anniversary Planning</p>	<p>Underground Utilities State, Washington, Lincoln</p>	<p>Business Loop I-196 Beautification</p>	<p>Expand Parking Options</p>
<p>Mead Johnson Implementation</p>	<p>Facility Improvement Plan</p>	<p>Future Visioning with Schools</p>	<p>Finance Staffing</p>	<p>Main Street Auto Redevelopment</p>
<p>JR Automation Implementation</p>	<p>Regional Biosolids Facility</p>	<p>Second Exit From Public Safety Bldg</p>	<p>Succession Planning</p>	<p>Implementation Plan for New Electric Generation</p>
<p>Park & Rec Master Plan Update</p>	<p>Master Plan Rewrite</p>	<p>Legal Succession Planning</p>	<p>Business Loop I-196 Crossing</p>	
<p>Roundabout at Main and Fairview</p>	<p>Funding Mechanisms for Capital Facility Improvements</p>	<p>Snowmelt Expansion Phase 3</p>		





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CITY OF ZEELAND

2026 Strategic Action Plan

**As Adopted by the Zeeland City Council on
March 16, 2026**

FEEL THE ZEEL



ZEELAND CITY COUNCIL

Richard Van Dorp III, Mayor
Sally Gruppen, Mayor Pro-Tem
Mary Beth Timmer, City Councilmember
Phung Lam, City Councilmember
Amy Langeland, City Councilmember
Rebecca Perkins, City Councilmember
Andrew Bult, City Councilmember

CITY MANAGEMENT TEAM

Tim Klunder, City Manager
Kevin Plockmeyer, Assistant City Manager and Finance Director
Andrew Boatright, BPW General Manager
Abby deRoo, City Marketing Director
Doug Engelsman, CWP Superintendent
Amanda Hanson Library/Community Center Director
Kristi DeVerney, City Clerk
Tim Jungel, Police Chief
Tim Maday, Community Development Director
Tim Maloney, Information Technology Director
Mitch Harsevoort, Interim Fire/Rescue Chief



City's Vision and Commitments to Spread Zeel

On an annual basis the Zeeland City Council and staff participate in a goal setting retreat/strategic planning session. The annual retreat proves to be beneficial in setting a strategic course of action for City Council and staff in the development of the budget for the fiscal year ahead; how we should focus project efforts in the current calendar year and beyond; and most importantly, to ensure adherence to the City's vision and commitments to achieve the vision through the development of specific strategic action plan goals.

For 2026, City Council and staff confirmed that the **CITY'S VISION for the 2026 STRATEGIC ACTION PLAN shall remain as "FEEL THE ZEEL"**. To "Feel the Zeel", the city will *inspire a passionate and spirited pursuit to engage with a big, small town full of everyday good living and unmatched enterprise and to create an abundant enthusiasm among those living and working in the City of Zeeland.*

The city will achieve the vision through our ongoing pursuit of our commitments (Vibrant Downtown; Strong, Safe and Connected Neighborhoods; Economic and Community Development; Infrastructure and City Services; Culture, Parks and Recreation; Financial Sustainability; Organizational Culture) and through the completion of specific strategic action plan goals that align with the city's seven commitments. Completion of all commitments and goals will be done with our core values (Intentional, Accountable, Excellence, and Service) at the forefront of our Strategic Action Plan pursuits.

Like any business plan, the City's 2026 Strategic Action Plan provides a roadmap and solid framework for what the city looks to accomplish within our commitments to spread "Zeel" in 2026. We believe reviewers of this 2026 Strategic Action Plan will obtain a better understanding of where the city plans to focus time, talent and resources in 2026 (and beyond) in our relentless commitment to spread Zeel! If you have any questions on City Council's plan for Zeeland's future, please do not hesitate to follow-up with us. Feel the Zeel!

