



CITY OF HOLLAND
STRATEGIC PLAN
2026
BUSINESS PLAN

Quarterly Progress Report
First Quarter, July - September 2025

Council Action 25.402 | October 15, 2025

1 To Maintain and Improve a Strong Financial Position

What do we want to accomplish:	What we will do to get there: Strategy, Tactic, and Deliverable	Assignment and Timeline	First Quarter Update: Current Status of Goal
<p>1.1 Adopt a balanced budget.</p>	<p>Provide necessary information for City Council to make key decisions in order to adopt, maintain, and prepare for future balanced budgets.</p>	<p>Finance, City Manager City Council Adopt budget first meeting in May</p>	<p>Council adopted a balanced budget in May. New fiscal year began on July 1.</p>
<p>1.2 Adopt, maintain, and regularly review long term financial planning documents.</p>	<p>City Council adopts and staff regularly improves and updates key financial documents including; the financial forecast, 50-year Municipal Capital Plan, and 10-year Streets Infrastructure Plan.</p>	<p>Finance, Assistant City Manager, Transportation, City Manager, City Council Adopt annually as part of the budget in May</p>	<p>Long Term Financial Forecast (LTFF), Municipal Capital Improvement Plan, and Street Infrastructure Plan were adopted with the budget in May. Will review LTFF update with Council this Fall.</p>
<p>1.3 Research and evaluate the options to consider presenting a “Headlee Override” to citizens, while maintaining the current tax rate.</p>	<p>Further discuss with City Council and collect the necessary information to make a decision and develop a plan for this potential ballot initiative.</p>	<p>Finance, City Manager, City Council FY2026</p>	<p>In July Council voted to place the Headlee Override Ballot Proposal on the November ballot. Educational resources were created to provide residents with information.</p>
<p>1.4 Grow the City tax base, while balancing the impacts of growth on quality of life and service provision.</p>	<p>Continue efforts to make the City desirable, attracting residential, commercial, and industrial investment.</p>	<p>All Departments Lakeshore Advantage Ongoing</p>	<p>New IFT for Hudsonville Creamery. Lakeshore Advantage successfully met goal to fund future work for next 5 years.</p>
<p>1.5 Maintain regular use and review of economic development and housing support policies, with an emphasis on the addition of housing choice and availability.</p>	<p>City will continue to consider policies and projects to enhance our strategies and consider projects to achieve our stated goals.</p>	<p>CNS, Finance, City Manager, Lakeshore Advantage, City Council Ongoing</p>	<p>Council amended the Housing Development Support Policy to include the Residential Housing Exemption incentive. A Residential Housing District was established in Holland Heights and a Residential Housing Exemption Certificate approved for Heights of Hope.</p>
<p>1.6 Implement strategies to address pension and other post-employment benefit (OPEB) liabilities.</p>	<p>Continue to monitor existing and develop new strategies to address pension and OPEB liabilities.</p>	<p>Finance Ongoing</p>	<p>Great success area this quarter with health insurance moves and strategy with MERS for pension liability.</p>
<p>1.7 In support of long term financial planning, maintain a focus on infrastructure and facility maintenance, being good stewards of what we have.</p>	<p>Maintain, encourage and continually focus on a “fix-it-first” approach to all infrastructure and facilities, with funding and staff resources devoted to this mindset.</p>	<p>Finance, Transportation, Parks and Recreation, Assistant City Manager, City Manager Ongoing</p>	<p>Council accepted an ADA Infrastructure Grant from the Michigan Association of Municipal Clerks, and has applied for several other grants. Analyzing results of State budget increases in local road funding.</p>
<p>1.8 Closely monitor the economic market and conditions that impact the cost of construction and maintenance. Communicate and alter plans as needed.</p>	<p>Staff will monitor and communicate with City Council changes that impact project and infrastructure plans.</p>	<p>Finance, Transportation, Assistant City Manager, City Manager, City Council Ongoing</p>	<p>The remodel of the Clerk’s Office began with Council approving the construction bid at their July 16 meeting. Toured other major projects with Council in September.</p>

