

CITY OF HUDSONVILLE STRATEGIC PLAN



2011-2016

CITY COMMISSION

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STRATEGIC PLANNING

What is Strategic Planning?

Simply put, strategic planning is the city's process for defining its direction and identifying objectives to guide decisions regarding the allocation of resources, including capital and people. The focus of a strategic plan is typically on the entire community for a specific timeframe, typically three to five years. Because strategic planning cannot foretell exactly how the city will evolve and what issues will surface over time, it is essential to re-evaluate the plan annually.

Why is the City doing a Strategic Plan?

The City of Hudsonville is blessed with all of the unique characteristics and ingredients that make small towns so special such as strong family values, friendly people, an outstanding private and public school system, well-kept neighborhoods, opportunities for worship, numerous parks, and a vibrant business community.

As a result of these desirable characteristics, many families have recently chosen to relocate to Hudsonville or to the surrounding area, resulting in a high rate of growth. With growth comes an increased demand for public services and amenities that city leaders must be responsive to.

Consequently, the city is facing key policy decisions regarding road maintenance, economic development, water and sewer, park and recreation facilities, and equipment and staffing levels. A strategic plan will help guide the decisions of our city leaders on these important policy issues over the next several years.

How will the City use the Strategic Plan?

The City Strategic Plan will be used as a tool to:

- Assist with communicating the City's goals
- Provide clear direction for elected officials and staff
- Set priorities and make decisions
- Monitor and measure implementation progress
- Identify needed changes

STRATEGIC PLAN COMPONENTS



- A **MISSION** Statement assists an organization in easily communicating to a variety of constituents what it does, and why it does so. The Mission Statement established by the City Commission of Hudsonville is found in the beginning of this plan.
- **GOALS** focus the direction of an organization's work under the guidance from the Mission Statement. Goals are relatively static in nature and will not often change unless they are met, in which case, new goals are established.
- **OBJECTIVES** are action steps that are taken to achieve certain goals. Goals often have several objectives that are necessary to reach the goal. Some objectives are measurable short term while some are ongoing.



OUR MISSION



“The City Commission and Administration of the City of Hudsonville strive to serve God through the strengthening of family and community life and are committed to excellence in providing quality municipal services.”



We pledge to protect the lives and property of our citizens, provide for responsible and orderly growth, and to promote the beliefs and convictions, economic opportunities, and quality of life for all residents.”



OUR GOALS

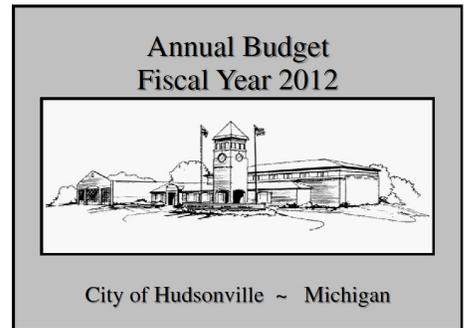


Goal 1:

Deliver the exceptional level and quality of public services and amenities that our residents have come to expect. (see pages 8-9)

Goal 2:

Maintain and improve the strong financial position of the city. (see page 10)



Goal 3:

Support and promote economic development in our community that seeks to revitalize our downtown and enhance our quality of life. (see pages 11-12)

Goal 4:

Establish strong partnerships within our community, with our neighbors, and with other governmental agencies to promote shared essential services and resources. (see page 13)



PUBLIC SERVICES



Goal 1: *Deliver the exceptional level and quality of public services and amenities that our residents have come to expect.*

Objectives:

- 1. Prioritize street maintenance and repair at the top of the list for public services.**
 - a. Establish and implement a street asset management program that ensures no city street falls below “5” on the Pavement Surface Evaluation and Rating (PASER) system.
 - b. Allocate a sufficient amount of funding in the annual capital improvement budget towards street repair and maintenance.
 - c. Establish and implement an annual crack sealing program.
 - d. Evaluate and utilize alternative road maintenance methods that enhance the longevity of our streets.
 - e. Coordinate road reconstruction projects with water main/sanitary sewer replacement projects.