Timothy R. Klunder, City Manager



2026 Strategic Action Plan Goals and Supports to spread “Zeel” in 2026



City of Zeeland 2026 Strategic Plan Action Plan Goals

Goal	Commitment	Outcome Indicator	Value Statement
(1) Washington Ave. Development/ Re-Development	Vibrant Downtown; Economic & Community Development	Throughout 2026, develop a vision for the Washington Avenue reconstruction project including: 1) Identify right-of-way constraints throughout the corridor; 2) Work with stakeholders within the corridor to develop a knowledge base of future plans, access needs, utility concerns, etc.; 3) Develop a traffic flow plan based on the right-of-way constraints and stakeholder knowledge base.	A project that aligns with our vision will guide the thoughtful redevelopment of a key corridor, improve traffic flow and accessibility, support adjacent property owners, and create new opportunities for downtown vibrancy and future economic development.
(2) Mead Johnson Implementation	Economic & Community Development; Infrastructure & City Services; Strong, Safe & Connected Neighborhoods; Culture, Parks & Recreation; Financial Sustainability	During calendar year 2026, while paying special attention to balance the needs of Mead Johnson with the interest of Zeeland – specifically the neighborhood adjacent to Mead Johnson through consideration for such things as traffic impacts, appropriate buffering/landscaping, noise and odor mitigation efforts, etc.; support Mead Johnson in its efforts to modernize its facilities through site plan review and approval; development of agreements for utility service needs, playground relocation and park space; and industrial facility exemption requests.	Supporting the modernization of a significant employer in Zeeland will help maintain quality jobs for the community, further strengthen the city’s strong industrial base, tax base and public utilities; and provide opportunities to address neighborhood desires such as the relocation of a playground, traffic enhancements, and mitigation of some existing industrial site impacts in order to maintain a strong adjacent neighborhood.
(3) JR Automation Implementation	Economic & Community Development; Infrastructure and City Services	Throughout 2026, facilitate development of the industrial headquarters site through approval of a brownfield plan and associated documents, and continuing to pursue necessary public infrastructure improvements to support the project and end user.	Facilitating development of the City’s last significant industrial parcel will support continued economic growth and investment within the city.
(4) Park & Recreation Master Plan Update	Culture, Parks & Recreation;	During 2026, update our Parks and Recreation Master Plan.	A plan that aligns with our vision will set a clear course for future park improvements, strengthen long-term planning efforts, and



	Infrastructure & City Services		enhance financial sustainability by positioning the City to compete for grant funding.
(5) Roundabout at Main & Fairview	Infrastructure & City Services; Economic & Community Development	Explore the development of a roundabout as a means of addressing projected traffic increases associated with the JR Automation and Mead Johnson projects, along with general community industrial growth, through such things as preliminary design of a roundabout, identifying property acquisition needs, cost estimates, and funding sources in order to allow City Council to make an informed decision on proceeding with this potential infrastructure project.	Exploring the enhancement of traffic flow of the Main & Fairview intersection to help support planned industrial projects, the existing industrial corridor, future projects, as well as traffic flow on East Main toward Downtown Zeeland, helps the city meet its Commitments of Economic/Community Development and Infrastructure and City Services.
(6) Feel the Zeel 20 th Anniversary Planning	Vibrant Downtown; Strong, Safe & Connected Neighborhoods; Economic & Community Development; Infrastructure & City Services; Organizational Culture	By January 2027, develop a creative initiative to celebrate the 20 th anniversary of the city's brand and confirm Feel the Zeel as Zeeland's guiding brand for the future.	Celebrating the significance of our brand reinforces civic pride, recognizes past progress, and confirms that Zeeland's identity remains relevant and meaningful for the years ahead.
(7) Facility Improvement Plan	Infrastructure & City Services	By the FY28 Budget, work 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.	A plan that aligns with our vision will prioritize and responsibly fund facility improvements, ensuring our public buildings remain functional, well maintained and responsive to the needs of residents, visitors and staff, while demonstrating strong stewardship of community resources.
(8) Regional Biosolids Drying Facility	Infrastructure & City Services; Strong, Safe & Connected Neighborhoods; Economic & Community Development; Financial Sustainability	Throughout 2026, we will continue to actively collaborate with other West Michigan communities to plan for an alternative biosolids disposal solution to replace land application, as contaminant concerns raise doubts about the long-term viability of current practices. In doing so, we will maintain our overarching goals of protecting the environment, safeguarding public health, and preserving our water supply.	Collaboratively strategizing with other West Michigan communities to identify environmentally conscious and cost-effective solutions for the disposal of biosolids generated through wastewater treatment.



