

OTTAWA COUNTY PLANNING & PERFORMANCE IMPROVEMENT

Performance Improvement



Economic Development



Legislative Analysis



Land Use Planning



ANNUAL REPORT
2014/2015





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EXECUTIVE SUMMARY

The Planning and Performance Improvement Department continues to administer and initiate programs which increase economic development in the County and protect and improve quality of life. The Department's strategic planning and outcome-based evaluation efforts also continue to improve organizational performance and maximize the County's use of financial resources. Further, the Department continues to fulfill its statutory obligations as well as develop a proactive and collaborative role in the planning community.

The projects completed this past year indicate that the Department's goals are being achieved and reflect the extent of communication and collaboration (through joint projects and partnerships) that exists between the County, local units of government, and other organizations.

A few of the highlights from 2014/2015 are as follows:

- Saved over **\$14.4 million** (cumulative) as a result of evaluation recommendations that modified, privatized, or discontinued ineffective County programs and services
- Verified the cost-effectiveness of **\$42.8 million** (cumulative) in County programming and services
- The **Countywide Wireless Tower Network** facilitated by the Department has resulted in **\$373,000** in gross revenue to date and will reach at least **\$1.7 million** by 2029
- Completed or initiated **Cost Analyses, Program Evaluations, or Strategic Planning** for e-Ticket System, Sentenced Work Abatement Program, Sheriff's Senior Volunteer Program, Tax Increment Financing, Indigent Defense, and Community Mental Health, GIS, and 3-Legged Stool
- Completed a Tax Capture Analysis for the **Holland SmartZone**
- Issued over \$260,000 in **EPA Brownfield Assessment Program** funds to projects throughout the County that will redevelop Brownfield sites
- Completed the formation of the **Great Lakes Ag-Tech Business Incubator** as a private/public sector non-profit corporation and successfully raised over \$650,000 in contributions from private and public sponsors to operate the Incubator for three years.
- Nearly **\$1 million** has been secured to construct Phase I of the **Spoonville Trail**, as well as having the non-motorized bridge dedicated as a memorial to **Sgt. Henry E. Plant**
- Commenced Phase II of the countywide **Comprehensive Water Resource Study**
- Completed an agreement to preserve the first farm in Ottawa County under the **Farmland Preservation Program**
- Received our first installment payment from the State of Michigan for over **\$1.8 million** in reimbursements that were negotiated to be paid to the County for incurred costs under the **Remonumentation Program**
- Ottawa County arranged to transfer four permanent **Continuously Operating Reference Stations (CORS)** to MDOT resulting in a cost savings of \$636,000 over the next 25 years
- A representative of the Department was appointed to the **Office of the Great Lakes Water Strategy Roundtable**

The Planning and Performance Improvement Department staff has been involved in many other planning and performance improvement initiatives which are discussed in greater detail in this report. Overall, 2014/2015 was a productive year for the Planning and Performance Improvement Department, and it is our expectation that 2015/2016 will produce similar results.

DEPARTMENT OVERVIEW

The Planning and Performance Improvement Department staff is comprised of 9 permanent positions (**Attachment A**). The Department initiates programs to strengthen businesses and increase jobs in the County as well as to improve quality-of-life for residents. In addition, the Department is responsible for conducting outcome-based evaluations of County programs and services to improve organizational performance and to maximize the use of financial resources. It also performs legislative analysis to ensure the County is not negatively impacted by proposed State legislation. The statistical data that is compiled and research that is conducted by the Department is used by County departments, local communities, and local agencies to bolster applications for grant funding, enhance bond ratings, recruit prospective businesses to the county, and enhance market opportunities for existing local businesses. The Planning and Performance Improvement Department also provides oversight to the County Remonumentation Plan for public survey corners.

