

MEMORANDUM OF GOAL SETTING SESSION
Howard Miller Library/Community Center
14 S. Church St., Zeeland MI
Monday, January 23, 2023 and Wednesday, January 25, 2023
5:30 P.M.

PRESENT: Council members – Mayor Klynstra, Gruppen, VanDorp, Kass, Timmer, Broersma and Lam

ABSENT: Council members – None

Staff present: City Manager Klunder, Asst. City Manager/Finance Director Plockmeyer, Fire-Rescue Chief Tibbets, Police Chief Jungel, Marketing Director deRoo, Community Development Director Maday, Clean Water Plant Superintendent Engelsman, Library/Community Center Director Hanson, IT Director Maloney, ZBPW General Manager Boatright, City Clerk Holmes

Monday, January 23, 2023

City Manager Klunder called the meeting to order at 5:30 p.m. Opening comments were made by Klunder and Mayor Klynstra.

Klunder provided a review of the 2022 Strategic Action Plan Scorecard Assessment. Staff earned 80 points on the 2022 Strategic Action Plan Scorecard.

Each department gave a presentation on the goals accomplished in 2022 and what goals they will be focusing their efforts on in 2023.

The meeting adjourned at 8:45 p.m.

Wednesday, January 25, 2023

City Manager Klunder called the meeting to order at 5:30 p.m.

Klunder reviewed the Vision Statement, the seven Commitments (Vibrant Downtown; Strong, Safe & Connected Neighborhoods; Economic Community Development; Infrastructure and City Services; Culture, Parks & Recreation; Financial Sustainability; and Organizational Culture) and Core Values of the City.

Our current Core Values are: Service, Accountable, Intentional and Excellence. The DEI Workgroup suggested the City consider adding Equity as a Core City Value. The group had a discussion around the core values and whether or not to add Equity or is it enough having in our current existing Organizational Culture Commitment.

The group broke into small groups and developed a list of action steps for each Commitment. Once the action steps were identified, the process of ranking the new action steps began. The group then voted on the actions steps with the results as follows:

Vibrant Downtown		
Description	Votes	Action Plan
Downtown Sound System	9	Yes
More Restaurants	8	Yes
Downtown Building Repair Grant	8	Yes
135/137 Downtown Passageway Development	8	Yes
Continue/Expand Music on Main	8	Yes
Redevelopment of 3 East Main	7	Yes
First Right of Refusal Property List	6	Yes
Downtown Hotel	6	Yes
Listening tour w/ large parcel owners	5	Maybe
Parking Structure	5	No
Huntington/Pizza Hut Parking Lots	5	Maybe
Downtown Signage on BL196	5	Maybe
Consider Sunday Alcohol Sales	5	Yes
Ground Floor Residential Decision	5	Yes
City Owned Business Incubator	4	Yes
Complete Streetscape/Snowmelt	4	Yes
Parking Study Recommendations Decision	3	Maybe
Install Downtown Greenspace	2	No
Higher Quality Outdoor Furniture	1	No
Plan for increased snowmelt capacity	1	No
Increase Public Parking Communications	0	No

Strong, Safe and Connected Neighborhoods		
Description	Votes	Action Plan
BL 196 Crossing	10	Yes
Broadband Decision	9	Yes
Encourage Block Parties	6	Yes
Complete Sidewalk Gaps	5	Yes
Continue Relationship with Neighborhood Connections	4	Maybe
Housing Option Evaluations (ADUs)	3	No
Enhance State/BL 196 Gateway	3	No
Non-Motorized Plan Policy Decisions/Implementation	3	No
BL 196 Beautification Plan Implementation	2	No

Economic and Community Development

Description	Votes	Action Plan
Support Sligh Block Development	10	Yes
Workgroup w/ Large Employers for employee attraction/retention	7	Yes
Smart Tech Applications (City of Zeeland Application)	6	Yes
RRC Policy Decisions	5	Yes
City Council Meetings on Youtube	4	Maybe
Start Building Up (More Stories)	4	Maybe
Public Engagement Strategy	3	No
Invest Substantial Money in Affordable Housing Partnerships	2	No
Encourage Rain Gardens	2	No
Continue/Increase Lakeshore Advantage Support	1	No

Infrastructure and City Services

Description	Votes	Action Plan
Police Department Alternate Exit	9	Yes
Underground State Street Power Lines	8	Yes
Fire Service Delivery	8	Yes
Facility Space Needs Analysis	6	Yes
Award Full-Bid for Main Avenue	5	Yes
Bike Path/Road Maintenance (Mill and Resurface)	4	Maybe
On-Line Service Improvements (Payments/Permitting)	4	Maybe
Single Trash Hauler	3	No
Roundabout at Fairview/Main with Enhanced Pedestrian Crossings	2	No
Full-Time Communication Staff including oversight of digital media	2	No
Utility Allocation Study and Policy	2	No
Improve Visibility of State/BL-196 Traffic Signal	1	No
Use drones for data collection	1	No
Ensure Conduits on Snowmelt Project	1	No

Culture, Parks, and Recreation		
Description	Votes	Action Plan
New Recreation Center	10	Yes
Implement Parks Master Plan	9	Yes
Real Ice Rick	5	Yes
Improve Parks Bathrooms	5	Yes
Felch Street Cemetery Building	5	Yes
Placement of Dog Waste Receptacles along Streets	4	Maybe
Parks Usage Study	4	Maybe
Improve Library Ambiance	4	Maybe
Civic Center Development	2	Maybe
Strengthen Ties to Historical Society	2	No
Partnership with Wreaths of Honor	2	No
Install Permanent Story Walk	2	No
Water Bottle Filling Stations on Pathways	1	No

Financial Sustainability		
Description	Votes	Action Plan
Continue to be Fiscally Responsible	9	Yes
Facilities Audit (25 replacement schedule)	8	Yes
Sustainable Snowmelt Funding Mechanism	3	Yes
Study a dedicated road millage	2	No
Study a City Income Tax	2	No
Increased Defined Contribution for Employees	2	No
Ensure Large projects have ROI	1	No
Review Millage to ensure meets expenses	0	No
Downtown Maintenance Special Assessment Decision	0	No

Organizational Culture		
Description	Votes	Action Plan
Encourage and Develop New Citizen Leadership	8	Yes
Legal Succession Plan and Capacity Evaluation	8	Yes
Department Succession Planning	7	Yes
Support DEI Workgroup Initiatives	6	Yes
Collaborate more with City and BPW	6	Yes
Employee Mentorship Program	6	Yes
Leadership Training and Development	5	Yes
Expand Safety Training	1	No
Team instead of Staff	1	No
Support Employee Elevation	1	No
Team Building within Departments	1	No
Implement Wage and Benefit Study	0	No
Negotiate CWP Employee Union Contract	0	No

City Council will spend upcoming work/study sessions narrowing the list of action steps to include in the 2023 Strategic Action Plan.

The meeting adjourned at 9:00 p.m.

A handwritten signature in blue ink that reads "Pamela Holmes". The signature is written in a cursive, flowing style.

Pamela Holmes, City Clerk