(9) Master Plan Rewrite	Vibrant Downtown; Strong, Safe & Connected Neighborhoods; Economic & Community Development; Culture, Parks & Recreation; Infrastructure & City Services	By 12/31/26, be substantially underway with the comprehensive Master Plan rewrite project, including completion of at least one community engagement activity and initiation of community visioning efforts.	Refining the community vision will allow the city to guide development in a way that brings the city closer to that shared vision.
(10) Funding Mechanisms for Capital Improvements	Financial Sustainability	By September 2026, develop a 10-year financial model that can be used to assist in making financial decisions. As part of this model, present City Council with funding source recommendations for our major capital improvement categories (parks, streets, downtown, facilities, technology, and motor pool).	A plan that aligns with our vision will strengthen long-term financial sustainability by providing a clear framework for capital planning, supporting informed decision making, and ensuring responsible stewardship of resources for current and future community needs.
(11) Underground Utilities – State, Washington & Lincoln	Infrastructure & City Services; Strong, Safe & Connected Neighborhoods	By December 31, 2026, complete comprehensive cost analyses for undergrounding overhead pole utilities along State Street (building upon the 2023 analysis), Washington Avenue, and Lincoln Avenue, including utility coordination, engineering assumptions, and total project cost estimates suitable for evaluation and potential inclusion in a future Capital Improvement Plan.	A visually appealing community increases property values and improves quality of life. Undergrounding utility facilities not only enhances the beauty of neighborhoods, but also offers an opportunity to renew aging infrastructure, increase resiliency to weather-related calamities, and improve service reliability.
(12) Future Visioning with Schools	Strong, Safe & Connected Neighborhoods; Infrastructure & City Services	Engage with Zeeland Public Schools and Zeeland Christian School to share and discuss future plans around their respective facilities in the city in order to assist the city in planning for these improvements as a means of balancing school needs/desires with the surrounding community.	Cooperatively planning for school facilities that are integrated into the surrounding neighborhoods helps meet the needs of the schools while also helping to preserve the character of the existing neighborhoods.
(13) Second Exit from Public Safety Building	Infrastructure & City Services	Establish “first right-of-refusal” documents with the identified property owners on Washington Avenue. If/when properties are obtained, develop building plans to create new driveway for the Public Safety Building.	Currently the Public Safety Building shares an exit with the businesses to our east and must exit onto State Street. A second exit either to Main or Washington would provide a quicker and safer means of responding to emergency calls.
(14) Legal Succession Planning	Infrastructure & City Services	Continue discussions with City Attorney to identify long-term continuity plan for city legal services.	Developing a plan for continuity within the “city attorney’s office” will help ensure there is not a loss of institutional