PLANNING COMMISSION OVERVIEW

A County Planning Commission (**Attachment B1**) was created pursuant to MCL 125.101 et seq. (Act 282 of 1945, as amended) through an ordinance passed by the Ottawa County Board of Commissioners on August 8, 1989. The ordinance authorizes the Planning Commission to establish Rules and Bylaws to govern its operations. In addition to the ordinance, the County Board approved a list of duties for the Planning Commission that is outlined in a document titled "Summary of Duties" (**Attachment B2**).

County Planning Commissions are directed by state statute to establish county development plans that promote the health, safety, morals, order, convenience, prosperity, and general welfare of county residents. Further, County Planning Commissions are given the authority to conduct studies, investigations, and surveys related to the economic, social, environmental, and physical development of the County.

The Board of Commissioners, as authorized by the previously mentioned statute, has also designated the County Planning Commission as a Metropolitan County Planning Commission. This designation permits the Planning Commission to encourage intergovernmental coordination on all related state and local planning activities and to serve as a liaison to local, regional, and state planning organizations.

The Planning Commission is also responsible for fulfilling the requirements of three additional statutory mandates: the first is to review applications by farmers to include or remove their Ottawa County farmland from the State of Michigan's PA 116 Program (Act 451 of 1994 - Farmland and Open Space Preservation Act, as amended); the second is to review township zoning amendments (Act 110 of 2006 - Michigan Zoning Enabling Act); and the third is to review and provide a statement as to whether township or municipal master plans are consistent with the County Plan and any adjoining city, village, township, or regional master plans (Act 33 of 2008 - Michigan Planning Enabling Act).

GOALS

GOAL ONE: Improve organizational performance and maximize the County's use of financial resources

GOAL TWO: Strengthen businesses and develop/retain jobs in Ottawa County

GOAL THREE: Protect and improve quality of life in Ottawa County

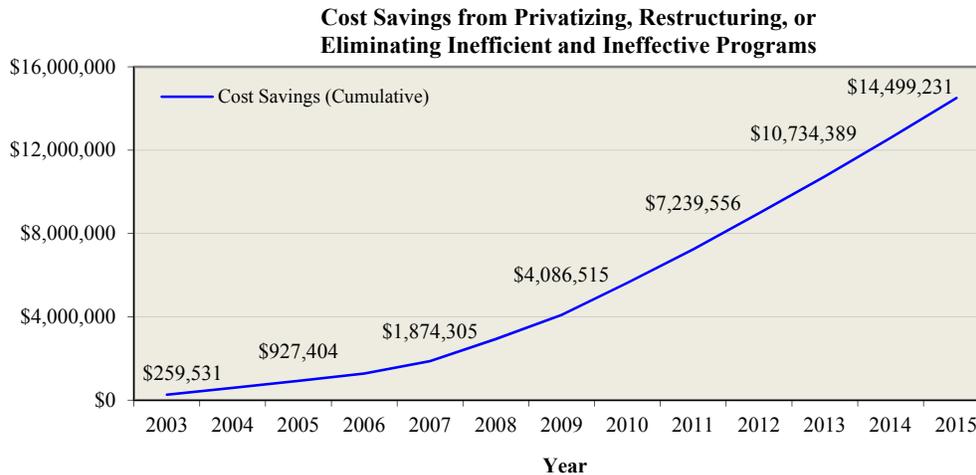
GOAL FOUR: Ensure that proposed legislation that would negatively impact the County is defeated or, conversely, lobby to ensure that proposed legislation that would positively impact the County is passed

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GOAL ONE: Improve organizational performance and maximize the County’s use of financial resources

Accomplishment One: Performance Improvement

The Planning and Performance Improvement Department continues its effort to improve organizational performance and maximize the County’s use of financial resources. Since 2003, outcome-based evaluations completed by the Department have saved over **\$14.4 million** as a result of recommendations that modified, privatized, or discontinued ineffective programs and services. In addition, **\$42.8 million** in programming and services has been verified as cost-effective through the evaluation process.