- 2. Continually improve the services provided by the City, especially those that relate to public safety and quality of life.**
 - a. Continue to replace undersized aging water main infrastructure throughout the city.
 - b. Continue to replace aging sanitary sewer infrastructure throughout the city.
 - c. Continue the annual routine maintenance program of our water and sewer systems.
 - d. Utilize technology to enhance services and to increase efficiencies in every aspect of City operations.
 - e. Continue annual sidewalk maintenance program and snow plowing service.

PUBLIC SERVICES

3. Continue to operate and improve our City parks and open spaces.

- a. Update the city's Park and Recreation Plan to address at a minimum the following:
 1. Hughes Park bathroom improvements.
 2. Consideration of alternate use of former Hughes Park tennis court area.
 3. Consideration of the Summergreen Golf Course (or portions thereof) as potential future public space.
 4. Improvements of select waterways throughout the city (i.e. improve and transition them into recreational corridors).
- b. Seek opportunities to expand non-motorized pathways and make connections with neighboring systems.

4. Focus on improving “walkability” throughout the City.

- a. Improve primary crossing points on Chicago Drive to increase pedestrian safety.
- b. Consider policies that emphasize the Complete Streets and/or Safe Routes to School concepts.
- c. Initiate and support the redevelopment of Hudsonville's downtown into a more pedestrian friendly environment.
- d. Analyze opportunities for improving and expanding walking corridors along select waterways throughout the city.

5. Develop and maintain a versatile professional workforce that is cross trained to ensure exceptional public service.

- a. Develop an ongoing employee training program that encourages growth, provides for advancement, and enhances professionalism.
- b. Develop a succession plan for staffing levels.
- c. Utilize hiring methods that ensure top talent employees that fit well within the culture of the organization.
- d. Show appreciation for staff, committee and commission service.

FINANCE



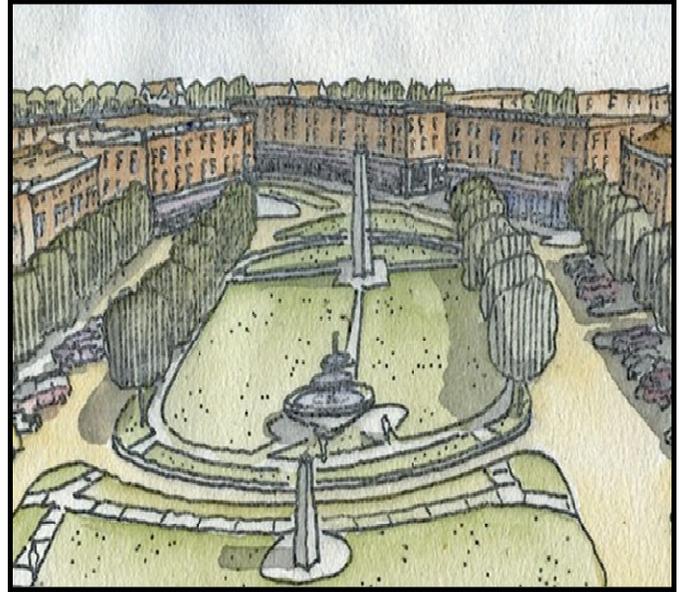
Goal 2: *Maintain and improve the strong financial position of the City.*

Objectives:

- 1. Maintain a minimum fund balance of at least 20% of annual expenditures.**
- 2. Strive to minimize the necessity of incurring unnecessary debt for the city, and to pay existing debts off as soon as possible.**
 - a. Determine an appropriate fund balance level for 2012 and utilize all other existing fund balance towards the new DPW building.
 - b. Finance the remaining balance of the DPW building through a local lending institution at a low interest rate, and pay off this debt as soon as possible.
 - c. Limit future debt liabilities to those that best serve to improve quality of life and economic vitality in the city.
- 3. Adopt policies that support “living within our means”.**
 - a. Continue the budgeting practice of estimating low for revenues and high for expenditures.
 - b. Develop an annual contingency plan that addresses revenues (e.g. loss of personal property tax revenues and declining revenues).
 - c. Continue to follow practices of “common sense” purchase methods (e.g. buying slightly used equipment rather than new, utilizing either city staff or private sector for various projects, etc.).
 - d. Continue the responsible investment of city capital.
 - e. Seek out feasible cost saving opportunities wherever possible.

