CITY OF ZEELAND
2019 Strategic Action Plan

As Adopted by the Zeeland City Council on April 1, 2019
ZEELAND CITY COUNCIL

Kevin Klynstra, Mayor
Sally Gruppen, Mayor Pro-Tem
Jim Broersma, City Councilmember
Rick Van Dorp, City Councilmember
Glenn Kass, City Councilmember
Mary Beth Timmer, City Councilmember
Phung Lam, City Councilmember

CITY MANAGEMENT TEAM

Tim Klunder, City Manager
Kevin Plockmeyer, Asst. CM/Finance Director
Andrew Boatright, BPW General Manager
Pam Holmes, City Clerk
Abby deRoo, City Marketing Director
Doug Engelsman, CWP Superintendent
Tim Maday, Community Development Director
Scott Nienhuis, Streets, Parks, Cemetery, Motor Pool Supervisor
Tim Jungel, Police Chief
Heather Wood Gramza, Library/Community Center Director
Steve Venlet, Facilities Maintenance Supervisor
Mitch Harsevoort, Interim Fire/Rescue Chief
CITY VISION
and
Commitments to
Achieve the Vision
City’s Vision and Commitments to Spread Zeel in 2019

On an annual basis the Zeeland City Council and staff participate in an annual 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 action steps.

In 2019, City Council and the City’s management team performed a comprehensive review of the City’s vision and missions to ensure we are still on the right track in developing our community and that we are all working from the same understanding of what we are trying to accomplish with the vision through our various goals. This evaluation took place on Monday, January 28, 2019 and Wednesday, January 30, 2019 following presentations by the City’s management team on projects, programs, opportunities and challenges they are dealing with in their respective departments. An agenda for those evenings, which includes a detailed process utilized for those sessions can be found at the end of this document as Attachment A.

Following the management team presentations, one of the first tasks was to engage in the process of reviewing our City’s vision. Through that process City Council and staff confirmed that the CITY’S VISION for the 2019 STRATEGIC ACTION PLAN shall remain as “FEEL THE ZEEL”. Our definition of “Zeel” is:

1. Abundant enthusiasm that is unique to those living in the City of Zeeland.
2. A passionate and spirited pursuit to be part of a big small town full of everyday good living and unmatched enterprise.

A broader explanation of our vision would identify that:

*If you want to Feel the “Zeel”, then take a stroll down Main Street and visit any shop or diner where stories are made and shared. Visit any neighborhood where front porches are memory catchers and sidewalks are popular. Take a look at flourishing innovation, from home-grown flower shops to Fortune 500’s. Find your favorite curb and settle in for any one of our annual parades. And join the stands full of fans, friends and family that support our local schools like each student is one of their own. The Zeel is contagious and celebrated. And it’s one-of-a-kind here in Zeeland. Feel the Zeel!*

To be clear, this Feel the Zeel Vision is not new to the City. Rather, it originated with the launch of the Feel the Zeel campaign in 2007. While much has been accomplished since the original launch of Feel the Zeel, a review of our definition of “Zeel” led City leadership to believe the vision is still extremely relevant as we continue our aspirations to spread Zeel through our City led
efforts. This confirmation of the Feel the Zeel Vision led to an evaluation of how we can continue to accomplish this vision through the initiatives of city government.

In past strategic action plans the City had six “missions” to help us achieve our Vision of Feel the Zeel. Those were excellent City services, strong neighborhoods, healthy economy, vital downtown, strength in diversity, and great education. What we have found over the years however, is that we have never really defined what our goal was with each of these missions which led to inconsistent interpretations from different constituents. Equally important, we noted that the City had less than “full control” over some of these missions in our effort to achieve our vision. With that, much like our effort to examine the vision of the City, we also performed a comprehensive review of how we would go about achieving the vision.

Through the utilization of multiple group exercises, we identified a number of key goals to support the vision. Please refer to the initial list of key goals to support the vision at the end of this document as Attachment B. Those goals were eventually narrowed to six Commitments to Spread “ZEEL” in 2019. These commitments and how we define the commitments follow.

VIBRANT DOWNTOWN: Revitalize the heart of the community and encourage a downtown that is financially affordable and competitive, physically attractive, fun and energetic.

STRONG, SAFE AND CONNECTED NEIGHBORHOODS: Encourage and maintain pedestrian friendly neighborhoods that are attractive, welcoming and inclusive, with high quality, historically-preserved housing stock that reflects residents’ pride in the community and where social interaction and resident engagement are valued.

ECONOMIC AND COMMUNITY DEVELOPMENT: Lead and facilitate strategic growth that is consistent with the City’s vision by building collaborative relationships and promoting a climate that is accommodating, identifies and utilizes resources to create development opportunities, and is responsive to emerging issues and trends.

INFRASTRUCTURE AND CITY SERVICES: Pursue excellence through the provision of quality infrastructure and comprehensive City services that are well maintained, usable, responsive, efficient and offer good stewardship of public resources.

CULTURE, PARKS AND RECREATION: Provide a robust array of engaging activities and public spaces that are accessible, affordable and designed for people of all ages and stages of life. Individuals and families living outside the community will actively seek opportunities to travel to Zeeland for cultural and recreational endeavors.

FINANCIAL SUSTAINABILITY: Exemplify long-term financial strength through continuous improvement and innovation, planning for projects/programs beyond inception, holding
adequate financial reserves and providing an organizational structure with fair compensation/benefits.

In order to achieve our vision and carry-out our commitments to spread “Zeel” in 2019, City Council and staff then set out to identify priority action steps and operational goals to pursue. To help identify these action step priorities, departments provided City Council with opportunities, challenges, projects and programs they face in 2019 and beyond; and the Planning Commission submitted their annual Capital Improvement Projects recommendations. Please refer to Attachment C for this information. With this information base established, the Feel the Zeel Vision confirmed, and the commitments to spread Zeel identified, the group was able to compile a list of eighty-one action steps to consider in 2019 (and beyond) as a means of carrying-out our commitments to spread “Zeel”. A summary of the action steps can be found as Attachment D.

While all eighty-one actions could be considered worthwhile, City Council and staff did perform an exercise to prioritize the number of action steps to a more manageable number through a voting process. Included as Attachment E, one will find the voting results on the action steps. Ultimately, City Council decided that each action step that received seven or more votes would remain in the 2019 Strategic Action Plan. Since that time, City Council and the City’s management team have utilized City Council work/study sessions and staff meetings to define each action step.

In the pages that follow, one will find the details of the City’s 2019 Strategic Action Plan. First, there is a graphic of our City’s Vision of “Feel the Zeel”, our commitments to spread “Zeel” and a summary of the action steps that we will pursue under each commitment to spread “Zeel” in 2019. This graphic provides a nice snapshot of what we are trying to accomplish in the year ahead. Following the graphic is the detailed list of strategic action plan steps. The action steps are categorized by the specific commitment to spread “Zeel” in 2019, what we are trying to accomplish with each action step, how we will measure success (outcome indicator), why we are pursuing the action step (value statement), and whom will take the lead in pursuing the action step. Additionally, operational goals that each department plans to pursue in 2019 are also included at the end of the strategic action plan.

Like any business plan, the City’s 2019 Strategic Action Plan provides a roadmap and solid framework of what the city looks to accomplish within our commitments to spread “Zeel” in 2019. As such, we certainly hope that reviewers of this 2019 Strategic Action Plan obtain a better understanding of where the City plans to focus time, talent and resources in 2019 (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
“FEEL THE ZEEL” Vision Graphic, Commitments to Spread “Zeel” and Summary Action Steps for 2019
ZEELAND, MICHIGAN

FEEL THE ZEEL

ZEEL:

1. abundant enthusiasm that is unique to those living in the City of Zeeland.
2. a passionate and spirited pursuit to be part of a big small town full of everyday good living and unmatched enterprise.