A summary of the strategic planning, program evaluation, and cost analysis efforts that have occurred over the last year is as follows:

A. Strategic Planning

Strategic planning is a collaborative process that occurs between the Planning and Performance Improvement Department and program administrators, department officials, and agency representatives. This activity defines target populations that receive program/departmental services, goals and objectives that clearly articulate desired program outcomes, the actions that will be undertaken to accomplish the goals, and output and outcome-based performance measures. Completed Strategic Plans provide the structure for conducting evaluations that measure performance and cost-effectiveness.

The following strategic plans were completed and/or initiated in 2014/2015:

- **Ottawa County Geographic Information System:** The Planning and Performance Improvement Department is assisting the Ottawa County Geographic Information System (GIS) Department with preparing a Long-Range Strategic Plan. To complete the Plan, the Planning and Performance Improvement Department will assess the GIS Department’s current environment (i.e. technology, products, services, customers, pricing). This will involve conducting a Needs Assessment to determine the types of products and services that existing and potential customers need and/or want as it relates to GIS mapping. A Customer Satisfaction Survey will also be conducted. As part of the Plan, the Planning and Performance Improvement Department will be preparing a cost-benefit analysis to determine whether the implementation of any new GIS mapping capabilities – based on customer needs/wants – can result in a positive return-on-investment. The GIS Long-Range Plan is expected to be complete by the end of 2015.
- **3-Legged Stool:** The Planning and Performance Improvement Department, in conjunction with County Administration and the Human Resources Department, developed the methodology to

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conduct a qualitative study that would determine if the Kolbe, DiSC, and EQ-I (i.e. empathy) tests are valuable for use in the County's hiring process. The tests, collectively referred to by County Administration as the 3-Legged Stool, are intended to be used to identify quality, long-term employees. The study methodology involves a survey of hiring managers to determine the usefulness/effectiveness of the tools in filling open job positions. The Study is expected to commence within the next year.

B. Program Evaluations and Cost Analyses

The following program evaluations and cost analyses were completed and/or initiated in 2014/2015:

- **e-Ticket System:** In 2013, the Planning and Performance Improvement Department completed an initial Time-Study and Cost-Benefit analysis of an electronic traffic ticketing system (i.e. e-Ticket). An e-Ticket system is designed to increase efficiency, reduce cost, and improve the safety of Road Patrol Officers. The results of the analyses revealed that the County could achieve a positive return-on-investment in the system in 10 years because of projected reductions in material usage associated with processing traffic tickets electronically, and an anticipated reduction in staff (through attrition) of a part-time clerk position in the District Court. The Sheriff's Office began using the e-Ticket system in their patrol cars in January 2014.

In order to verify the actual labor efficiencies achieved in the District Court from processing traffic tickets electronically, a follow-up Time Study will be conducted by the Planning and Performance Improvement Department. The study is expected to commence within the next year.

- **Sentenced Work Abatement Program:** The Planning and Performance Improvement Department is in the process of preparing an Evaluation of the Sheriff's Office Sentenced Work Abatement Program (SWAP). The Evaluation will include a 10-year trend analysis of the number of SWAP service hours provided to participating agencies and local units of government as well as a cost analysis to determine if the net county cost to keep SWAP operational falls within the County Board's \$20,000 threshold. The Evaluation will also include an assessment of whether any opportunity(s) exists for the program to be expanded in order to increase the number of service hours that can be provided to participating agencies.
- **Sheriff's Senior Volunteer Program:** The Planning and Performance Improvement Department continues to provide the Sheriff's Office with quarterly program statistics for its Senior Volunteer Program. The program statistics include the number of hours spent on each volunteer activity, the number of miles traveled to complete each activity, the number of hours of volunteer service provided by each Senior Volunteer, and other ancillary program statistics such as the number of handicapped parking violations discovered. The data to compile the quarterly statistics are obtained from Daily Time/Activity Tracking Forms completed by the Senior Volunteers.
- **Holland SmartZone:** In September 2014, the Planning and Performance Improvement Department prepared a 15-year tax capture analysis for the Holland SmartZone. To begin the analysis, the Planning and Performance Improvement Department created GIS maps for three potential SmartZone boundaries. For each SmartZone boundary, the Planning and Performance Improvement Department calculated the estimated increase in tax revenue over 15 years if the current growth rate was maintained (i.e. no SmartZone). The Department also calculated the amount of tax revenue that the SmartZone will capture over 15 years based on four growth rate scenarios, including an additional 1%, 2%, 3%, and 4% growth above the current growth rate.