2 To Enhance Connections with Stakeholders

What do we want to accomplish:	What we will do to get there: Strategy, Tactic, and Deliverable	Assignment and Timeline	First Quarter Update: Current Status of Goal
<p>2.1 Maintain and enhance an overall posture in support of partnerships and collaborations; public, private and non-profit.</p>	<p>Continue a posture of openness to community partners, supporting or actively collaborating in areas of operational jurisdiction.</p>	<p>All Departments Ongoing</p>	<p>The City continues to enhance and maintain collaborative approaches with other local governments and community groups. In September Council approved the continuation of sustainability services, and management of the DeGraaf Nature Center with the ODC Network.</p>
<p>2.2 Continue work on the priority of Diversity, Equity, Inclusion and Accessibility (DEIA), recognizing the importance of external partnerships.</p>	<p>Maintain partnerships and support with other organizations so that we continue to become a larger community that is diverse, equitable, inclusive and accessible. Examples include; LAUP, OTL, Downtown PSD, and others.</p>	<p>Human Relations, All Departments Ongoing</p>	<p>International Festival took place at the Civic Center in September. Staff and Council attended many organizational events this quarter, supporting other partner organizations.</p>
<p>2.3 Continue work and discussions with partner tax authorities and organizations; including, MAX transit, Lakeshore Advantage, Outdoor Discovery Center, Holland Public Schools, and others as needed.</p>	<p>As initiatives and needs arise, discuss collaborations (likely in study sessions) with City Council on areas of operational jurisdiction (i.e., MAX transit and bus stops).</p>	<p>City Manager, City Council Ongoing</p>	<p>Council received introductions from new directors and annual updates from many regional authorities and partners during study sessions held this quarter.</p>
<p>2.4 Maintain and expand programs that connect citizens to city government, increasing city engagement and improving civic discourse.</p>	<p>Support the second Holland Ambassador Academy in the Fall, connecting residents to City operations.</p>	<p>Public Information Specialist, All Departments, City Manager, City Council Ongoing</p>	<p>The second Holland Ambassador Academy kicked off in September.</p>
<p>2.5 City Council participates in trainings and community events, having ample opportunity to connect with the community.</p>	<p>City Council has a budget and is informed and regularly attends trainings and community events.</p>	<p>Mayor, City Council Ongoing</p>	<p>Council has attended many community events, annual celebrations, and the MML Convention in Grand Rapids this quarter.</p>
<p>2.6 Maintain and improve communications about the City and citizen engagement opportunities.</p>	<p>Provide a budget and staffing resources to maintain effective communication plans. Remember a focus on what the City role is and is not on certain topics.</p>	<p>Public Information Specialist, All Departments, City Council Ongoing</p>	<p>Preparing to conduct the citizen survey in early Spring 2026. Social media presence continues to promote City initiatives and events.</p>
<p>2.7 Continue to implement recommendations of the Board/Committee/ Commission (BCC) report, connecting citizens with potential volunteer openings.</p>	<p>Improve communication tactics and strategies to inform and engage citizens to serve on our BCCs. Expand use of videos to existing BCCs to update on City news and provide education.</p>	<p>City Council, All Departments Ongoing</p>	<p>Strong interest in and regular appointments being made to BCCs. Training for this group on items like Open Meetings Act will be a priority in the upcoming quarter.</p>

3 To Continually Improve the City Organization

What do we want to accomplish:	What we will do to get there: Strategy, Tactic, and Deliverable	Assignment and Timeline	First Quarter Update: Current Status of Goal
<p>3.1 Maintain and regularly review the governance framework and process manual and review of citizen survey results.</p>	<p>Provide reporting and time for City Council to evaluate the governance framework and citizen survey.</p>	<p>City Council Ongoing</p>	<p>Council reviewed governance framework as part of the annual retreat in January. The Rules of the City Council were reviewed with no suggested changes and were last updated in 2024.</p>
<p>3.2 Stay updated and involved with partners (Michigan Municipal League) to evaluate and be involved on the impacts of Federal and State legislation.</p>	<p>The City is connected with effective partners to understand potential impacts of Federal and State legislation, and take steps to mitigate and influence that legislation.</p>	<p>City Manager, City Council Ongoing</p>	<p>Staff and members of Council attended the annual MML Convention. Now have Department Director, Juan Ganum on MML Board. Involved in advocating for final stage of State budget.</p>
<p>3.3 City effectively invests in the human resources and talent of our organization, enhancing our ability to attract, train, and retain talent. City maintains the systems to perform regular performance evaluations and provides effective staff development and training.</p>	<p>The City has adequate resources and staffing to provide for training and development, competitive wage and benefit packages, and utilizes good systems to hire, evaluate, and retain employees. The City also manages organizational growth and workloads/projects to have effective staffing levels.</p>	<p>Human Resources, Finance, City Manager Ongoing</p>	<p>A variety of department and role specific training opportunities were offered to employees this quarter, in addition to organization-wide trainings, as well as the continuation of tuition reimbursement programs. At the August 20 meeting Council accepted a resolution authorizing membership in the Western Michigan Health Insurance Pool.</p>
<p>3.4 City staff monitors and recommends and City Council discusses impacts of community growth, strategically managing growth and impacts on the community and services.</p>	<p>Through staff and the Planning Commission, policy decisions by City Council, and service level impacts on staffing, the City strategically manages community growth.</p>	<p>City Council, All Departments Ongoing</p>	<p>Council accepted the annual Planning Commission Report as information at the September 17 meeting. This report outlines many projects still progressing in the community.</p>
<p>3.5 Maintain and enhance the culture of collaboration and teamwork among City departments, including a focus on internal DEIA work.</p>	<p>A partnership among employees and expectation for a strong culture is cultivated. The DEIA Employee Committee is active and advancing their work.</p>	<p>All Departments Ongoing</p>	<p>Employee Appreciation lunches were held at various sites this Fall. The biennial employment engagement survey will be sent out to employees in the upcoming quarter.</p>
<p>3.6 Implement large project work: Holland City Fiber, Ice Park, management of Holland Civic Center Place (HCCP), Recreation Center planning, Waterfront Holland, and Headlee Rollback vote.</p>	<p>Resources and staffing are provided to move large projects forward for consideration and completion.</p>	<p>City Council, City Manager Ongoing</p>	<p>This quarter saw numerous approvals from Council on Ice Park related items, including equipment purchases, fees and charges, and sponsorships. Council awarded the RFP for the demolition and cataloging of the Greenhouse. Headlee Override Proposal was placed on the November ballot.</p>
<p>3.7 Review, improve, and implement a system for City policies.</p>	<p>Investigate and propose to City Council an improved system to catalogue City policies.</p>	<p>City Manager July 2026</p>	<p>An area of focus and priority in future quarters.</p>

