

2022-2027 STRATEGIC PLAN

Adopted February 8, 2022



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Key

CA - City Attorney

CM – City Manager

DS – DPW Superintendent

 ${\sf ED-Economic\ Development\ Director}$

EM – Emergency Management Director

F&V - Fleis & VandenBrink

FC - Fire Chief

FD - Finance Director

FM - Facilities Manager

HR – Human Resources Director

LD – Library Director

MDOT – Michigan Department of Transportation

MEDC – Michigan Economic development Corporation

OCWR – Ottawa County Water Resources

PZ – Planning & Zoning Director

SS – Sheriff Sergeant





Hudsonville City Commission



Pictured left to right: Commissioner David Nyitray, Commissioner Toben DeVree, Mayor Mark Northrup, Mayor Pro Tem Phil Leerar, Commissioner Larry Brandsen, Commissioner Jack Groot, Commissioner Dan Bolhuis

Senior Leadership Team

Patrick Waterman, City Manager
Jill Gruppen, City Clerk
Lauren Foley, Economic Development Director
Dave Dahl, Emergency Services Director
Mike Kloosterhouse, Facilities Director
Keyla Garcia, Finance Director
Dick Mohr, Fire Chief
Melissa Huisman, Library Director

Dan Strikwerda, Planning/Zoning Director

Bob Miller, Public Works Superintendent

Jeff Steigenga, Sergeant of the Ottawa County Sheriff's Department

Facilitator

Dr. Lewis Bender





City Mission Statement

To grow a Distinctive, Livable, Vibrant, and Connected city offering excellent services and amenities.

A Note from the Mayor

Dear City of Hudsonville Employees:

This strategic plan sets the City of Hudsonville's direction and priorities for the next five years. The plan's mission, focus areas, key objectives and tasks were carefully chosen and developed to help guide employees as you serve Hudsonville's residents, visitors and businesses.

The City Commission, with input from the Senior Leadership Team, have prioritized three Key Focus Areas, twenty-two Key Objectives, and dozens of annual Tasks to accomplish over the next five years. It is noted that there are hundreds of critical day-to-day priorities that are *not* included in this plan. It is assumed that these areas will continue to be capably attended to by each of you.

As a city employee, you have the power to bring positive and lasting change in our community. Although each of you may



have a unique and distinctive role to play, you are *all* vitally important to the city's overall outcomes and successes. Whether you are repairing our infrastructure, protecting our neighborhoods, maintaining our facilities, taking minutes at meetings, or serving the public, no one person's job is more or less important than another's.

This document will ensure all of us are working toward the same shared goals and outcomes. Thank you for your dedicated service and commitment to the Good People of Hudsonville. You truly are what makes this such an outstanding place to live, work and play!





Strategic Plan Retreat Executive Summary

The City Commission and Senior Leadership Team met for a facilitated, off-site planning retreat on Saturday, December 11, 2021. The purpose of the retreat was to engage city leadership in:

- Reviewing progress of the 2018-2022 strategic plan.
- Discussing the internal strengths and weaknesses of the city's operations and the external opportunities and challenges that could impact the city.
- Considering a variety of issues currently impacting the City of Hudsonville and to openly brainstorm critical questions to be answered that would help guide solutions.
- Identifying key focus areas that will provide clear direction and guidance for city staff over the next 5 years, and to prioritize tasks that are to be accomplished within the first year.
- Discussing and evaluating the relevancy of the city's current Mission Statement.



Hudsonville strategic plan retreat at Grand Ravines Lodge - December 11, 2021





Throughout the day, the City Commissioners discussed a variety of topics that included concerns with traffic and circulation, growth and development, infrastructure, and the provision of city services.