The tax capture analysis provided County Administration, Holland City leaders, and Holland Township leaders with a projection of the amount of tax revenue that each taxing jurisdiction will

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lose over 15 years if the SmartZone is created. The analysis also provided a summary of the amount of tax revenue that will be captured over 15 years.

- **Tax Increment Financing:** The Planning and Performance Improvement Department is in the process of preparing a report about Tax Increment Financing (TIF). TIF is a method of financing the cost of public improvements that promote community development and/or redevelopment projects. Ottawa County has supported the use of TIF in local communities for years, but an evaluation has never been completed to measure the outputs and outcomes of this economic development tool. As a result, County Administration requested this report to explain TIF and determine the impact of Ottawa County's participation in TIF Districts.

During the development of the report, the Planning and Performance Improvement Department identified various issues which will prevent a detailed, informational report from being completed about the effectiveness and impacts of using TIF in Ottawa County. Nevertheless, the report will provide useful information about TIF and how it is used. The report will also include several recommendations regarding data collection, data verification, record keeping, and transparency to ensure that the outcomes of using TIF can be assessed in the future.

- **Indigent Defense:** In March 2015, the Planning and Performance Improvement Department completed an Indigent Defense Cost Report. The report was prepared for the Ottawa County Indigent Defense Committee which consists of judges and staff from the 20th Circuit and 58th District Courts. The Committee is assessing the County's options for providing indigent defense services that will comply with new statewide standards that are being developed.

Currently, indigent defense services in Ottawa County are provided by private independent attorneys who have contracts with the County. Ottawa County judges are responsible for approving which attorneys can provide indigent defense services. The judges are also responsible for assigning cases to the approved attorneys.

The Planning and Performance Improvement Department's report includes a cost analysis of two alternative options for providing indigent defense services in Ottawa County. The first option involves the creation of a new Public Defender Coordinator staff position within the County. This option will allow the County to maintain its current system of contracting with private independent attorneys for indigent defense services, while at the same time creating more separation between the judges and defense counsel. The second option involves the creation of a new Public Defender Office that would be staffed by County employees who would provide all indigent defense services.

The Planning and Performance Improvement Department recommended that the County not select either option until the State has finalized the new standards for providing indigent defense services. This will ensure that the County does not implement changes that are different from the statewide standards. In addition, it reduces the likelihood that the County will implement changes that are not financially reimbursable by the State.

- **Community Mental Health:** Community Mental Health of Ottawa County (CMHOC) has experienced significant declines in their revenue over the last two years as a result of a new regionalization structure for Community Mental Health (CMH) programs throughout the State. CMHOC is currently facing a \$2 million budget shortfall which could potentially grow to an \$8-10 million budget shortfall in the next several years. To help combat this revenue shortfall, the Planning and Performance Improvement Department is assisting CMHOC by developing a Power Point presentation for State legislators. The presentation will cover the history of CMH,

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historical cost and funding sources for CMH services, and financial projections. The goal of the presentation is to encourage a statewide equitable funding formula for CMH regions.

The Planning and Performance Improvement Department is also assisting CMHOC by analyzing the cost implications of CMHOC becoming an Authority. The Cost Analysis will include an assessment of CMHOC's current IT cost as well as the cost of several options that CMHOC can utilize for IT services if they are an Authority.

Accomplishment Two: Performance-Based Budgeting

The Planning and Performance Improvement Department continues to assist Fiscal Services with implementing the County's Performance-Based Budgeting System. In 2011, the Department worked with each County Department to update or revise their annual Performance Outlines. The Outlines, which are incorporated into the County's Annual Budget document, define each department's goals, objectives, and annual performance measures and targets.