CITY OF ZEELAND’S COMMITMENTS TO SPREAD ZEEL IN 2019

VIBRANT DOWNTOWN: Revitalize the heart of the community and encourage a downtown that is financially affordable and competitive, physically attractive, fun and energetic.

STRONG, SAFE AND CONNECTED NEIGHBORHOODS: Encourage and maintain pedestrian friendly neighborhoods that are attractive, welcoming and inclusive, with high quality, historically-preserved housing stock that reflects residents’ pride in the community and where social interaction and resident engagement are valued.

ECONOMIC AND COMMUNITY DEVELOPMENT: Lead and facilitate strategic growth that is consistent with the City’s vision by building collaborative relationships and promoting a climate that is accommodating, identifies and utilizes resources to create development opportunities, and is responsive to emerging issues and trends.

INFRASTRUCTURE AND CITY SERVICES: Pursue excellence through the provision of quality infrastructure and comprehensive city services that are well maintained, usable, responsive, efficient and offer good stewardship of public resources.

CULTURE, PARKS AND RECREATION: Provide a robust array of engaging activities and public spaces that are accessible, affordable and designed for people of all ages and stages of life. Individuals and families living outside the community will actively seek opportunities to travel to Zeeland for cultural and recreational endeavors.

FINANCIAL SUSTAINABILITY: Exemplify long-term financial strength through continuous improvement and innovation, planning for projects/programs beyond inception, holding adequate financial reserves and providing an organizational structure with fair compensation/benefits.
VIBRANT DOWNTOWN
- Library Alley Project – Refine design plans, work with property owners on scope & easements and workout financial details.
- Downtown Passageway – Utilize professional assistance to develop a vision for this concept.

STRONG, SAFE AND CONNECTED NEIGHBORHOODS
- Non-motorized System Plan and Pedestrian Crossing over BL 196 (or eco bridge) – Adopt a plan that includes both non-motorized facility & pedestrian/bike crossing options.
- Decision on Water Tank Property – If after review lots are found to be excess property, determine appropriate future use.
- Home Repair Program – Develop a framework and timeline then decide whether to implement the program.

ECONOMIC AND COMMUNITY DEVELOPMENT
- Sligh Building – Assess the collective needs and best future use (City, ZPS, private) of the property.
- Medical Office Building/Cherry Street Lot – Determine housing needs in/near downtown. Provide feedback to developer & determine Cherry St. lot role.
- CDBG Grants – Execute one agreement and encourage staff to complete Certified Grant Administrator training.
- State and Main Development – Participate in acquisition process and pursue concept visioning for the entire intersection.
- Redevelopment Ready Community – Complete the certification phase of this process by December 31, 2019.
- Redevelopment Liquor License – Research the State’s program and share this information as needed with developers, property owners and entrepreneurs.
- Business Notification Plan – Present plan framework to Council and determine implementation.
- Supporting Lakeshore Advantage (Business Retention/City Leadership Site Visits) – Collaborate on business projects and conduct at least 10 site visits.

INFRASTRUCTURE AND CITY SERVICES
- Snowmelt Plan – Determine system implementation extent and funding source.
- Roundabout – Finalize property acquisition and ROW agreements, bid project out and complete by the end of 2019 construction season.
- Howard Miller Boiler Replacement – Present Council with two options to consider with the goal of project completion in time for the 2019-2020 heating season.
- Cherry Avenue Improvements – Complete project design and scope by the end of the year to prepare for spring 2020 construction.
- Fire Code – With the addition of a full-time Fire Rescue Chief, continue to assess the adoption of an International Fire Code to prepare City Council in their decision process.
- Police Department Use of Body Cameras – Research IT support/staff maintenance time/FOIA, etc. when exploring possible adoption of camera use by officers.
- Police Department Accreditation – Conduct departmental self-analysis to determine requirement needs & achievements. Pursue a progressive implementation strategy over subsequent years.
- Fiber through City – In conjunction with ZBPW, evaluate the desire for community-wide internet and identify possible service partners.
- I.T. Services – Evaluate current structure and develop an efficient data security/operations reliability-based strategy.

CULTURE, PARKS AND RECREATION
- Girls Softball Field Upgrade – Provide support (legislative or financial) to Zeeland Recreation to reach goal of substantial upgrade completion by November 2019.
- Huizenga Park Phase III – Begin redevelopment planning upon completion of Phase II.
- Felch St. Cemetery – Finish cemetery construction to enable plot sales by December 2019.

FINANCIAL SUSTAINABILITY
- Continue to be Fiscally Responsible (ensure adequate reserves, meet or exceed pension liability thresholds) – Stay on track to pay off unfunded pension liability by end of FY 2023 leaving fund balances with established policy amounts.
- Evaluation of Wages/Benefits/etc. for Retention and Recruitment – Create and implement by the end of the year an evaluation tool for employee compensation.
City of Zeeland’s detailed Action Steps, Outcome Indicators and Operational Goals to Spread “Zeel” in 2019
City of Zeeland
2019 Strategic Plan Action Plan

Vibrant Downtown – Revitalize the heart of the community and encourage a downtown that is financially affordable and competitive, physically attractive, fun and energetic.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Outcome Indicator</th>
<th>Value Statement</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Sound System</td>
<td>By January 2020, prepare bid specs for downtown sound system to be used independently or included in larger development projects on Main Street.</td>
<td>Strengthens the daily ambiance along Main Street and provides reliable resource for downtown events.</td>
<td>Abby deRoo and Kevin Plockmeyer</td>
</tr>
<tr>
<td>(2) Library Alley Project</td>
<td>Prepare for a proposed Fall 2020 construction project by refining design plans, working with adjacent property owners on private property project scope and/or consideration of obtaining additional permanent public easements, and working out financial details such as cost-sharing and/or potential special assessments.</td>
<td>Helps revitalize a portion of the public infrastructure in downtown to create a physically attractive area that also improves the overall safety of the area and compliments the financial investments that neighboring properties have put into their private buildings.</td>
<td>Tim Klunder, Abby deRoo, Tim Maday, Steve Venlet and Kevin Plockmeyer</td>
</tr>
<tr>
<td>(3) Downtown Passageway</td>
<td>During fiscal year 2019-2020, enlist professional assistance to develop a deeper vision for the midblock passageway concept.</td>
<td>Move towards a better understanding of what value a downtown passageway could bring to downtown Zeeland.</td>
<td>Abby deRoo and SARB</td>
</tr>
</tbody>
</table>

Strong, Safe and Connected Neighborhoods – Encourage and maintain pedestrian friendly neighborhoods that are attractive, welcoming and inclusive, with high quality, historically-preserved housing stock that reflects residents’ pride in the community and where social interaction and residents’ engagement are valued.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Outcome Indicator</th>
<th>Value Statement</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Non-Motorized System Plan and Pedestrian Crossing over BL-196 (or eco bridge)</td>
<td>By December 31, 2019 adopt a Non-Motorized System Plan that includes non-motorized facility options such as sidewalks, bike lanes, shared lanes, shared-use paths, etc. and options for a pedestrian/bike crossing of Business Loop 196.</td>
<td>A Non-Motorized System Plan will enhance quality of life offerings by ensuring the planned development of a network of sidewalks, pathways, bike lanes, etc. throughout the city with particular attention given to providing safe access across BL196.</td>
<td>Tim Klunder, Scott Nienhuis, Tim Maday and Kevin Plockmeyer</td>
</tr>
</tbody>
</table>
### Decision on Water Tank Property

By July 1, 2019 determine if the City owned lots at 474 & 476 W. Main Avenue are excess city property. If they are, determine the appropriate future land uses of the lots.