Generated out of these discussions was a list of shared vision statements that the City Commissioners hoped to see accomplished over the next 5 years. Specifically, the Commissioners stated that by the year 2027, residents and visitors to the City of Hudsonville will see the following:

- A well-connected non-motorized pathway system throughout the city with safe, north-south connectivity (i.e. across Chicago Dr.)
- An operational West Michigan Express transit system running through the city
- The Village Green has been constructed
- Plans for a new community center/library have been vetted and if feasible, a new facility has been constructed on the Village Green as a major downtown anchor
- Plans for improving the 32nd Ave. gateway corridor plans have been created
- The DDA-owned "triangle property" (and adjacent Muffler Man property) have been redeveloped
- The DDA-owned 32nd Ave./Prospect St. property has been redeveloped
- The city-owned farmer's Co-Op property has been redeveloped
- High speed fiber internet service is readily available throughout the city
- All storm water management infrastructure in the city are maintained and functional
- Community events put on by the city and chamber are held year-round
- A thriving downtown offering a variety of restaurants and retail options (e.g. ice cream shop, butcher shop, wine and cheese, bourbon and cigars, seafood, bakery, high-end clothing, sports store, etc.)
- 32nd Ave. has been redesigned and beautified to include three lanes (north of Barry/Allen), new lighting, landscaping, etc.
- The concept of creating a regional fire authority with adjacent communities has been explored/vetted/implemented
- A single waste/recycling hauler operating in the city serving all non-commercial properties
- A new pavilion structure at the Hudsonville Nature Center
- Highland Dr. extension to Van Buren St. has been constructed
- Electric vehicle charging stations have been installed in appropriate locations in the city
- Sidewalks throughout the city are well maintained
- A new interchange at I-196 and 48th Ave. is supported and being planned.





The shared vision statements previously listed were translated into three, key focus areas, each having actionable objectives and tasks. The three key focus areas of this strategic plan are:

Key Focus Areas



Making Hudsonville a Destination



Improving Infrastructure and City Services



Addressing Traffic and Circulation Concerns





Ever since the construction and subsequent widening of M-121 (Chicago Drive) in the mid-20th century, the city of Hudsonville has largely been viewed as a "pass through" bedroom community. Hudsonville has suffered from the lack of a traditional downtown, one that offers vibrant gathering spaces and shopping/dining/entertainment opportunities for residents and visitors. As such, Hudsonville has not been considered as a destination community, but rather a small town that you pass through on the way to Grand Rapids or the lakeshore.

However recent efforts by the city to build new urban spaces and amenities for the community have begun to change the landscape and create a true sense of place in our downtown. These investments have also stimulated private interest and investments bringing new restaurants, retail stores and residential units which are creating a buzz about Hudsonville.

The City Commission seeks to build on these recent successes by continuing to invest in desirable community programs, facilities, and gathering spaces, and recruit exciting new private development projects, all of which will help attract new residents and visitors and make Hudsonville a true destination community.

Key Objectives

1. Build the Village Green (Owner: CM)

- Year 1 Tasks
 - Complete Plaza/Central street realignment project (Lead: CM Assist: DS, F&V)
 - Contact and make an effort to negotiate terms to purchase the necessary properties for the Village Green. (Lead: CM Assist: ED)
 - If property cannot be purchased through goodfaith negotiation efforts, seek other means of acquiring property. (Lead: CM Assist: CA)



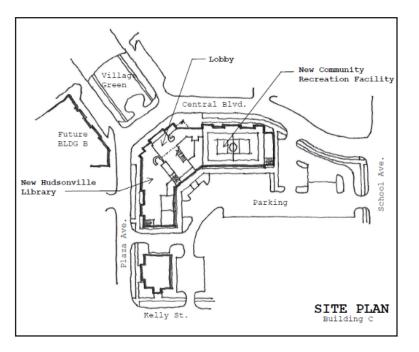
- Year 2 Tasks (assumes all necessary property has been acquired by city)
 - o Demolish all structures and complete any necessary environmental mitigation. (Lead: ED, Assist PZ)
 - o Retain a landscape design/engineering firm to prepare a site design plan for the Village Green (Lead: CM, Assist PZ, ED, DS)
 - o Apply for MDNR Trust Fund Development grant (and other applicable grants) that can be used towards construction costs. (Lead: ED, Assist PZ)
 - o Launch community fundraising campaign for Village Green (Lead: ED)
 - o Allocate or plan to remaining necessary funding through use of fund reserves, or, if necessary, borrowing. (Lead: FD, Assist: CM)



- Year 3 Tasks (assumes all necessary project funding is in place)
 - o Have F&V solicit construction bids for the project during winter months (Lead: CM, Assist: DS)
 - o Construct Village Green the following summer/fall (Lead DS, Assist, CM)
 - o Make plans to shift appropriate community event programming to Village Green the following year. (Lead ED, Assist CM)
- Year 4 Tasks Previous tasks to carry over if incomplete.
- Year 5 Tasks Previous tasks to carry over if incomplete.