During the past year, the Planning and Performance Improvement Department worked with each County Department to collect and verify their annual performance data. In an effort to maximize the use of the annual performance data that is collected by departments for the budgeting process, the Planning and Performance Improvement Department will be working with Fiscal Services over the next couple years to make some potentially significant revisions to the Performance Outlines. The Department will also be working directly with all department heads to review and refine their respective department performance measures, as well as goals, objectives, and target measures of success.

Accomplishment Three: County Dashboards

The Planning and Performance Improvement Department continues to update the County's web-based Performance Dashboards on an annual basis. The County & State Government Dashboard includes Ottawa County and Michigan statistics in highly visual, interactive charts and graphs. The Local Government Dashboard includes Ottawa County statistics in a snapshot format. Both Dashboards provide an overview of key performance indicators for Ottawa County for a wide-range of topics that include: Economic Strength; Health & Education; Value for Government; Fiscal Responsibility; Quality of Life; and Public Safety.

The Department maintains 36 data sets for the County Dashboards. The latest update to the Dashboards show that the County's performance has improved or been maintained at a high level for 26 (72%) of the performance indicators.



Accomplishment Four: Michigan Local Government Benchmarking Consortium

Over the last five years, the Planning and Performance Improvement Department had collected and compiled data from county departments as part of Ottawa County's membership in the Michigan Local Government Benchmarking Consortium (MLGBC). The purpose of the MLGBC is to bring cities, townships, villages, and counties together from all over the state to produce performance measures that can be used for benchmarking.

In 2015, Ottawa County ended its membership in the MLGBC. The decision to end the County's membership in the MLGBC was due to the Consortium's inability to make improvements to their data collection system to ensure the data could be used by its members to make accurate and meaningful benchmark comparisons, especially involving counties, as well as the Consortiums declining membership. Since joining the Consortium in 2010, the number of County governments participating in the MLGBC dropped by 80% from 5 to 1.

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Accomplishment Five: Michigan Association for Evaluation

The Planning and Performance Improvement Department continues to be involved in the Michigan Association for Evaluation (MAE). Paul Sachs, Assistant Director of the Planning and Performance Improvement



Department, serves on the MAE Board of Directors. The MAE, established in 1995, is one of the oldest operating affiliates of the American Association for Evaluation. The MAE has nearly 200 active members throughout Michigan who are devoted to promoting state-of-the-art evaluation, educating the public about the science and use of evaluation, and building evaluation competencies.

Accomplishment Six: Data Book Series

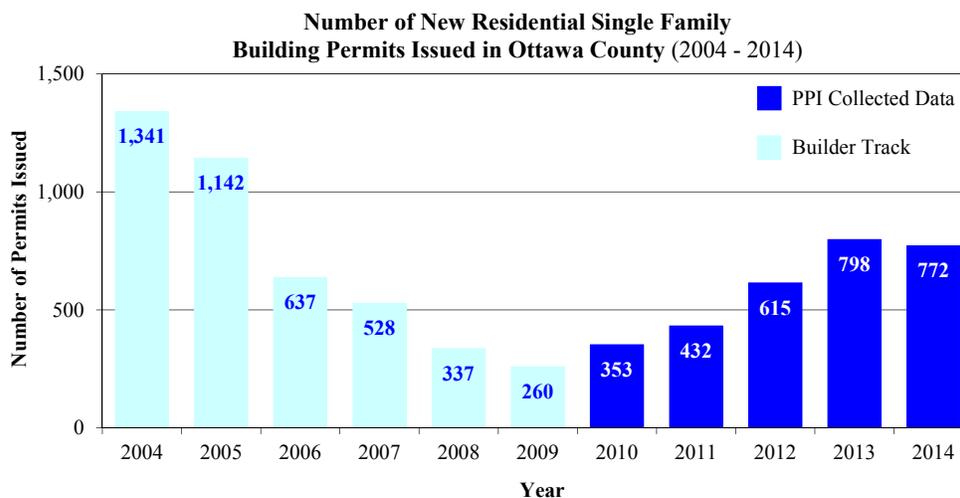
The Planning and Performance Improvement Department is in the process of conducting research for an Economic Data Book. This Data Book will include information from the 2012 Economic Census that will be released over the next year, including the number of business establishments in each industry as well as their revenue, payroll, and number of employees. The Data Book will also include information about Ottawa County's gross domestic product, largest employers, unemployment rates, construction activity, and wages.