Identifying possible locations for additional development within the existing boundaries of the City can create additional housing opportunities, or facilitate business growth.

Tim Maday, Tim Klunder, and Planning Commission

### Home Repair Program

By December 31, 2019 develop the framework and implementation timeline for a home repair program in the City of Zeeland based on the FHLBI’s NIP Program, and decide whether or not to implement the program in the City of Zeeland.

Assists single-family residential property owners in making necessary repairs to their homes, thereby preserving the city’s housing stock and the overall quality of residential neighborhoods.

Tim Maday

---

**Economic and Community Development** – Lead and facilitate strategic growth that is consistent with the City’s vision by building collaborative relationships and promoting a climate that is accommodating, identifies and utilizes resources to create development opportunities, and is responsive to emerging issues and trends.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Outcome Indicator</th>
<th>Value Statement</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Sligh Building</td>
<td>By January 2020, engage in conversations to assess the collective needs and best future use for the property on the Sligh block – including City, ZPS and private use.</td>
<td>Use the year to reevaluate current vision for Sligh block to determine if we are still aiming for reasonable goals.</td>
<td>Abby deRoo, Tim Maday and Tim Klunder</td>
</tr>
<tr>
<td>(2) Medical Office Building/Cherry Street Lot</td>
<td>Engage elected and appointed City boards in conversations about housing needs in and near downtown, providing concrete feedback to MOB developer. By July 2020 determine what role the Cherry Street lot will play in the MOB development.</td>
<td>Embrace a collective vision for this vital downtown corner and facilitate a Public/Private Partnership that underscores the principles of the Downtown Vision Plan (same value statement as last year.)</td>
<td>Abby deRoo, Tim Maday, Tim Klunder, SARB, and Planning Commission</td>
</tr>
<tr>
<td>(3) CDBG Grants</td>
<td>Engage in (at least one) executed grant agreement by July 2020. Encourage City staff to complete Certified Grant Administrator Training.</td>
<td>Provides financial assistance for high quality redevelopment of downtown buildings, with a strong emphasis on historic preservation.</td>
<td>Abby deRoo, Tim Maday and Kevin Plockmeyer</td>
</tr>
<tr>
<td>(4) State and Main Development</td>
<td>Participate in efforts to get the property located at 3 E. Main in friendly hands by Spring 2019. Pursue visioning tools to expand on the concept for the entire intersection.</td>
<td>Create an inviting gateway experience that accurately represents quality and standards of the City of Zeeland.</td>
<td>Abby deRoo, Tim Maday, Kevin Plockmeyer and Tim Klunder</td>
</tr>
<tr>
<td>(5) Redevelopment Ready Community</td>
<td>By December 31, 2019 complete phase three, the certification phase, of the Redevelopment Ready Communities certification process.</td>
<td>Ensures that City policies and procedures are in place to appropriately assist with economic development projects.</td>
<td>Tim Maday and Tim Klunder</td>
</tr>
</tbody>
</table>
FEEL THE ZEEL

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Outcome Indicator</th>
<th>Value Statement</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Snowmelt Full Build Out</td>
<td>By the end of 2019, determine to what extent a snowmelt system will be implemented, and identify the funding source for this buildout.</td>
<td>Snow-free roadways and walkways assist in the creation of a more walkable downtown and connected neighborhoods.</td>
<td>Kevin Plockmeyer and Steve Venlet</td>
</tr>
<tr>
<td>(2) Roundabout</td>
<td>Finalize the acquisition of property, develop right-of-way license agreements for private businesses with parking facilities within the public right-of-way, bid project and complete construction by the end of the 2019 construction season.</td>
<td>Construction of the roundabout will enhance the level of service at the Main/Washington intersection by improving traffic safety for both vehicles and pedestrians, increasing vehicular capacity through the intersection, and providing an enhanced gateway to the city.</td>
<td>Tim Klunder, Scott Nienhuis and Kevin Plockmeyer</td>
</tr>
<tr>
<td>(3) Cherry Avenue Improvements</td>
<td>Substantially complete design and scope of the Cherry Avenue project by end of 2019 so that it is ready for construction in the spring of 2020.</td>
<td>Creates a street in the downtown area with additional amenities such as sidewalks, green space and snowmelt that will further create a vibrant downtown, connected neighborhoods, and excellent city infrastructure that is well maintained and usable.</td>
<td>Tim Klunder, Scott Nienhuis, and Kevin Plockmeyer</td>
</tr>
</tbody>
</table>