			knowledge of city legal operations nor a drop in service levels.
(15) Snowmelt Expansion Phase 3	Vibrant Downtown; Economic & Community Development; Infrastructure & City Services	In 2026, confirm our commitment to snowmelt in the following ways: 1) Construct a boiler plant at 17 East Main Avenue; 2) Install snowmelt as part of the Church Street Project; 3) Affirm our snowmelt master plan.	A snowmelt plan that aligns with our vision will expand snow-free roadways and walkways, strengthen downtown vitality and economic development, and affirm our long-term commitment to strategic infrastructure investment.
(16) Business Loop I-196 Beautification	Infrastructure & City Services	By June 30, 2026, revisit our vision for the beautification of BL-196 and determine council’s desire to implement the vision.	A plan that aligns with our vision will enhance the visual character of a key gateway corridor, strengthen community identity, and reinforce our commitment to creating attractive and welcoming public spaces for residents and visitors alike.
(17) Finance Staffing	Financial Sustainability; Organizational Culture	As part of the budget creation, determine the structure and staffing levels for the Finance Department in order to not only meet the needs of the BPW but also the city as a whole.	Appropriately structured staffing meets the operational needs of both the City and BPW, supports financial sustainability, organizational effectiveness, and strong stewardship of public resources.
(18) Succession Planning	Organizational Culture	To ensure continuity in key roles and strengthen our leadership pipeline, succession planning will be a key endeavor for 2026. This initiative will focus on identifying critical roles across the organization, defining required competencies and skills, assessing current talent and creating targeted development plans. These actions will build a talent pipeline to support future needs.	Succession planning helps ensure continuity in key organizational roles and helps avoid breaks in service levels, reduces the loss of institutional knowledge, and creates an organizational culture where team members can identify a path for future growth if desired.
(19) Business Loop I-196 Pedestrian Crossing	Strong, Safe & Connected Neighborhoods; Infrastructure & City Services; Culture, Parks & Recreation	Throughout 2026, affirm stakeholder position on the BL-196 crossing and work to secure grant funding as opportunities arise.	A project that aligns with our vision will strengthen connectivity between neighborhoods, enhance pedestrian and cyclist safety, and reinforce our commitment to creating strong, safe and connected neighborhoods.
(20) Downtown Parking	Vibrant Downtown; Economic & Community Development; Infrastructure & City Services	By January 2027, enhance and increase existing parking supply via striping on-street spaces and attempted negotiations with private property owners for shared use of private lots. Continue organization and communication of existing city-managed spaces. Continue research on downtown parking decks.	Strategizing an organized and consistent approach to managing our existing parking supply, as well as, pursuing new parking opportunities will create a customer-friendly and developer-friendly downtown environment.
(21) Main Street Auto Redevelopment	Vibrant Downtown; Economic & Community Development	By 12/31/26, release a Request for Proposals for the redevelopment of the site, and select a developer to	Pursuing a high-quality development on this site emphasizes the Downtown Vision Plan recommendation to create strong



		redevelop the site in accordance with the City's vision.	corners at every intersection throughout downtown.
(22) Implementation Plan for New Electric Generation	Infrastructure & City Services; Economic & Community Development	By December 31, 2026, finalize the Integrated Resource Plan findings and substantially complete a detailed implementation plan for new electric generation that identifies recommended resources, timelines, and financial considerations to ensure long-term reliability, affordability, sustainability, and regulatory compliance.	The Zeeland Board of Public Works is committed to delivering reliable, sustainable, and cost competitive utility services that drive our community's long-term success. By optimizing diverse energy resources, fostering strategic partnerships, and engaging key stakeholders, we strive to ensure reliability, affordability, and regulatory compliance while continuously evolving to meet future needs and expectations.



City of Zeeland 2026 Strategic Action Plan Supports

Support	Commitment	Outcome Indicator	Department
(1) Identify Replacement Valves and/or Actuators for Aeration Air Supply	Infrastructure & City Services; Financial Sustainability	CWP staff will evaluate and identify suitable replacement valves and/or actuators that control the air supply to the aeration process. The objective is to improve the consistency and stability of air delivery to the aeration trains. Achieving this will 1) Improved reliability and control of aeration air supply 2) Reduced run time and wear on the secondary turbo blower 3) Lower electrical usage and operating costs 4) Identification of modern, efficient, and compatible replacement equipment.	Clean Water Plant
(2) Establish a PFAS Local Limit	Infrastructure & City Services; Strong, Safe & Connected Neighborhoods; Economic & Community Development	The City of Zeeland will take proactive steps to protect its wastewater treatment system and the rivers and lakes of Michigan from PFAS, a group of man-made chemicals of concern. City staff will work with engineering consultants Moore & Bruggink and the Michigan Department of Environment, Great Lakes, and Energy (EGLE) to develop a local ordinance that sets limits on PFAS discharges into the wastewater system.	Clean Water Plant
(3) Train Staff in the Use of Library IQ	Culture, Parks & Recreation; Infrastructure & City Services	Staff to perform collection audits to identify gaps in the collections, run weeding reports, track new releases, and streamline book ordering.	Library
(4) Complete Sound-Absorption Installation Project	Culture, Parks & Recreation; Infrastructure & City Services	Use design specifications for sound mitigation project by ADB engineering firm to solicit bids for project completion and installation of sound absorption materials throughout library.	Library