Several award-winning Data Books have already been completed as part of the Planning and Performance Improvement Department's Data Book Series. These Data Books include a Health Data Book, an Environmental Data Book, and a Demographic Data Book.

Accomplishment Seven: Demographic and Economic Data Compilation

The Planning and Performance Improvement Department continues to maintain a variety of up-to-date demographic and economic statistics for Ottawa County and its local units of government. These include annual population estimates and projections, monthly labor force and unemployment statistics, and quarterly residential and commercial construction activity data (the graph below is an example of quarterly construction activity data compiled by the Department).

The Planning and Performance Improvement Department is also in the process of compiling well and septic permit statistics for Ottawa County. These statistics will be compiled using data from the Environmental Health Department's Onsite Program.



Accomplishment Eight: Community Outreach

The Planning and Performance Improvement Department continues to be involved in community outreach by conducting presentations for local, regional, state and national organizations. The presentation topics include, but

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are not limited to, performance improvement, land use planning, environmental issues, and economic development. A few of the organizations that received presentations during 2014/2015 are as follows:

- Michigan Agri-Business Association – Water Use and Access Issues (July 2014)
- Michigan State University Extension – Water Resource Study (August 2014)
- Board of Commissioners – M-231 and Spoonville Trail Tour (August 2014)
- Ottawa County Tea Party – Water Resource Study (September 2014)
- Ottawa Area Intermediate School District – Holland SmartZone (September 2014)
- Grand Valley State University – Performance Improvement (November 2014)
- Consumers Energy – Great Lakes Ag-Tech Business Incubator (November 2014)
- Board of Commissioners – Legislative Analysis (January 2015)
- Ottawa County Assessors – Water Resource Study (January 2015)
- Grand Haven Rotary – Spoonville Trail (January 2015)
- Alliance for Innovation – Performance Measurement System (May 2015)

Accomplishment Nine: Requests for Research and Facilitation Assistance

During 2014/2015, the Planning and Performance Improvement Department compiled a variety of specialized data and research for use by County Administration and other departments. The following are some examples of requests that were initiated and/or completed:

- **Moody's Bond Rating:** The Planning and Performance Improvement Department compiled a variety of information for County Administration to use in an interview with Moody's on the County's pension obligation bond rating. The Department compiled information on building permits issued as well as the number of new plats approved in the County. In addition, data was compiled on the number of new businesses and business expansions in Ottawa County, including the number of jobs created and the amount of investment associated with the new businesses and business expansions.
- **Updates for the Ottawa County Parks, Recreation, and Open Space Plan:** The Planning and Performance Improvement Department is in the process of assisting the Ottawa County Parks and Recreation Commission by providing them with up-to-date demographic and economic data for their new Parks, Recreation, and Open Space Plan that is to be published later in the year. The Department will provide County and local unit of government population estimates and projections, as well as other demographic data such as age distribution, racial composition, and gender. In addition, the Department will provide economic data including employment trends, median household income, and poverty.
- **Major Initiatives Compilation:** The Planning and Performance Improvement Department compiled the Major Initiatives section of the County's Annual Financial Report. Similar to past years, this involved contacting each County department, agency, and court to obtain a write-up of their Major Initiatives from 2014. The write-ups were then combined into a cohesive document for Fiscal Services.
- **Cultural Intelligence Initiative Presentation:** The Planning and Performance Improvement Department compiled an assortment of data for County Administration to use in a presentation on the County's Cultural Intelligence Initiative. The information compiled by the Department included the racial composition of the U.S. and Ottawa County from the earliest Census records to the present day, Ottawa County's Hispanic population and Dutch ancestry population from the earliest Census records to the present day, Ottawa County's statewide rank for churches per square mile, and the relationship between age and openness to diversity.