Infrastructure and City Services – Pursue excellence through the provision of quality infrastructure and comprehensive city services that are well maintained, usable, responsive, efficient and offer good stewardship of public resources.
<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Details</th>
<th>Responsible Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>(4)</td>
<td>Howard Miller Boiler Replacement</td>
<td>Present City Council with two options for replacing the boilers. Option one would be to replace the boilers and size them for heating the building only. Option two would be to size the boilers to provide heat for the building and a future snow melt system. The boiler project would be completed for the 2019-2020 heating season.</td>
<td>Steve Venlet and Kevin Plockmeyer</td>
</tr>
<tr>
<td>(5)</td>
<td>Fire Code</td>
<td>With the appointment of a FT Fire/Rescue Chief, continue assessment of adopting the International Fire Code (IFC) as a companion to the already adopted International Building Code (IBC) and International Property Maintenance Code (IPC). This evaluation should prepare City Council to make a decision by 12/31/19 on whether to proceed with adopting a code.</td>
<td>Ross Tibbets and Tim Maday</td>
</tr>
<tr>
<td>(6)</td>
<td>Police Department Use of Body Cameras</td>
<td>The police department will explore the use of body cameras. There are many issues to be discussed prior to the implementation of cameras for use by the ZPD. Issues for consideration regarding dash/body camera usage include IT support, support staff time devoted to video maintenance and evidence/FOIA preparation, cost, and 4th Amendment and privacy issues. In order to consider implementation of dash/body cameras during calendar year 2019, the Police Department will pursue tasks such as: 1. Evaluation of available products and recommendation to City Council. 2. City Council decision on feasibility of project and, if approved, timeframe for implementation. 3. Determine how IT support of the project will be achieved. 4. Develop training and policy regarding camera use for road patrol and clerical staff.</td>
<td>Tim Jungel</td>
</tr>
<tr>
<td>(7) Police Department Accreditation</td>
<td>The foundation of Accreditation lies in the adoption of standards containing a clear statement of professional objectives. ZPD will conduct self-analysis to determine which of our existing operations already meet some of the standards and/or how the procedures can be adapted to meet the standards and professional objectives. When the procedures are in place, a team of trained assessors verifies that applicable standards have been successfully implemented and the agency is in compliance. During calendar year 2019 the police department will: 1. Acquire accreditation software 2. Apply for accreditation through MACP 3. Begin process of evaluating policies and updating to current standards. In succeeding years: 2020: 1. Complete policy re-write 2. Finalize preparation for outside agency audit of ZPD policy. 2021: 1. Complete audit of ZPD policy and procedure 2. Become accredited agency.</td>
<td>Accreditation is a progressive and time-proven way of helping law enforcement agencies calculate and improve their overall performance and achieve departmental excellence. Accreditation status represents a significant professional achievement. Accreditation acknowledges the implementation of written directives, policies, and procedures that are conceptually sound and operationally effective, helping to ensure efficient and responsive use of public resources.</td>
<td>Tim Jungel</td>
</tr>
<tr>
<td>(8) Fiber through City</td>
<td>By the end of 2019, work cooperatively with the Zeeland BPW to evaluate the desire for fiber internet within the community and identify possible partners to supply this service.</td>
<td>The availability of high-speed internet promotes business and economic development, creates connected communities, and possibilities for those that access to this service.</td>
<td>Kevin Plockmeyer and Andy Boatright</td>
</tr>
<tr>
<td>(9) IT Services</td>
<td>In 2019, evaluate our current IT structure and develop a strategy to ensure the security of data and reliable operations that uses the efficient use of resources. The delivery of excellent city services is dependent on a reliable and efficient city-wide computer network.</td>
<td>Kevin Plockmeyer</td>
<td></td>
</tr>
</tbody>
</table>
**Culture, Parks and Recreation** – Provide a robust array of engaging activities and public spaces that are accessible, affordable and designed for people of all ages and stages of life. Individuals and families living outside the community will actively seek opportunities to travel to Zeeland for cultural and recreational endeavors.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Outcome Indicator</th>
<th>Value Statement</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Girls Softball Field Upgrade</td>
<td>Provide legislative support and/or financial assistance to Zeeland Rec. in FY 19/20 budget to assist Zeeland Rec. achieve the construction of girls’ softball field/dugout upgrades with a goal of substantial completion by the end of November of 2019.</td>
<td>Gives girls softball a vibrant and exciting place in our community. These ballfields will attract more revenue in from outside communities with different softball tournaments, etc.</td>
<td>Scott Nienhuis and Cemetery/Park Commission</td>
</tr>
<tr>
<td>(2) Huizenga Park Phase III</td>
<td>Upon completion of Phase II Improvements, by the end of December 2019 start planning and design for Phase III redevelopment of Huizenga Park.</td>
<td>After completing the first two phases of this redevelopment the true versatility and beauty of this park is starting to take shape. We have a great playground for the kids, pickle ball courts for all ages and now we are looking at remodeling restrooms, installing a floating fishing pier and revamping bike paths. A great asset for people in West Michigan.</td>
<td>Scott Nienhuis and Cemetery/Park Commission</td>
</tr>
<tr>
<td>(3) Felch Street Cemetery</td>
<td>Finalize construction on this cemetery including fine grading, irrigation, top soil, turf establishment and selling of plots by December of 2019.</td>
<td>That the City of Zeeland is providing an awesome, respectable place to honor, remember and bury loved ones and to maintain these cemetery grounds to high standards.</td>
<td>Scott Nienhuis and Cemetery/Park Commission</td>
</tr>
</tbody>
</table>
Financial Sustainability – Exemplify long-term financial strength through continuous improvement and innovation, planning for projects/programs beyond inception, holding adequate financial reserves and providing an organizational structure with fair compensation/benefits.

### Action Step | Outcome Indicator | Value Statement | Lead
--- | --- | --- | ---
(1) Continue to be Fiscally Responsible (ensure adequate reserves, meet or exceed pension liability thresholds) | Adopt a Fiscal Year 2019-20 budget that keeps us on track to pay off our unfunded pension liability by the end of Fiscal Year 2023 and provides fund balances within established policy amounts for the respective funds. | Allows us to continue to be financially sustainable by taking care of our past liabilities and helps build adequate reserves for the future. | Kevin Plockmeyer and Tim Klunder

(2) Evaluation of wages/benefits, etc. | Create an employee evaluation tool which will assist us in adjusting employee compensation and implement the use of this tool by the end of 2019. | We recognize that offering competitive wages is necessary to maintain a high-quality workforce which ultimately helps us deliver excellent city services. | Tim Klunder and Pam Holmes
City of Zeeland  
2019 Department Operational Goals

Clean Water Plant
1. Review and update the City of Zeeland Guidelines for the Industrial Pretreatment Program. The purpose of the City of Zeeland Industrial Pretreatment Program guidelines and procedures is to establish the authority and control necessary to carry out the efficient management and operation of the Zeeland Wastewater Treatment System and to prevent the polluting of the environment with respect to wastewater discharges within and to the City of Zeeland. These Guidelines were last updated and approved by the State of Michigan DEQ August 2005, this 200+ document will be updated to meet all current local, state and federal guidelines, after completion the document must (and will) be approved by the State of Michigan DEQ.

2. Update the City of Zeeland Clean Water Plant Website. The current website is very bland, uninviting, and lacks information that should be easily attained by the public. Staff will redesign the CWP homepage that is both inviting and informational.

City Clerk
1. Evaluate City Clerk’s Office every-day file system. Evaluation will use the 3 R’s (reorganization, reduction and retention) to assess obsolete forms, outdated information, and duplicates of documents/files with a goal of increasing valuable storage space in the Clerk’s Office.

2. Convert and consolidate important documents such as contracts, project files, minutes, etc. from hard copies into one digital file/database while complying with any necessary legal and retention schedules. The project will reduce the physical footprint of storage and allow for ease of access directly from the desktop.

Marketing Department
1. Have an ice skate rental program up and running by October 2019.

2. Create a Chalk Art Festival to replace Dogarama.
Community Development Department
1. Tax exemption verification. By December 31, 2019 ensure documentation is on file in accordance with Department of Treasury guidelines for all tax-exempt parcels in the City. The ensures the city is compliant with State assessing guidelines, and those who qualify for tax exemptions are receiving them.
2. Master Plan update completion. By September 1, 2019 complete the update of the 2011 Master Plan and adopt the updated plan. Ensures that the City’s document for guiding land use decisions is up to date, and actually reflects the City’s desired development patterns.

Library
1. Establish a mission statement and strategic plan for the library. (7/1/2019)
2. Explore the concept of expanded operational hours and present a plan to City Council. Any approved changes to library hours would be implemented in the fall. (9/3/2019)
3. Partner with Zeeland Public Schools in offering a special collection of totes containing books and games to assist families and students in securing at least one of seven literacy skills as identified by ZPS. These totes would be available for circulation at the library. (6/1/2019)

Police
1. The police department has been, and will continue to be, active in community involvement. The department members will be in attendance and actively involved in at least five formal activities. Activities in the past have included coffee with a cop, day of the young child, ice cream socials with elementary children, corn-on-a-cop.
2. ZPD has a list of active outstanding warrants. The outstanding/active warrants will all be verified. If the warrant is still viable through maintenance of evidence and/or availability of the arresting officer, the warrant will be updated and efforts made to arrest the offender. If the evidence or officer is no longer available, the warrant will be cancelled through the state law enforcement computers.
Fire/Rescue
1. City of Zeeland Emergency Management Plan – One of the responsibilities of Zeeland Fire/Rescue is to coordinate and execute the Emergency Management Plan for the City of Zeeland. One of the key aspects of a good plan is exercising the plan to ensure its capabilities. It has been many years since the City of Zeeland Emergency Plan was updated and exercised. By December 31, 2019 the Zeeland Fire/Rescue Department will convene the parties involved with the Emergency Management Plan to oversee a comprehensive update to the plan and start the process of updating the plan.
2. Zeeland Fire/Rescue will become a CPR Training Center – This operational goal will build on our Community CPR program. Becoming a CPR Training Center will allow Zeeland Fire/Rescue to have easier access to training materials and CPR cards at a cost reduction.

