



CITY OF HOLLAND
STRATEGIC PLAN
2026
BUSINESS PLAN

Quarterly Progress Report
Second Quarter, October - December 2025

Council Action 26.015 | January 7, 2026

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	Second 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>Budget is proceeding to plan, mid-year budget amendments were approved December 17. Preparations for FY27 budget have begun.</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>The December 10 study session was devoted to a status update on the Long Term Financial Forecast.</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>Huge success! The Headlee Override Ballot Proposal was approved by the citizens on November 4.</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>One IFT abatement was approved this quarter (Hudsonville Ice Cream). Juan Ganum is settling into his key leadership role.</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>Updated housing support policy is in place. Lakeshore Advantage is adding regional resource to address housing challenges. Several projects progressing that add housing.</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>New health plan structure becomes effective January 1. Prepared to implement pension strategy through MERS early in 2027.</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>Continue to invest heavily in facilities and infrastructure. Aggressive and successful use of our grants manager. Planning as we begin to see increased state funding of roads.</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>Kept Council updated on projects in progress, including study session tour. Reported only moderate inflationary impacts with Long Term Financial Forecast.</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	Second 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>Two significant groundbreakings in the community this quarter; Hope College Business/Economic building and Dwelling Place Kollen Park/Hope housing. Approved several sponsorship contracts supporting the Ice Park.</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>LAUP has moved into their new offices on Waverly and city officials attended several community events this quarter.</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>Local authorities presented to Ambassador Academy class. MAX transit was present at a study session on November 12.</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 annual Ambassador Academy concluded in November. HYAC presented at the October 15 Council meeting.</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 regularly receives a list of community events of interest. New Council members had several orientation sessions with staff.</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>Hope College Frost Center is conducting the biennial citizen survey. Had significant media coverage of the Ice Park opening.</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>Continue to make appointments as they become available on BCCs. Several appointments made from participants of the Ambassador Academy.</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	Second 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>Rules of Council were approved November 19. In January Council will review the governance framework, and the citizen survey is in process.</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 has stayed connected to MML on impacts from the State budget and State and Federal legislative and administration changes.</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>Council approved Health Insurance packages on October 15. A first “employee benefit fair” was held by Human Resources for all staff. The employee engagement survey was completed this quarter.</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>Preparing for what might be a busy development year in calendar year 2026, based upon projects approved or expected before the Planning Commission.</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>Held the annual City holiday luncheon in December at Holland Civic Center Place (HCCP). Council notes of thanks went to employees at the end of the 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>Grand Opening of the Ice Park in November, off to an excellent start! Headlee proposal was approved in November. HCCP update was provided at study session on November 12.</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 2026.</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	Second 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>Council approved additional firefighter turnout gear. Community open house held at renovated Kollen Park Fire Station. Preparing for more retirements in 2026 and 2027.</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>Completing final stages on historic greenhouse move and designation. Planning for movement on recycling center and solid waste RFP early in 2026.</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>Opening and operation of Ice Park. Council approved name change of Lakeview School Park to Lugers Park. Demolition of greenhouse.</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>Approval of several FY26 budgeted vehicle purchases. Continued work on long term finances in vehicle and streets plans. Traffic control order changes before Council.</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>Completed the work of the Strategic Development Team, updating strategies of the Community Energy Plan. Entering last year for the buildout of Holland City Fiber.</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>Council approved precinct boundary consolidation in November. Adopted an updated Emergency Management Plan. Completed successful financial audit.</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>Council approved bid for new WIG website. Amended social district boundaries for Ice Park. Accepted donation of a downtown parking lot.</p>

CITY OF HOLLAND

270 S. River Avenue
Holland, MI 49423

GET IN TOUCH

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