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GOAL TWO: Strengthen businesses and develop/retain jobs in Ottawa County

Accomplishment One: Countywide Wireless Network

The Planning and Performance Improvement Department has facilitated the construction of two County-owned towers in underserved broadband areas of the County since 2009. The first tower, constructed in 2009, is located at the County's Fillmore Street Complex in Olive Township. The second tower, constructed in October 2012, is strategically located in a previously underserved area of Robinson Township, near the Michigan Department of Transportation's (MDOT) new M-231 Bypass.

The County has built towers in these underserved areas in which the private-sector has not committed to constructing towers themselves. Additionally, tower construction is not approved until a minimum of two carriers agree to co-locate their equipment at the site. The co-location agreements provide a five-year payback on tower construction. Net proceeds from the tower are applied to new technology investment. The projected 20-year net profit is \$1.7 million.

The Department is continuing to work with national wireless carriers to expand broadband service to the two remaining underserved areas of the County – Spring Lake/Ferrysburg and Tallmadge Township.



Accomplishment Two: River Barges on Lake Michigan

The Ottawa County Planning and Performance Improvement Department continued to support the Michigan Agri-Business Association (MABA) in their effort to obtain approval from the U.S. Coast Guard to establish a



conditional load line exemption for river barges to operate along Lake Michigan's eastern shore, between Calumet Harbor, IL (from the Mississippi/Indiana River) and Muskegon, MI, between Calumet Harbor and St. Joseph, MI, as well as in the ports of Holland and Grand Haven. The exemption would have made it more cost-effective and quicker for farmers and other businesses to transport commodities into and out of the area. Unfortunately, the US Coast Guard denied the request for the exemption in April of this year.

Accomplishment Three: M-231 Bypass

The Michigan Department of Transportation has been reviewing options for constructing a limited access highway to bypass the Grand Haven area for over two decades. Over a decade ago, the Planning and Performance Improvement Department wrote the staff position report recommending FJ1 as the preferred route. MDOT then selected a modified FJ1 route which included building a limited access highway through Crockery, Robinson, Olive, Blendon, and Zeeland townships that would connect I-96 to I-196. However, after the Great Recession, MDOT determined that only a portion of the alternative could be constructed. In 2010, MDOT received Federal approval to construct a seven-mile long two-lane highway connecting M-104 to M-45 (re-named M-231) and construction began in 2012. The following provides a summary of progress on M-231 and an update on preliminary planning efforts to complete the original preferred alternative.

A. Phase I

M-231 is expected to be completed and open to traffic before the end of the 2015. Most of the bypass corridor has been paved and all overpasses have been completed. Construction of the bridge over the Grand River near 120th Avenue in Robinson and Crockery Townships progressed rapidly during the 2014 construction season with decking now installed on all sections of the Bridge except for the section over the River



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channel. This final section of decking is expected to be poured yet this summer. It is anticipated that the construction of the bridge will cost approximately \$60-\$70 million.

Once constructed, the Bypass will significantly reduce traffic congestion on US-31 between Holland and Grand Haven and will provide the fourth bridge crossing over the Grand River in Ottawa County.

B. Phase II

With the first phase of M-231 nearly complete, MDOT has commenced with preliminary planning for the next phase of the highway. This phase would extend from M-45 south to I-196 east of Zeeland and US-31 north of Holland.



Planning and Performance Improvement Department staff met with MDOT officials to discuss the status of the corridor, current obstacles to building in the preferred corridor, and options for corridor preservation. Once a second land-use planner is added to the Planning and Performance Improvement Department staff, this project will be the planner's primary focus.