Motor Pool
1. By December 31, 2019 have a decision made on purchasing a new or refurbished suction truck which is used for cleaning sanitary sewers, storm sewers, installing signs, installing light poles, etc.

Street Department
1. To have all local street catch basins inspected and cleaned and to ensure that all proper maintenance has been applied to keep storm water flowing in a proper manner. This work should be completed by December of 2019.
2. That 25% of our local street storm water system has been televised and recorded by December of 2019. We have all major streets completed.

Cemetery and Parks Department
1. Complete weeding, barking and all early head stone installation by May 24, 2019.
2. To have all of Huizenga Park Phase II redevelopment and reconstruction completed by August of 2019. This includes parking lot, additional lighting, new restrooms, pickle ball courts, park benches, etc.
3. By December 31, 2019 have a Master Park Improvement Plan in place to guide us in redevelopment of our park system in the future.
Finance/Treasury
1. Per IRS regulations, update our W-9’s for current vendors and import them into the BS&A database. This will be an ongoing process as we continue to issue vendor checks.
2. Evaluate our banking services and make a recommendation to City Council by September 30, 2019 to determine which bank will provide banking services into the future.

Facilities Maintenance
1. At the Howard Miller Building, provide reliable air conditioning well into the future. Overhaul the roof top air conditioning system in the fall of 2019 after the warm weather season is done. Most sensors, condenser fans, control actuators and one compressor are the original 1995 equipment and should be replaced before they fail.
2. Continue our ongoing goal of providing excellent customer service and well-maintained facilities. Continue with our Saturday project cleaning, including carpet machine cleaning, floor scrubbing and refinishing.
Attachments
City Council Goal Setting Retreat Process and Agenda

Monday, January 28, 2019 @ 5:00 p.m.

**Location:**
City Hall Council Chambers, 21 South Elm Street, Zeeland, MI

**Agenda:**

5:00 pm  Dinner

5:30 pm  Opening Comments – Mayor Klynstra and Tim Klunder

5:35 pm  Community Development Department Presentation – Tim Maday

5:45 pm  Library/Community Center Presentation – Heather Wood Gramza

6:00 pm  Fire/Rescue Department Presentation – Mitch Harsevoort

6:10 pm  Police Department Presentation – Tim Jungel

6:25 pm  Marketing Department Presentation – Abby deRoo

6:45 pm  Snow Melt Related – Kevin Plockmeyer and Steve Venlet

6:55 pm  Streets and Parks – Scott Nienhuis and Tim Klunder

7:05 pm  Clean Water Plant Department – Doug Engelsman

7:15 pm  Zeeland BPW – Andy Boatright

7:25 pm  Misc. Information – Tim Klunder

7:30 pm  Break

7:40 pm  Vision Statement 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”

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.

FEEL THE ZEEL
8:00 pm  Key Goals to Support the Vision

Working under the presumption that City Council is comfortable with the ongoing City Vision of “Feel the Zeel,” we will spend time developing key goals that are needed to support the vision. Over the years, we have identified City “Missions” and “Broad Goals to Pursue Vision”. The “missions” identify critical components to support the vision but we have lacked any definition around them. Conversely, the “broad goals” define goals that are needed to pursue the vision but they may not necessarily identify key areas that are critical to the city’s vision. Please refer to the 2018 Strategic Action Plan graphic on the following pages. We will spend some time combining these two areas into one area identified as “Key Goals to Support the Vision”. For example, we may retain a “healthy economy” as a key goal to support the vision but define that goal similar to how we have described “economic and community development” in previous strategic action plans.

To help identify the key goals necessary to support the vision, a review of the “Feel the Zeel” elevator speech may be helpful. “If you want to Feel the Zeel, then take a stroll down Main Street and visit any shop or diner where stories are made and shared. Visit any neighborhood where front porches are memory catchers and sidewalks are popular. Take a look at flourishing innovation, from home-grown flower shops to Fortune 500’s. Find your favorite curb and settle in for any one of our annual parades. And join the stands full of fans, friends and family that support our local schools like each student is one of their own. The Zeel is contagious and celebrated. And it’s one-of-a-kind here in Zeeland. Feel the Zeel!”

What are the key goals we need to pursue/support for people to “Feel the Zeel” in the ways described above?

8:05 pm  Break into four groups (two groups of 4 and two groups of 5) and identify key goals needed to support the vision. It is not necessary to define the goals at this time – identify statements. Write down these statements.

8:15 pm  Group report out – statements will be recorded.

8:20 pm  Regroup and build off previous groups list, record and report out.

8:35 pm  Regroup and build off previous groups list, record and report out.

8:45 pm  Regroup and build off previous groups list, record and report out.

8:55 pm  Agree upon the common identified “Key Goals to Support the Vision”

9:00 pm  Adjourn

FEEL THE ZEEL
Wednesday, January 30, 2019 @ 5:00 p.m.

Location: City Hall Council Chambers, 21 South Elm Street, Zeeland, MI

Agenda:

5:00 pm Dinner

5:30 pm Define Key Goals to Support the Vision

In this portion of the goal setting session we will break into four groups (two groups of 4 and two groups of 5). Each group will take one key goal and start to define the goal. What is the purpose of the goal to help support the vision? What key tasks must be included to reach the goal? Why should we pursue the goal? What defines success for the goal?

The group will try to answer the questions above in order to define the goal. The process can involve writing out a definition for the goal or it may simply include key words that should be included in the definition. It is not critical for the group to have a fully defined goal at the end of its review session. Several groups will work on each goal over the course of this session so that each group builds on the work of the previous group.

5:35 pm Develop four groups with each group working on a key goal. Report out.

5:55 pm Regroup into four groups with each group working on a key goal. Report out.

6:15 pm Regroup into four groups with each group working on a key goal. Report out.

6:30 pm Regroup into four groups with each group working on a key goal. Report out.

6:45 pm Finalize any key goals that need work and/or summarize key goal definitions.

7:00 pm Break

7:10 pm Identify Action Steps for Each Key Goal

What specific action steps are needed to achieve each goal? In this portion of the program we will have a key goal set-up per table. We will then have groups (4 – 5 per group) work on a goal. Working together, the group will list the specific action steps (programs, projects, etc.) needed to achieve each goal.

7:15 pm Develop four groups with each group identifying action steps for a particular goal.

FEEL THE ZEEL
7:20 pm  Regroup to identify action steps for another goal.

7:25 pm  Regroup to identify action steps for another goal.

7:30 pm  Regroup to identify action steps for another goal.

7:35 pm  Regroup to identify action steps for another goal.

7:40 pm  Regroup to identify action steps for another goal.

7:45 pm  Group Review of Action Step Options (are we missing any?)

8:00 pm  Action Step Rankings

Once the action steps have been identified for each goal, we will begin the process of ranking the action steps that will remain in the strategic action plan. This will be done by a voting process of (divide by three, plus 1). In other words, if we have 45 action steps identified, each person will get 16 votes (45/3 = 15 + 1). The voting will be by hand raised on each action step identified. No accumulating votes by placing “all 16 votes” on one action step. Each person must use their 16 votes on 16 different action steps. Total votes will be recorded for each action step.

8:45 pm  Review Goal Rankings and Determine Which Action Steps will Remain in the 2019 Strategic Action Plan based on the vote totals.