(5) Digitize Library Registration Cards & Library of Things Waivers	Culture, Parks & Recreation; Infrastructure & City Services	Work with IT to purchase scanning equipment and set up the digital repository for these documents. Project to be completed by December 2026.	Library
(6) Develop a Plan to Ensure Website Compliance	Culture, Parks & Recreation; Infrastructure & City Services; Organizational Culture	The department will establish a coordinated, proactive approach to achieving WCAG compliance under the ADA Title II Web and Mobile Application Accessibility Rule by identifying responsible staff, aligning with City IT efforts, and evaluating tools to assess and address accessibility gaps. This process will be implemented in advance of the April 2027 compliance deadline to ensure ongoing accessibility in digital content and services.	Library
(7) Update Pricing for Community Center Rentals & Revise Informational Brochure	Culture, Parks & Recreation; Infrastructure & City Services	Recommend rental price increase to City Council for implementation in FY 2026-2027; update and reprint informational brochure.	Howard Miller Community Center
(8) Evaluate Alternative Online Event Management Platforms	Culture, Parks & Recreation; Infrastructure & City Services	Research different online room reservation management systems and work with IT to determine if a switch is beneficial to the organization.	Howard Miller Community Center
(9) Purchasing Policy	Financial Sustainability; Organizational Culture	Update the City's purchasing policy and establish a standard set of terms and conditions.	Finance
(10) Downtown Subaddresses	Economic & Community Development	By 12/31/26, inventory all subaddresses being used in the central business district.	Community Development
(11) Taft and Main Visioning	Economic & Community Development; Strong, Safe & Connected Neighborhoods	In 2026, hold at least one discussion with the owners of the properties at Taft St. and Main Ave. to discuss future uses and the redevelopment of the sites.	Community Development
(12) Concrete Games	Culture, Parks and Recreation; Infrastructure & City Services	Explore style and pricing options for concrete outdoor games to determine if/what is the best for city parks.	Marketing / Economic Development



(13) New Event / Activity	Vibrant Downtown; Strong, Safe and Connected Neighborhoods	Launch a new community event / activity that encourages participation from Zeeland residents.	Marketing / Economic Development
(14) Refresh Dash and Body Cams	Infrastructure & City Services	ZPD's cameras are at life-cycle end and need to be upgraded. The majority of agencies in Ottawa County have, or are, transitioned to Axon. This included the prosecuting attorney's office. 1) Pick camera vendor-Motorola vs Axon; 2) Initiate contract with company; 3) Transition or refresh equipment.	Police Department
(15) Re-Accreditation	Infrastructure & City Services	2026 is the year for a three-year review of our accreditation. 1) Prepare for accreditation; 2) Schedule on-site preliminary assessment review; 3) On-site assessment; 4) Testify before the Accreditation Board; 5) Receive Re-Accreditation.	Police Department
(16) Fire/Rescue Wage Policy	Infrastructure & City Services; Organizational Culture	Review Fire/Rescue Pay Provisions Policy (Appendix H of Handbook) to consider necessary adjustments to the various pay provisions within the Fire/Rescue Department.	Fire/Rescue Department
(17) Fire/Rescue Recruitment and Retention Team	Infrastructure & City Services; Organizational Culture	Re-initiate the Department's Recruitment and Retention Team to initiate at least two recruitment and two retention efforts for the department.	Fire/Rescue Department
(18) Clean Up Public Safety Cage	Infrastructure & City Services	Information Technology will replace the patch cables and clean up fiber paths by 12/31/2026. Clean up will make access to the switches and cabling easier. Having an organized network rack minimizes the risk of impact from accidental disconnections or outages to the organization. This action supports Infrastructure and City Services.	Information Technology