2. Determine feasibility and if possible, construct a new Community Center/ Library on the Village Green as a major downtown anchor. (Owner: LD)

- Year 1 Tasks
 - Establish an ad-hoc committee to discuss, design, plan, assess feasibility, and fundraise for new Community Center/Library. (Lead LD, Assist CM)
 - Survey the community on the idea of a new community center/library and their willingness to contribute financially through a millage increase. (Lead: CM Assist: Consultant)
 - o Contact select neighboring communities to determine interest level in partnering on a regional model for the facility. (Lead: LD, Assist CM)
 - Based on outcomes of these tasks, committee to determine tasks for years 2-5 (Lead LD, Assist CM)
- Year 2 Tasks TBD
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD





3. Redevelop the DDA-owned triangle property (Owner: ED)

- Year 1 Tasks
 - o Seek opportunities to coordinate the redevelopment of triangle property with the co-op property. (Lead CM Assist: ED, PZ)
 - Create and distribute a Request for Interest document to area developers. (Lead: ED, Assist: PZ, CM)
 - o If public/private partnership can be established, enter into purchase and development agreement that includes benchmarks and timeframes. (Lead: ED Assist: CM, PZ)
- Year 2 Tasks (assumes purchase and development agreement is in place)
 - Facilitate approval and construction process with developer.
 (Lead: PZ Assist: CM, ED)
- Year 3 Tasks Previous tasks to carry over if incomplete.
- Year 4 Tasks Previous tasks to carry over if incomplete.
- Year 5 Tasks Previous tasks to carry over if incomplete.



- Year 1 Tasks
 - Seek opportunities to purchase/control last remaining privately-held property on 32nd Ave. (Lead: CM Assist: ED)
 - o Create and distribute a Request for Interest document to area developers. (Lead: ED Assist: CM, PZ)
 - If public/private partnership can be established, enter into purchase and development agreement that includes benchmarks and timeframes. (Lead: ED Assist: CM)
- Year 2 Tasks (assumes purchase and development agreement is in place)
 - o Facilitate approval and construction process with developer. (Lead: PZ Assist: CM, ED)
- Year 3 Tasks Previous tasks to carry over if incomplete.
- Year 4 Tasks Previous tasks to carry over if incomplete.
- Year 5 Tasks Previous tasks to carry over if incomplete.

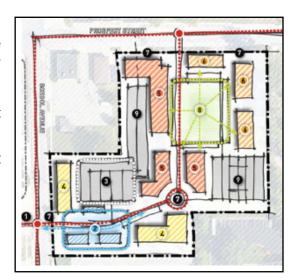






5. Redevelop the city-owned Farmer's Co-Op property (Owner: CM)

- Year 1 Tasks
 - If public/private partnership can be established, enter into purchase and development agreement that includes benchmarks and timeframes. (Lead: CM, Assist: ED)
- Year 2 Tasks (assumes purchase and development agreement is in place)
 - o Facilitate approval and construction process with developer. (Lead: PZ Assist: CM)
- Year 3 Tasks Previous tasks to carry over if incomplete.
- Year 4 Tasks Previous tasks to carry over if incomplete.
- Year 5 Tasks Previous tasks to carry over if incomplete.



6. Build a thriving downtown offering a variety of restaurants and retail options (e.g. ice cream shop, butcher shop, wine and cheese, bourbon and cigars, seafood, bakery, high-end clothing, sports store, etc.) (Owner: ED)

Year 1 Tasks

- Grow existing or establish new business relationships seeking out opportunities to recruit select new businesses to Hudsonville (Lead: ED)
- Prepare purchase and development agreement for "Bob
 Jeff's" property. (Lead ED, Assist: CA, CM)
- o Facilitate approval and construction process with developer of "Bob & Jeff's" property. (Lead: PZ Assist: CM, ED)
- Meet with MEDC to convey vision for downtown area and need for MEDC funding assistance. (Lead: ED Assist: CM)



Year 2 Tasks

- o Grow existing or establish new business relationships seeking out opportunities to recruit select new businesses to Hudsonville (Lead: ED)
- o Make contact with four remaining owners abutting future Village Green to determine their short/long range plans for property and explore opportunities and options for purchase/redevelopment. (Lead: ED Assist: CM)