9:15 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 will be to have the strategic action plan finalized by City Council in March/April.
Key Goals to Support the Vision (1.28.19 CC Goal Setting)

- Vital (2)/Vibrant (2) Downtown
  - entertainment
- Community (neighborhoods, business, etc.) (too broad or eliminate)
- Healthy Economy (remove, too broad)
- Strength in Diversity? (remove 2)
- Continue to Foster to Support or Enhancement of Business Education and Innovation and Relationships (like 2)
- Strong, Safe and Connected Neighborhoods and Parks (parks eliminated 2)
- Policy and Services (remove)
- Vision for the Future (remove)
- Heritage, Parks and Recreation (remove heritage 3)
- Economic and Community Development (like 2)
- Infrastructure and City Services (like)
- Financially Sustainable
MEMORANDUM

DATE: Friday, January 04, 2019

TO: Pam Holmes, City Clerk

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

RE: Planning Commission Annual Capital Improvement Projects Recommendations

The City Planning Commission is pleased to present its 2019 Capital Improvement Projects Recommendation List to the 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 the City Council and staff commence with fiscal year 2019/2020 planning and budget preparation.

Throughout the 2019 CIP List development process housing and additional housing development in the City were discussed. While the Planning Commission wishes to see additional housing constructed in the City where appropriate, they feel that housing development is largely dependent on the private sector, and outside of the scope of the Capital Improvements Projects List. The Commission desires for the City to participate where appropriate to facilitate housing development, such as by constructing the public infrastructure necessary for development. Since housing related items are largely absent from the list, with the exception of public infrastructure development, the Planning Commission wanted to use this cover memo to communicate their desire to see additional housing development in the City, so housing development may be considered during Council’s strategic planning.

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: 2019 Planning Commission Capital Improvement Projects List

Copy: Planning Commission
Tim Klunder, City Manager
<table>
<thead>
<tr>
<th>Rank</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Complete Cherry Corridor improvements</td>
</tr>
<tr>
<td>2</td>
<td>Reconstruction of Washington Ave with inclusion of a roundabout</td>
</tr>
<tr>
<td>3</td>
<td>Redevelopment of Cherry Street Medical Office building site</td>
</tr>
<tr>
<td>4</td>
<td>Construct non-motorized pathway over/under BL-196</td>
</tr>
<tr>
<td>5</td>
<td>Develop a downtown &quot;Centerpoint&quot; at State and Main (i.e. roundabout, improved setbacks, greater sense of community, less commercial)</td>
</tr>
<tr>
<td>6</td>
<td>Library Alley project</td>
</tr>
<tr>
<td>7</td>
<td>Fiber internet for downtown, the industrial park and residential districts</td>
</tr>
<tr>
<td>8</td>
<td>Complete and implement a Citywide Non-Motorized Pathway Plan</td>
</tr>
<tr>
<td>9</td>
<td>Complete phase II of the Huizenga Park improvements and begin phase III</td>
</tr>
<tr>
<td>10</td>
<td>Adopt or restart a tree replacement program</td>
</tr>
<tr>
<td>11</td>
<td>Redevelop the Sligh Building and the block on which it is located</td>
</tr>
<tr>
<td>12</td>
<td>Complete snowmelt plan and implement it as appropriate</td>
</tr>
<tr>
<td>13</td>
<td>Construct infrastructure to facilitate housing development</td>
</tr>
<tr>
<td>14</td>
<td>Add traffic calming measures (i.e. improved traffic signaling, intersection paving, roundabouts, lighting, parking designation, Complete Streets, etc.) on E Central Ave and Lincoln Ave</td>
</tr>
<tr>
<td>15</td>
<td>Add sidewalks where needed including from Franklin St to Captain Sundae/Roundabout</td>
</tr>
<tr>
<td>16</td>
<td>Develop a downtown sound system</td>
</tr>
<tr>
<td>17</td>
<td>Improve bus stops including the installation of shelters and benches</td>
</tr>
<tr>
<td>18</td>
<td>Improve the intersection of State St and Main Ave by redeveloping the NE corner</td>
</tr>
<tr>
<td>19</td>
<td>Identify a train depot location</td>
</tr>
<tr>
<td>20</td>
<td>Ensure that all City parks have at least porta potties for restroom facilities</td>
</tr>
<tr>
<td>21</td>
<td>Pedestrian crossing flashers at the Main and Fairview intersection</td>
</tr>
<tr>
<td>22</td>
<td>Construct a &quot;mid-block&quot; passageway between City north parking lot and Main Ave</td>
</tr>
<tr>
<td>23</td>
<td>Provide a multi-function pavilion that can be used for a skating rink and farmers market</td>
</tr>
<tr>
<td>24</td>
<td>Enhance &quot;Gateway&quot; at Chicago Drive and East Main</td>
</tr>
<tr>
<td>25</td>
<td>Construct a multi-story compact parking facility in place of north lot with access to trains</td>
</tr>
<tr>
<td>26</td>
<td>Place overhead wires along State Street underground</td>
</tr>
<tr>
<td>27</td>
<td>Turn Main Ave into a Woonerf from Church to Elm</td>
</tr>
<tr>
<td>28</td>
<td>Pedestrian crossing flashers at the Washington and Fairview intersection</td>
</tr>
<tr>
<td>29</td>
<td>Develop an ice rink with real ice</td>
</tr>
<tr>
<td>30</td>
<td>Rezone Harrison Ave to R-3 along the railroad tracks</td>
</tr>
<tr>
<td>31</td>
<td>Work with ZPS to relocate athletic fields and redevelop the existing field area</td>
</tr>
<tr>
<td>32</td>
<td>Develop a dog park</td>
</tr>
<tr>
<td>33</td>
<td>Install potable water source along activity paths (Herman Miller/Gentex Trail)</td>
</tr>
</tbody>
</table>
2019 Goal Setting Session
Community Development
In Process

• Redevelopment Ready Communities Certification
• Audit of Minimum Assessing Requirements
• Stormwater Ordinance Update
• Home Repair Program
• RRIP “Catch Up”
• Master Plan Update
Upcoming

• New Business Notification Program
• Property Maintenance Code Enforcement Escalation
• Stormwater Ordinance Implementation/Enforcement
• Downtown Maintenance Special Assessment
Potential

- Baseline Housing Stock Inventory
- West Michigan Express Overlay District/Depot Location
- New Practices/Procedure Implementation if Fire Code Adopted
Howard Miller Library & Community Center

Challenges and Goals
2019 and Beyond
According to Webster...

**Challenge**

*a stimulating task or problem*

**Opportunity**

*a favorable juncture of circumstances*
Challenges & Opportunities

• Lack of unifying purpose & goals
• Outdated By-Laws
• Lack of unified policies and procedures
• Outdated job titles and descriptions
• Communications System
• IT Issues
• Community Center
• Increased Community Needs
Moving Forward

• Strategic Planning Process (7-2019)
• Advisory Board By-Laws Update (4-2019)
• Library Policies (12-2019)
Moving Forward

- Revised Job Titles & Descriptions (12-2019)
- Revised Automated Phone Attendance & Community Center Line (12-2019)
- Work with EGL to Create Automated Patron Computer Updates (12-2019)
Moving Forward

• Streamlined Reservation Process and Updated Promotional Materials (12-2019)
• Extended Hours Study (4-2019)
• School Partnership (12-2019)
Additional Goals for Future

- Better merchandising of collection and wayfinding for patrons
- Creation of comfortable and interesting spaces for patrons
- Better outreach to community concentrating on underserved communities
- Training for library staff
Fire Rescue
Additional Opportunities

Fire Code Adoption

This is an opportunity we think should remain in consideration for the City of Zeeland. This would allow the fire department to build on its partnership with our commercial and industrial partners. This would also allow us to work towards taking a proactive approach to the fire service through such things as fire inspections. I would note that this would be a big undertaking and this should be considered after the new Fire Chief is established.
Challenges