(19) Activate Fiber from Public Safety to Howard Miller	Infrastructure & City Services	Information Technology will activate the installed fiber between Public Safety and Howard Miller by 6/30/2026. Activation of the fiber connection will provide redundancy, failover and performance enhancements. This action supports Infrastructure and City Services.	Information Technology
(20) Consolidate Verizon VPN	Infrastructure & City Services; Financial Sustainability	The existing Verizon Private Cloud connection will be migrated to the main firewall. Eliminating the existing Verizon Private Cloud connection reduces the number of connections to the internet and tightens the security of the Clean Water SCADA network. This action supports Infrastructure and City Services, and Financial Stability.	Information Technology
(21) Template 4 Applications for Deployment	Infrastructure & City Services; Financial Sustainability	Information Technology will use existing endpoint management software to streamline the process of installing 4 applications. This will be accomplished by creating install templates that automate the process by 12/31/2026. Using existing tools like endpoint management cuts down on the time it requires to deploy new machines and ensures that installations are all performed in the same manner. This action supports Infrastructure and City Services, and Financial Stability.	Information Technology
(22) Electronically file (scan) Contracts and Ordinances	Infrastructure & City Services	Scanning existing hard copy contracts and ordinances into an electronic file will enable for easier access and searchability.	City Clerk
(23) City Council Policy Handbook Review	Infrastructure & City Services	Complete a review of all City Council Policies to ensure they are relevant and up-to-date.	City Clerk
(24) Position Salary Ranges	Organizational Culture	Complete a review of positions within the city organization to determine if salary ranges are still within market and consider adjustments, as necessary,	City Manager and HR Specialist



		through a feasible implementation plan in the FY 26/27 budget.	
(25) Mill & Resurface City Streets	Infrastructure & City Services	Continue to mill and resurface city streets as budgets allow.	Streets Department
(26) Update Paser Ratings	Infrastructure & City Services	Update Paser ratings for the city's local streets.	Streets Department
(27) Updated Crosswalks and ADA Ramps	Infrastructure & City Services; Strong, Safe & Connected Neighborhoods	Implement school safety improvements including updated crosswalks and ADA ramps.	Streets Department
(28) Maintain More Equipment In-House	Infrastructure & City Services	Deploy a diagnostic tool which will allow us to be more efficient and maintain more equipment in-house.	Motor Pool
(29) Hoogland Park	Culture, Parks & Recreation	Integrate Hoogland Park into the overall park management system including finalizing the project.	Parks Department
(30) Vande Luyster Square Gazebo	Culture, Parks & Recreation	Evaluate the maintenance needs of the Vande Luyster Square Gazebo and develop a plan to meet those maintenance needs.	Parks Department
(31) Lawrence Park Bowl	Culture, Parks & Recreation	Complete the Lawrence Park Bowl painting and caulking.	Parks Department
(32) Lincoln St. Cemetery / Church St. Project Restoration	Infrastructure & City Services	Restoration of the Lincoln Street Cemetery after the Church Street Construction Project	Cemetery Department
(33) Felch & Lincoln Cemetery Trees	Infrastructure & City Services	Evaluation and replacement of trees at the Felch and Lincoln Cemeteries.	Cemetery Department
(34) West Activity Room Flooring	Culture, Parks & Recreation	Replace the flooring in the West Activity Room of the Community Center	Facilities Department
(35) HMCC Basement & Library Closet Reorganization	Infrastructure & City Services	Reorganize the Howard Miller basement and upstairs library closet to function better for both Library and Facilities staff.	Facilities Department
(36) BPW Shared Services	Infrastructure & City Services	Evaluate the ability to share services with the BPW to provide cleaning services for their administrative offices.	Facilities Department
(37) Purchasing Policy	Financial Sustainability	Update the City's purchasing policy and establish a standard set of terms and conditions.	Finance Department



(38) Banking Services	Financial Sustainability	Evaluate our banking services and consider alternative banking providers.	Finance Department
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