ECONOMIC DEVELOPMENT

Goal 3: Support and promote economic development in our community that seeks to revitalize our downtown and enhance our quality of life.



Objectives:

- 1. Establish public/private partnerships in our community that further the downtown redevelopment Vision of the Master Plan.**
 - a. Continue to meet regularly and build relationships with downtown merchants and other business owners.
 - b. Determine the level of commitment by local business owners to reinvest in the downtown.
 - c. Work with owners of key properties to negotiate terms of purchase and/or relocation of their business to accommodate the public improvement components of the Master Plan.

- 2. Initiate and support the redevelopment of the downtown area.**
 - a. Work with local/regional developer(s), architects, and key stakeholders to create an attainable redevelopment plan for the downtown area.
 - b. Examine development costs and various models for funding of capital improvements in the downtown area.
 - c. Evaluate the construction of the City Square feature of the Master Plan in coordination with key stakeholders.

ECONOMIC DEVELOPMENT

Objectives Continued...

- d. Facilitate improvement of existing business space and/or the relocation of existing and future business owners.
- e. Develop and implement a marketing plan for downtown Hudsonville that seeks to attract quality retail and eating establishments.



3. Determine a course of action for the “triangle property” owned by the DDA.

- a. Continue to support efforts to develop a Dr. Seuss themed children’s learning center and sculpture park.
- b. Determine an alternative development plan for the property in the event that the Dr. Seuss Park does not come to fruition.

4. Promote the retention and expansion of businesses within the community.

- a. Continue to communicate with Spartan Stores about opportunities for expansion.
- b. Keep apprised of outside development that could threaten Hudsonville businesses.
- c. Coordinate with the Chamber of Commerce’s Ambassador Program on business retention efforts.

PARTNERSHIPS



Goal 4: Establish strong partnerships within our community, with our neighbors, and with other governmental agencies to promote shared essential services and resources.

Objectives:

- 1. Regularly communicate with the community about current developments and issues facing the City.**
 - a. Upgrade city website to a more interactive, useable format.
 - b. Continue to utilize social media as an alternative communication tool.
 - c. Continue to improve quarterly newsletter with interesting and relevant topics.
 - d. Meet regularly with residents and business owners to improve communications and enhance transparency in government.
 - e. Take steps to close the informational “disconnect” between our resident’s high level of satisfaction with public services and their unwillingness to pay for them.

- 2. Proactively seek out and collaborate with other governmental agencies and organizations to provide essential services in the most efficient manner.**
 - a. Continue to develop partnership with Hudsonville Area Chamber of Commerce.
 - b. Analyze alternatives for a shared Fire Authority.
 - c. Analyze alternatives for shared public transportation service in the region.
 - d. Analyze alternatives for a shared Senior Center/Community Center.