Year 3 Tasks

o Grow existing or establish new business relationships seeking out opportunities to recruit desirable new businesses to Hudsonville (Lead: ED)

Year 4 Tasks

o Grow existing or establish new business relationships seeking out opportunities to recruit desirable new businesses to Hudsonville (Lead: ED)

Year 5 Tasks

o Grow existing or establish new business relationships seeking out opportunities to recruit desirable new businesses to Hudsonville (Lead: ED)

7. Hold community events year-round (Owner: ED)

Year 1 Tasks

- Identify gaps (if any) in need for 1st quarter (or other) community events as well as the City's capacity to add them.
 (Lead: ED)
- o Based on outcome of this tasks, determine tasks for years 2-5 (Lead ED, Assist CM)
- Year 2 Tasks TBD
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD

8. Enhance and beautify the 32nd Avenue corridor (Owner: PZ)

- Year 1 Tasks N/A
- Year 2 Tasks
 - Work with consultant to prepare 32nd Ave. streetscape plan (Lead: PZ Assist CM)
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD





9. Add amenities at the Hudsonville Nature Center (e.g. pavilion, restrooms, interpretive center) (Owner DS)

Year 1 Tasks

- Establish an ad-hoc committee to discuss, design, plan, assess feasibility, and determine funding needs for new Hudsonville Nature Center improvement projects. (Lead: DS, Assist PZ, FM, CM)
- Survey the community on the idea of a new Nature Center interpretive center and their willingness to contribute financially through a millage increase. (Lead: DS Assist: Consultant)
- Based on outcomes of these tasks, committee to determine tasks for years 2-5 (Lead DS Assist: PZ, FM, CM)
- Year 2 Tasks TBD
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD



10. Install a uniformly-branded wayfinding signage system in the city (Owner PZ)

- Year 1 Tasks
 - o Create new wayfinding sign design and location plan for popular destinations in the city (Lead: PZ, Assist CM, ED)
 - o Obtain appropriate approvals/permits from MDOT (Lead: PZ Assist: F&V)
- Year 2 Tasks
 - Obtain quotes/bids for wayfinding sign fabrication and installation (Lead: PZ, Assist CM)
 - o Install new wayfinding signs
 - o Identify and remove existing outdated wayfinding signs in the city (Lead: DS Assist: SS)
- Year 3 Tasks Previous tasks to carry over if incomplete.
- Year 4 Tasks N/A
- Year 5 Tasks N/A







The City of Hudsonville has a longstanding reputation of providing exceptional public services and well-maintained infrastructure systems. The City Commission recognizes that providing high quality public services and well-maintained infrastructure amenities builds community wealth, helps attract new outside development, and perhaps most importantly, brings value to our residents and taxpayers. As such, the city's continuous improvement in this area is of upmost importance.

The City Commission discussed numerous objectives in this focus area that they would like to see addressed over the next five years.

Key Objectives

1. Provide a single waste hauler collection program for city residents (Owner: CM)

Year 1 Tasks

- Arrange a meeting with area waste haulers to discuss city's desire to move to a single waste hauler program for city residents and solicit their input in the process (Lead: CM)
- Create and author an educational narrative about the single waste hauler program and disseminate it through various communication outlets (e.g. newsletter articles, water bills, social media, etc.) (Lead: CM, Assist: ED, DS)

Year 2 Tasks

- Draft and adopt a new ordinance that provides for single waste hauler services in the city (Lead: PZ Assist: CM, CA)
- Prepare and distribute an RFP for contracted waste and recycling services for all non-commercial residents. (Lead: CM Assist: CA)
- o Award multi-year contract and began preparations for rolling out program
- Year 3 Tasks Previous tasks to carry over if incomplete.
- Year 4 Tasks N/A
- Year 5 Tasks N/A



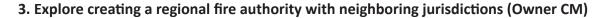


2. Identify and eliminate orphan drains in the city (Owner: DS)

- Year 1 Tasks
 - o Complete improvements on two newly-established drainage districts (Lead: DS)
- Year 2 Tasks
 - Identify and inspect remaining orphan drains in the city (Lead: DS)
 - Work with OCWRC to plan for creation of new drainage districts
 - Based on outcomes of these tasks, determine tasks for years
 3-5 (Lead DS)