Daytime Staffing

We want to continue to keep this as a topic to consider. We currently have members that are available to respond during the daytime and with the addition of a full-time Chief this will help our response. However, we should continue to evaluate this as the demands of employers upon their employees continue to increase making their availability to respond from their workplaces less likely.
Police Department
2019 Goals

• Work toward accreditation. Evaluate and rewrite current department policies and create policies to address missing issues.
• Evaluate dash and body cameras. Determine if cameras would be a desired addition to the patrol officer’s equipment. Work with area departments to unify the addition of video evidence into Ottawa County Law Enforcement.
• Start department staff on the Robertson Brain Health Program. The program addresses police work, stress, health choices and how they affect brain chemistry which affects everything in the participant’s world, from sleep to relationships to mood. Participants report significant improvement in job performance as well as mood and overall health.
Marketing/Economic Development
In Process
Medical Office Building
Staff will work closely with the developer to propose the best use for the site – based on market demands, how a development could best compliment the neighborhood and downtown connectivity.
Sligh Building
Continue to keep a pulse on the Sligh building and be prepared to get deeply involved when the building becomes available for sale.
Library Alley

Work with engineers and property owners to prepare final plans for the 2020 construction season.
Cherry Street Corridor

Work with engineers to prepare plans for the 2020 construction season.
CDBG & CRP Grants
Work with property owners to secure grants for downtown property renovations. Pursue credentials for city staff to take over the role of Certified Grant Administrator.
New Projects
State & Main

Participate in conversations with neighboring property owners to explore opportunities for redeveloping the corner of State & Main.

Begin discussing what the City’s role might be in such a project.
Patient Capital
Use City leadership and the Downtown Vision Plan to engage 5-10 local private sector leaders in a dialogue about patient capital.

Seek out a champion of the group to help roll out a larger plan for collecting patient capital and how it can benefit downtown and the Zeeland community.
Downtown Passage Way Location

• Does City Council like the concept of removing a downtown commercial building to create a passage way between Main and the north parking lot?
• Is Council willing to financially contribute to the project via cash and/or property?
Snow Melt and Facilities Maintenance
Possible scope of full system build-out
Options to construct a full system build-out

- Consumers Energy Power Generating Facility supplies warm water
  - Cost for full system build-out $8,234,000
  - Annual Operation Costs between $24,000 and $75,000
  - System has some inherent risks by using a 3rd party to provide warm water for the snowmelt system
  - Very low operational costs

- Boilers at Zeeland BPW Washington Avenue Power Generating Facility
  - Cost for full system build-out $6,879,000
  - Annual Operation Costs between $128,000 and $290,000
  - Scalable system which has 24/7 on-site support controlled by the Zeeland BPW
  - Higher operational costs, possible DEQ permitting issues
  - If this option is chosen the ability to connect to a power generating facility’s water supply is eliminated
Possible scope of a Library snowmelt system
Library Snowmelt System

- Involves placing a snowmelt boiler system in under-utilized space in the basement of the library
- System is scalable and controlled by the City of Zeeland
- Can snowmelt approx. 116,000 square feet of surface area
- Would require architectural improvements to the façade of the library in order to vent the system
- Cost for full system build-out $2,573,000
- Annual operating costs between $43,000 and $98,000
- If this option is chosen the ability to connect to a power generating facility water supply is eliminated
Possible scope of increasing existing boiler capacity of library boilers
Increased Boiler Capacity at Library

- Involves increasing the boiler capacity of existing boilers at library to the maximum capacity as allowed by existing venting.
- System controlled by the City of Zeeland
- Can Snowmelt approx. 42,000 square feet of surface area
- Does not require architectural improvements at the library
- Cost for full system build-out $875,000
- Annual Operating Costs between $28,000 and $67,000
- If this option is chosen the ability to connect to a power generating facility’s water supply is eliminated
Scope of Library Snowmelt System and Increased Boiler Capacity at Library
Combined Library Snowmelt System and Increased Boiler Capacity

- Involves combining the library snowmelt boiler system and increasing the capacity of the existing boilers at the library
- Scalable system controlled by the City of Zeeland
- Can snowmelt approximately 161,000 square feet of surface area
- Would require architectural improvements to the façade of the library in order to vent the system
- Cost for a full system build-out $3,375,000
- Annual Operating costs between $68,000 and $153,000
- If this option is chosen the ability to connect to a power generating facility’s water supply is eliminated
Projects impacted by a snowmelt discussion

- Boiler Replacement at Howard Miller Library
- Downtown Speaker System
- Library Alley Improvements - 2020 Construction Season
- Cherry Street from Elm to Church - 2020 Construction Season
- Main Street Mill and Resurface - 2020 Construction Season
- Church Street Reconstruction - 2024 Construction Season
Streets & Motor Pool
Cemetery/Parks
2019 Goals & Considerations

- Huizenga Park Phase II and beyond
- Zeeland Recreation Girls Softball Complex
- Washington Ave. Reconstruction and Roundabout Completion
- Old Water Tank Property
- Centennial (revert to two-way traffic)
- Non-Motorized Pathway Plan and BL196 Crossing
- Six-Year Street Plan
Non-Motorized Pathway Plan

- 50% Complete. Plan (1) identifies gaps in the system, (2) identifies priority areas for non-motorized development along with options to complete gaps in system and (3) crossing options for BL196.

- Awaiting additional information on costs to cross BL196 – preliminary options include tunnel at State Street, bridge deck at Peck or Maple.

- We will be looking for PC and CC input on acceptance to eliminating on-street parking to create a designated bike lane.
Six-Year Street Plan

- (2020) Carleton (Washington – Main)
- (2020) Cherry (Elm – Church)
- (2020) W. Lawrence (Lee – Dead End)
- (2020) Paw Paw (104th – Dead End)
- (2020) E. Main mill/resurface (State – Centennial) **snowmelt dependent
- (2021) Taft (Main – Huizenga)
- (2021) W. Lawrence mill/resurface (State – Pine)
- (2022) Plainfield and Plainfield Court (Goodrich – Cul-de-sac)
- (2022) E. Main mill/resurface (Centennial – Fairview)
- (2022) Centerstone/Allied Court mill/resurface (Royal Park Dr – Cul-de-sac)
Six-Year Street Plan

- (2023) Alice (100th – 104th)
- (2023) Williams (101st – 103rd)
- (2024) Church (Washington – Lincoln)
- (2024) Innovation/Mulder Drive mill/resurface (State – Gentex)
- (2025) NW Neighborhood Streets mill/resurface

- Ave Annual Net Street Expenditures 2008 - 2018 = $1.234 million
- Ave Annual Net Street Exp. Projected 2019 – 2025 = $1.470 million

- Total Net Street Expenditures FY 09 – FY 18 = $12,338,196
Clean Water Plant
2019 and Beyond

• More resources in the Industrial Pollution Program. Monitoring more industry discharge flows to prevent potential harm to the CWP and our receiving waters, we need to be more visible so industries know we are watching what they are discharging.

• Biosolids and the ramifications if land application becomes difficult to do.