Strategic Plan Implementation Matrix

Goal	Objective	Action Step	Who	When	Status
GOAL 1: Deliver the exceptional level and quality of public services and amenities that our residents have come to expect.	Objective 1: Prioritize street maintenance and repair at the top of the list for public services.	a. Establish and implement a street asset management program that ensures no city street falls below "5" on the Pavement Surface Evaluation and Rating (PASER) system.	Robinson	2012-2016	Incomplete
		b. Allocate a sufficient amount of funding in the annual capital improvement budget towards street repair and maintenance.	City Commission, Waterman	Annually	N/A
		c. Establish and implement an annual crack sealing program.	Besteman	2012-2013	Incomplete
		d. Evaluate and utilize alternative road maintenance methods that enhance the longevity of our streets..	Besteman	2012-2016	Incomplete
		e. Coordinate road reconstruction projects with water main/sanitary sewer replacement projects.	Besteman, Robinson	Ongoing	N/A
	Objective 2: Continually improve the services provided by the City, especially those that relate to public safety and quality of life.	a. Continue to replace undersized aging water main infrastructure throughout the city.	DPW	Ongoing	N/A
		b. Continue to replace aging sanitary sewer infrastructure throughout the city.	DPW	Ongoing	N/A
		c. Continue the annual routine maintenance program of our water and sewer systems.	DPW	Ongoing	N/A
		d. Utilize technology to enhance services and to increase efficiencies in every aspect of City operations.	All Staff	Ongoing	N/A
		e. Continue annual sidewalk maintenance program and snow plowing service.	DPW	Ongoing	N/A
	Objective 3: Continue to operate and improve our City parks and open spaces.	a. Update the city's Park and Recreation Plan to address at a minimum the following: 1. Hughes Park bathroom improvements. 2. Consideration of alternate use of former Hughes Park tennis court area. 3. Consideration of the Summergreen Golf Course (or portions thereof) as potential future public space. 4. Improvements of select waterways throughout the city (i.e. improve and transition them into recreational corridors).	Strikwerda, Besteman, Committee	2012-2013	Incomplete
		b. Seek opportunities to expand non-motorized pathways and make connections with neighboring systems.	Strikwerda	2011-2014	Incomplete
	Objective 4: Focus on improving "walkability" throughout the City.	a. Improve primary crossing points on Chicago Drive to increase pedestrian safety.	Strikwerda, DDA, City Commission	2013-2016	N/A
		b. Consider policies that emphasize the Complete Streets and/or Safe Routes to School concepts.	Strikwerda, City Commission	2013-2016	Incomplete
		c. Initiate and support the redevelopment of Hudsonville's downtown into a more pedestrian friendly environment.	Waterman, City Commission, DDA	2011-2016	Incomplete
		d. Analyze opportunities for improving and expanding walking corridors along select waterways throughout the city.	Strikwerda, Waterman	2013-2016	Incomplete

Strategic Plan Implementation Matrix

Goal	Objective	Action Step	Who	When	Status
GOAL 1: Deliver the exceptional level and quality of public services and amenities that our residents have come to expect.	Objective 5: Develop and maintain a versatile professional workforce that is cross trained to ensure exceptional public service.	a. Develop an ongoing employee training program that encourages growth, provides for advancement, and enhances professionalism.	Waterman, Hicks	2011-2013	Incomplete
		b. Develop a succession plan for staffing levels.	Waterman	2011-2014	Incomplete
		c. Utilize hiring methods that ensure top talent employees that fit well within the culture of the organization.	Waterman, Hicks	Ongoing	N/A
		d. Show appreciation for staff, committee and commission service.	Waterman, Department Heads	Ongoing	N/A
GOAL 2: Maintain and improve the strong financial position of the City.	Objective 1: Maintain a minimum fund balance of at least 20% of annual expenditures.		City Commission, Waterman	Ongoing	N/A
	Objective 2: Strive to minimize the necessity of incurring unnecessary debt for the city, and to pay existing debts off as soon as possible	a. Determine an appropriate fund balance level for 2012 and utilize all other existing fund balance towards the new DPW building.	City Commission	2011-2012	Completed Oct.-11
		b. Finance the remaining balance of the DPW building through a local lending institution at a low interest rate, and pay off this debt as soon as possible.	Sal	2011-2016	Incomplete
		c. Limit future debt liabilities to those that best serve to improve quality of life and economic vitality in the city.	City Commission, DDA, Waterman	2012-2016	Incomplete
	Objective 3: Adopt policies that support "living within our means".	a. Continue the budgeting practice of estimating low for revenues and high for expenditures.	Waterman	Ongoing	N/A
		b. Develop an annual contingency plan that addresses revenues (e.g. loss of personal property tax revenues and declining revenues).	Waterman, City Commission	Ongoing	N/A
		c. Continue to follow practices of "common sense" purchase methods (e.g. buying slightly used equipment rather than new, utilizing either city staff or private sector for various projects, etc.).	Besteman, Postma	Ongoing	N/A
		d. Continue the responsible investment of city capital.	Sal, Waterman	Ongoing	N/A
		e. Seek out feasible cost saving opportunities wherever possible.	Department Heads	Ongoing	N/A
	GOAL 3: Support and promote economic development in our community that seeks to revitalize our downtown and enhance our quality of life.	Objective 1: Establish public/private partnerships in our community that further the downtown redevelopment Vision of the Master Plan.	a. Continue to meet regularly and build relationships with downtown merchants and other business owners.	Waterman, Fare, Strikwerda, Mayor	Ongoing
b. Determine the level of commitment by local business owners to reinvest in the downtown.			Waterman, Fare, Strikwerda, Mayor	2011-2013	Incomplete
c. Work with owners of key properties to negotiate terms of purchase and/or relocation of their business to accommodate the public improvement components of the Master Plan.			Waterman, Mayor	2011-2013	Incomplete