- Year 4 Tasks TBD
- Year 5 Tasks TBD



- Year 1 Tasks N/A
- Year 2 Tasks
 - o Reach out to neighboring jurisdictions to see if there is interest in exploring the idea of creating a RFA. (Lead: CM Assist: FC)
 - If sufficient interest exists, establish an ad-hoc committee to determine tasks and priorities to move initiative forward. (Lead: CM Assist: FC)
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD





4. Install electric vehicle charging stations where needed (Owner PZ)

- Year 1 Tasks
 - o Explore possible locations for charging stations and encourage businesses to designate spots. (Lead: PZ, Assist DS, FM)
 - o Assess infrastructure needs for vehicle charging (Lead: PZ Assist: DS, FM)
- Year 2 Tasks TBD
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD



5. Develop a policy or plan for ensuring that all new and existing developments in the city have emergency preparedness plans in place (Owner EM)

- Year 1 Tasks
 - Review current state and local codes to determine what provisions are in place already and identify areas where new local codes could be established. (Lead EM Assist, PZ, FC)
 - If warranted, work with Ordinance Review Committee to establish new regulatory or zoning requirements for emergency preparedness accommodations in new/existing developments.
 (Lead EM Assist, PZ)
- Year 2 Tasks N/A
- Year 3 Tasks N/A
- Year 4 Tasks N/A
- Year 5 Tasks N/A





6. Develop a sidewalk asset management plan that ensures all city sidewalks are well-maintained (Owner: DS)

- Year 1 Tasks
 - o Amend street asset management plan to include provisions for annual sidewalk inspection and maintenance program (Lead: DS)
- Year 2 Tasks TBD
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD



7. Provide or ensure the provision of high-speed fiber internet service throughout the City (Owner: TBD)

- Year 1 Tasks TBD
- Year 2 Tasks TBD
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD







Hudsonville is one of the fastest growing areas in the state thanks in large part to its convenient location between Holland and Grand Rapids, and the exceptional reputation of the public and private schools in the area. The vast majority of this growth is occurring in the neighboring townships where the continuation of urban sprawl and construction of new subdivisions is adding thousands of new residents each year.

Unfortunately this rapid, seemingly uncontrolled growth has led to a dramatic increase in traffic volumes in the city, much of which funnels north and south on 32nd Ave, or east and west on Chicago Drive. The increasing traffic is having a detrimental effect on the city's street network causing congestion and backups, an increased number of accidents, and excessive wear and tear on our streets. These detriments have a direct cost to city tax payers in the form of more frequent street repair and maintenance, the need for more or modified traffic signals, increased emergency response to accidents, the need for traffic studies by outside consultants, and the need for costly street design modifications.

To help mitigate these and other concerns, the City Commission has established the following objectives that they would like to see accomplished over the next five years.

Key Objectives

1. Complete Barry/Allen road realignment and 32nd Ave. road diet (Owner DS)

• Year 1

- Finalize Barry/Allen road design plans, acquire necessary right-of-way, and send out bid package for road realignment project (Lead: DS, Assist: F&V)
- o Complete 32nd Ave. striping plan and obtain quotes for resurfacing/patching work (Lead: DS, Assist: F&V)
- Resurface and restripe 32nd Ave. from north Balsam Dr. bridge to Barry St. Patch other areas as needed. (Lead: DS, Assist: F&V, PZ, CM)

m Dr. d: DS,

Year 2 Tasks

- Award realignment contract and complete construction of project (Lead: DS, Assist: F&V)
- Year 3 Tasks Previous tasks to carry over if incomplete.
- Year 4 Tasks N/A
- Year 5 Tasks N/A



2. Build the Highland Drive road extension from New Holland St. to Van Buren St. (Owner: PZ)

Year 1 Tasks

- Arrange a meeting with Senator Victory/Representative Slagh to express need for the project and request one time state funding for the project (Lead: CM Assist: PZ)
- o Require the development of all corridor properties to include Highland Dr. extension as a condition of approval. (Lead PZ)
- Amend master plan and zoning ordinance to allow for higher density development within corridor properties to offset development costs of road extension (Lead: PZ)



- Year 2 Tasks (Assumes road segments not constructed by private developer)
 - o Identify and acquire necessary road right-of-way through corridor properties (Lead: PZ Assist: CA, F&V)
 - o If funding becomes available, prepared engineered drawings and bid packages at the appropriate time (Lead DS: Assist: F&V, PZ)
- Year 3 Tasks (Assumes previous tasks are completed)
 - o Award contract and begin construction on Highland Dr. extension.
- Year 4 Tasks Previous tasks to carry over if incomplete.
- Year 5 Tasks Previous tasks to carry over if incomplete.