4 To Provide Quality Services to All Stakeholders

What do we want to accomplish:	What we will do to get there: Strategy, Tactic, and Deliverable	Assignment and Timeline	First Quarter Update: Current Status of Goal
<p>4.1 Public Safety - create and maintain a safer community for all residents and visitors through partnerships and trust within the community, prevention and risk reductions, and consistent professional responses to calls for service.</p>	<p>Specific areas of emphasis include: fully operational in new and renovated fire stations, receive new fire engine, obtain police re-accreditation, continue strategic planning and action plans, on-going staffing transitions/succession, and maintaining a strong culture with an emphasis on training and continued improvement.</p>	<p>Police and Fire Operations Ongoing</p>	<p>Multiple FY26 budgeted purchases; including vehicles, cardiac monitors, and firefighter turnout gear were approved by Council this quarter. Kollen Park Fire Station is fully operational.</p>
<p>4.2 Community and Neighborhood Services - provide a vibrant and sustainable community that is a great place to live, work, and play.</p>	<p>Specific areas of emphasis include: housing policy review and use, plan future implementation of South Washington corridor study, neighborhood bench pilot, achieve plan for recycling center, prep RFP for solid waste contract, manage continued high level of inspections and industrial expansions.</p>	<p>Community and Neighborhood Services Ongoing</p>	<p>The South Washington Corridor Study was accepted by Council. Welcomed new director of the department, Juan Ganum.</p>
<p>4.3 Parks and Recreation - provide a beautiful community with ample leisure and recreation options. Provide well-maintained facilities for staff to serve the community.</p>	<p>Specific areas of emphasis include: final preparation for and implement Ice Park operations, continued planning for Recreation Center, fix-it-first approaches to maintenance, and larger projects including Bike Pump Track, Greenhouse, and Van Raalte Farm improvements.</p>	<p>Parks and Recreation Ongoing</p>	<p>Several updates to Council this quarter; including, Ice Park opening, Greenhouse, site lighting at WOW, and Bike Park.</p>
<p>4.4 Transportation Services - provide a safe, well-maintained and effective infrastructure and motor pool.</p>	<p>Specific areas of emphasis include: maintain our asset management system, work with Finance to fine-tune long term planning documents and processes, utilize engineering staff on more projects and grant opportunities, continue growth of street crew capabilities for paving work, and continued management of fleet maintenance growth and challenges.</p>	<p>Transportation Services Ongoing</p>	<p>Busy construction seasons looking to culminate in the Fall, with major project of Columbia Avenue. Multiple bids awarded this quarter for upcoming projects.</p>
<p>4.5 HBPW - provide competitive, reliable, and innovative public utility solutions in a socially, environmentally, and financially responsible manner.</p>	<p>Specific areas of emphasis include: continue implementation of Holland City Fiber, demand management strategies in the water utility, see completion of elective pay filing on anaerobic digester, partner with City on Strategic Development review, continued capital projects/investments.</p>	<p>HBPW Ongoing</p>	<p>Progress and continued adoption of Holland City Fiber. SDT in progress with monthly meetings, reviewing strategies and tactics on the Community Energy Plan.</p>
<p>4.6 Management and Administrative Services - provide effective leadership and support for citizens and operations.</p>	<p>Specific areas of emphasis include: evaluation of Headlee Rollback, advance Waterfront Holland considerations, continue completion of large capital projects, attain stability of new financial software system, and continued training for employees.</p>	<p>City Manager, Finance, Human Resources, Clerk, and Human/International/Youth Relations Ongoing</p>	<p>Significant time being invested in active projects: Headlee Override education for the public, SDT meetings, and large capital projects, including Ice Park.</p>
<p>4.7 Downtown Group - provide a vibrant downtown that is a place of choice for all stakeholders.</p>	<p>Specific areas of emphasis include: WIG capital investments, improvement and stability at HCCP, streetscape refresh planning, new websites, and navigate the growth and new projects proposed for downtown.</p>	<p>Assistant City Manager, DDA, PSD, WIG, & HCCP Ongoing</p>	<p>Successful and busy seasons for the Farmers Market, Downtown Street Performer Series, and Windmill Island Gardens.</p>

CITY OF HOLLAND

270 S. River Avenue
Holland, MI 49423

GET IN TOUCH

(616) 355-1310
www.cityofholland.com
manager@cityofholland.com