Strategic Plan Implementation Matrix

Goal	Objective	Action Step	Who	When	Status	
GOAL 3: Support and promote economic development in our community that seeks to revitalize our downtown and enhance our quality of life.	Objective 2: Initiate and support the redevelopment of the downtown area.	a. Work with local/regional developer(s), architects, and key stakeholders to create an attainable redevelopment plan for the downtown area.	Waterman, Mayor	2011-2013	Incomplete	
		b. Examine development costs and various models for funding of capital improvements in the downtown area.	Waterman, Mayor	2011-2013	Incomplete	
		c. Evaluate the construction of the City Square feature of the Master Plan in coordination with key stakeholders.	Waterman, Stakeholders	2012-2013	Incomplete	
		d. Facilitate improvement of existing business space and/or the relocation of existing and future business owners.	Waterman, Fare	2012-2013	Incomplete	
		e. Develop and implement a marketing plan for downtown Hudsonville that seeks to attract quality retail and eating establishments	Fare	2012-2014	Incomplete	
	Objective 3: Determine a course of action for the "triangle property" owned by the DDA.	a. Continue to support efforts to develop a Dr. Seuss-themed children's learning center and sculpture park.	City Commission, DDA	Ongoing	N/A	
		b. Determine an alternative development plan for the property in the event that the Dr. Seuss Park does not come to fruition.	Waterman, Strikwerda, City Commission	2012-2013	Incomplete	
	Objective 4: Promote the retention and expansion of businesses within the community.	a. Continue to communicate with Spartan Stores about opportunities for expansion.	Strikwerda	Ongoing	N/A	
		b. Keep apprised of outside development that could threaten Hudsonville businesses.	Strikwerda, Waterman	Ongoing	N/A	
		c. Coordinate with the Chamber of Commerce's Ambassador Program on business retention efforts..	Fare	Ongoing	N/A	
	GOAL 4: Establish strong partnerships within our community, with our neighbors, and with other governmental agencies to promote shared essential services and resources.	Objective 1: Regularly communicate with the community about current developments and issues facing the City.	a. Upgrade city website to a more interactive, useable format.	Fare, Hicks	2011-2013	Incomplete
			b. Continue to utilize social media as an alternative communication tool.	Fare, Hicks	Ongoing	N/A
c. Continue to improve quarterly newsletter with interesting and relevant topics.			Waterman, Fare, Hicks	Ongoing	N/A	
d. Meet regularly with residents and business owners to improve communications and enhance transparency in government.			Waterman, Fare, Mayor	Ongoing	N/A	
e. Take steps to close the informational "disconnect" between our resident's high level of satisfaction with public services and their unwillingness to pay for them.			Waterman, Fare	2011-2013	Incomplete	
Objective 2: Proactively seek out and collaborate with other governmental agencies and organizations to provide essential services in the most efficient manner.		a. Continue to develop partnership with Hudsonville Area Chamber of Commerce	Waterman, Fare	Ongoing	N/A	
		b. Analyze alternatives for a shared Fire Authority.	Mohr	2011-2013	Incomplete	
		c. Analyze alternatives for shared public transportation service in the region.	Mayor, Waterman	2011-2013	Incomplete	
		d. Analyze alternatives for a shared Senior Center/Community Center.	Waterman	2011-2013	Incomplete	