3. Further Develop North-South Non-Motorized Pathway System (i.e. Buttermilk Trail) (Owner: PZ)

Year 1 Tasks

o Complete construction of trail section through Buttermilk Creek Park and Hudsonville school property (Lead: DS Assist: F&V, PZ)

Year 2 Tasks

- o Identify and acquire necessary easement for trail between Highland Dr. and New Holland St. (Lead: PZ Assist: CA, F&V, CM)
- Seek/apply for project grant funding through GVMC, MDOT, or MDEQ (Lead: PZ Assist: ED)

Year 3 Tasks

o If funding becomes available, prepare engineered drawings and bid packages at the appropriate time (Lead DS: Assist: F&V, PZ)

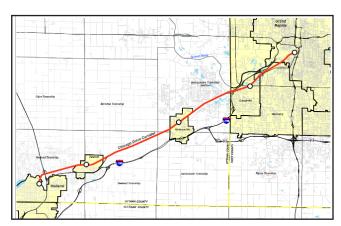




- Year 4 Tasks (Assumes previous tasks are completed)
 - o Award contract and begin construction of pathway. (Lead: DS Assist: F&V, PZ)
- Year 5 Tasks
 - o Finalize construction of pathway (Lead: DS Assist: F&V, PZ)

4. Establish a mass transportation system that provides regional connectivity with neighboring jurisdictions. (Owner: CM)

- Year 1 Tasks
 - o Arrange a joint meeting with The Rapid to discuss WMX initiative and determine best course of action. (Lead: CM)
- Year 2 Tasks TBD
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD



5. Explore opportunities to construct pedestrian tunnel under M-121 (Owner: PZ)

- Year 1 Tasks
 - Arrange a joint meeting with state reps and MDOT to discuss city's long range desire to construct a grade-separated crossing. (Lead: CM)
- Year 2 Tasks TBD
- Year 3 Tasks TBD
- Year 4 Tasks TBD
- Year 5 Tasks TBD





RESOLUTION NO. 22-1739

A resolution to adopt the City of Hudsonville Strategic Plan for years 2022-2027

Commissioner Leerar, supported by Commissioner Brandsen, moved the adoption of the following resolution:

WHEREAS, a Strategic Plan consisting of the Mission and goals of the City is necessary to establish priorities, guide the budget process and ensure that the City Commission clearly communicates its priorities to city staff and the public; and

WHEREAS, on December 11, 2021, the City Commission and Senior Leadership Team conducted a strategic planning retreat to determine the prioritized focus areas, key objectives and tasks assigned to city employees; and

WHEREAS, the City Commission has identified three primary focus areas to pursue over the course of the next five years. These include:

- 1. Making Hudsonville a Destination,
- 2. Improving Infrastructure and City Services,
- 3. Addressing Traffic and Circulation Concerns; and

WHEREAS, the City Commission has found this Strategic Plan's Mission Statement to be consistent with the overall vision and direction of the City; and

WHEREAS, this Strategic Plan must be regularly evaluated and adopted to respond to the needs and desires of the community; and

NOW, THEREFORE, BE IT RESOLVED, that the City Commission of Hudsonville does hereby adopt the City of Hudsonville Strategic Plan for years 2022-2027.

YEAS:	Commissioners Leerar, Brandsen, Bolhuis, Groot, Nyitray, and Mayor Northrup
NAYS:	None
ABSTAIN:	None
ABSTAIN. ABSENT:	Commissioner DeVree
ADSENT.	Commissioner Device

RESOLUTION DECLARED ADOPTED.

Jill Gruppen, Clerk City of Hudsonville

CERTIFICATION

I hereby certify that the foregoing is a true and complete copy of a Resolution adopted by the City Commission of the City of Hudsonville, Ottawa County, Michigan, at a regular meeting held on February 8, 2022, and that public notice of the meeting was given pursuant to Act 267, Public Acts of Michigan, 1976, as amended.

Dated: February 8, 2022

Jill Gruppen, Clerk

City of Hudsonville