• PFAS is a concern that quite simply we just don’t know enough about. The Federal and State levels have this on the top of their list and almost certainly changes will come from their studies that will affect the wastewater industry in some way.
Board of Public Works
Challenges

• Information Technology Resources are Stretched Thin
• Securing Low Cost, Long Term Electric Capacity and Energy
• Ensuring the Continuance of Highly Reliable Electricity and Water Services
• Proactively Managing Drinking Water Environmental Compliance
Opportunities

• Expansion of Resources and Use of Technology Can Improve Customer Service, Business Efficiency, Cyber Security
• Viable Long Term Power Supply Opportunities Can Be Identified and Evaluated
• Fiscally Healthy Utilities Plan and Prudently Invest in Distribution System Upgrades and Extensions
• Water and Electric Main & Service Line Replacements Can Be Coordinated with On-Going Street Rehab Projects
Miscellaneous
- Property and Liability Pool
- Zeeland Historical Society
- Planning Commission CIP List
1. Investigate reintroduction of the youth council
2. Underground State Street aerial facilities
3. Emergency Action Plan
4. Fire Code
5. Redevelopment Ready Community
6. CDBG Façade Grants
7. Medical Office Building/Cherry Street Lot
8. Sligh Building
9. Incubator/Co-Working Space/Commercial Kitchen
10. Redevelopment Liquor License
11. City Staff as Certified Grant Administrator
12. Stronger Social Media Presence
13. State and Main Development
14. Determine where/if housing next initiatives fit
15. Cherry Street Corridor Improvements
16. Business Notification Plan
17. Business Recruitment Program
18. Supporting Lakeshore Advantage (Business Retention/City Leadership Site Visits)
19. Industry Breakfast with BPW
20. City Open House
21. Facilitating options for power supply
22. Council/School Board/Rec Board/BPW Meeting
23. Plan for personal property tax phase out
24. Continue to be fiscally responsible (ensure adequate reserves, meet or exceed pension liability thresholds)
25. Contingency Plan for departure of large taxpayers/customers
26. Evaluation of wages/benefits/etc. for retention and recruitment
27. Patient capital
28. Review of first floor ordinance
29. Downtown passageway
30. Library alley project
31. Sound System
32. Implement downtown vision
33. New event downtown
34. Downtown special assessment renewal
35. More residential downtown
36. Identify future train depot location – West Michigan Express
37. Parking
38. Housing inventory
39. Increased housing
40. Decision on water tank property
41. Preserve housing stock
42. Smart commercial growth
43. Bike sharing program
44. Neighborhood connections expansion
45. Neighborhood block party promotion
46. Identify in-fill housing opportunities
47. Home repair program
48. Huizenga Park Phase II
49. Huizenga Park Phase III
50. Gates on playground at Huizenga Park
51. More concerts in the park
52. Felch St Cemetery
53. Bike lanes
54. Dog park
55. Establish children’s early literacy and learning playspace
56. Hands on learning space
57. Circuit training route
58. Girls softball field upgrade
59. Zeeland Recreation expansion
60. Library hours expansion
61. Support historical society
62. Bathrooms at all parks
63. Decommission/remove windmills at Helder Park
64. Fiber through city
65. Single hauler (with recycling and yard waste)
66. Snowmelt full build out
67. Non-motorized pathway and pedestrian crossing over BL 196 (or eco bridge)
68. Roundabout
69. Underground utilities w/ street projects
70. Online permitting
71. Dedicated I.T. professional
72. Extended infrastructure to open up additional industrial land for development
73. Look at extending infrastructure to facilitate housing development
74. Educate community
75. Security
76. Utilize technology to enhance customer services
77. Fill in sidewalk gaps
78. Howard Miller Boiler replacement
79. Prepare for customer owned electric generation
80. Assess condition of public and private trees citywide
81. Research/purchase snow melter (as a possible short-term solution)
### Action Steps - Complete List with Votes (1/30/19)

#### Economic and Community Development

- Sligh Building 14
- Medical Office Building/Cherry Street Lot 13
- CDBG Façade Grants 12
- Cherry Street Corridor Improvements 11
- State and Main Development 9
- Redevelopment Liquor License 8
- Redevelopment Ready Community 7
- Stronger Social Media Presence 6
- City Staff as Certified Grant Administrator 3
- Incubator/Co-Working Space/Commercial Kitchen 1
- Determine where/if housing next initiatives fit 0

#### Business Forward

- Business Notification Plan 8
- Supporting Lakeshore Advantage (Business Retention/City Leadership Site Visits) 7
- City Open House 6
- Council/School Board/Rec Board/BPW Meeting 5
- Business Recruitment Program 4
- Industry Breakfast with BPW 3
- Facilitating options for power supply 1

#### Financial Sustainability

- Continue to be fiscally responsible (ensure adequate reserves, meet or exceed pension liability thresholds) 7
- Evaluation of wages/benefits/etc. for retention and recruitment 7
- Plan for personal property tax phase out 6
- Contingency Plan for departure of large taxpayers/customers 5

#### Vibrant Downtown

- Sound System 11
- Library alley project 10
- Implement downtown vision 8
- Downtown passageway 7
- Review of first floor ordinance 5
- Patient capital 4
- Downtown special assessment renewal 4
- More residential downtown 4
- Parking 4
- Identify future train depot location – West Michigan Express 3
- New event downtown 0

#### Strong, Safe and Connected Neighborhoods

- Decision on water tank property 8
- Home repair program 7
- Housing inventory 6
- Neighborhood block party promotion 5
- Identify in-fill housing opportunities 3
- Increased housing 2
- Preserve housing stock 2
- Smart commercial growth 1
- Bike sharing program 1
- Neighborhood connections expansion 0

#### Culture, Parks and Recreation

- Huizenga Park Phase II 11
- Girls softball field upgrade 10
- Bike lanes 9
- Huizenga Park Phase III 8
- Felch St Cemetery 7
<table>
<thead>
<tr>
<th>Library hours expansion</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dog park</td>
<td>4</td>
</tr>
<tr>
<td>Gates on playground at Huizenga Park</td>
<td>3</td>
</tr>
<tr>
<td>Support historical society</td>
<td>3</td>
</tr>
<tr>
<td>Bathrooms at all parks</td>
<td>3</td>
</tr>
<tr>
<td>Zeeland Recreation expansion</td>
<td>2</td>
</tr>
<tr>
<td>Establish children’s early literacy and learning playspace</td>
<td>1</td>
</tr>
<tr>
<td>Circuit training route</td>
<td>1</td>
</tr>
<tr>
<td>More concerts in the park</td>
<td>0</td>
</tr>
<tr>
<td>Hands on learning space</td>
<td>0</td>
</tr>
</tbody>
</table>

### Infrastructure and City Services

| Non-motorized pathway and pedestrian crossing over BL 196 (or eco bridge) | 11 |
| Fiber through city | 10 |
| Snowmelt full build out | 10 |
| Roundabout | 9 |
| Howard Miller Boiler replacement | 9 |
| Dedicated I.T. professional | 7 |
| Fill in sidewalk gaps | 6 |
| Underground utilities w/ street projects | 5 |
| Security | 5 |
| Utilize technology to enhance customer services | 4 |
| Single hauler (with recycling and yard waste) | 3 |
| Online permitting | 3 |
| Assess condition of public and private trees citywide | 3 |
| Research/purchase snow melter (as a possible short-term solution) | 3 |
| Decommission/remove windmills at Helder Park | 2 |
| Educate community | 2 |
| Prepare for customer owned electric generation | 1 |
| Extended infrastructure to open up additional industrial land for development | 0 |
| Look at extending infrastructure to facilitate housing development | 0 |

### Miscellaneous

| Fire Code | 9 |
| Emergency Action Plan | 6 |
| Investigate reintroduction of the youth council | 2 |
| Underground State Street aerial facilities | 2 |