The Planning and Performance Improvement Department also provided assistance to property owners with questions about the location of the future M-231 corridor.

Accomplishment Four: Great Lakes Ag-Tech Business Incubator

In December 2014, Ottawa County announced the official kick-off of the Great Lakes Ag-Tech Business Incubator (**Attachment C1 and C2**). The Incubator, which is a non-profit corporation, specializes in helping farmers and entrepreneurs turn their ag-technology machine, equipment, or software ideas and inventions into successful businesses.

The services provided by the Incubator include, but are not limited to, validating concepts, obtaining patents, developing commercial markets for client products, streamlining regulatory permits, developing financial plans, assembling management teams, obtaining business financing, and developing supply chain scalability plans. In addition, farmers associated with the Incubator share their expertise with entrepreneurs to validate their ag-tech ideas, provide recommendations to improve new products, and field test prototypes. Ottawa County is also uniquely poised to test technology involving wireless broadband since it has built out high-speed wireless broadband throughout the County.



State Representative Joe Haveman also announced that the State has awarded \$500,000 to support the innovative Ag-Tech Business Incubator. The state funding commitment is in addition to funds that have been pledged by private sector sponsors. The investment by private sector sponsors includes cash contributions and in some cases discounted service rates which can reach values in the tens of thousands of dollars for clients.

Additionally, the Incubator has created a Member County Partnership Program that allows other counties to benefit from the Incubator's pool of technical experts, sponsor donations, and business consultants at cost-effective rates. Barry County is the first County to sign-on as a Member County, but several other Michigan counties have also expressed interest in partnering with the Incubator.

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Accomplishment Five: Brownfield Redevelopment Authority

The Planning and Performance Improvement Department continues to provide administrative support to the Ottawa County Brownfield Redevelopment Authority (OCBRA) (**Attachment D**). During the past year, Lakeshore Environmental of Grand Haven was hired to be the OCBRA's professional environmental consulting firm that performs all of the site assessment work as part of Ottawa County's Environmental Protection Agency (EPA) Brownfields Assessment grant program.



To date, the OCBRA has expended \$260,224 in EPA grant funding to assist in the redevelopment of 18 brownfield sites in Ottawa County. The brownfield sites that received grant funding are located in Blendon Township, Grand Haven City, Grand Haven Township, Holland City, Holland Township, Hudsonville City, Zeeland City, and Wright Township. The estimated return on investment from conducting the assessments and redeveloping these brownfield properties is over \$30 million in new local investment and the creation of 300 new permanent, full-time jobs.

Accomplishment Six: Brownfield Grant Application

During 2015, the Planning and Performance Improvement Department, on behalf of the OCBRA, will prepare another grant application to submit to the EPA by the end of the year to receive additional grant funds for conducting brownfield assessments. The EPA grants are highly competitive. But, due to the OCBRA's success in utilizing the initial \$400,000 grant, its chances of receiving another grant are much better than communities that have not received an EPA grant previously or did not have as much success in administering their initial grant.

Accomplishment Seven: Zeeland Farm Services Expansion

The Planning and Performance Improvement Department has been representing Ottawa County while working with Zeeland Farm Services regarding the expansion of their soybean oil refining plant, a new maintenance facility, and a renewable fuels station. These projects involve new capital investment and economic development grants from MDOT and other entities.

Accomplishment Eight: Lakeshore Advantage Corporation

The Ottawa County Economic Development Office has merged with Lakeshore Advantage Corporation. The Planning and Performance Improvement Department continues to provide administrative oversight for the Lakeshore Advantage Corporation contract.

Accomplishment Nine: Grand Haven Local Development Finance Authority

The Planning and Performance Improvement Department has been attending meetings that are coordinated by The Chamber of Grand Haven to look at the possibility of creating a multijurisdictional Local Development Finance Authority (LDFA) in the Tri-Cities Area. If created, the LDFA would focus on expanding the manufacturing industry in the Tri Cities by creating and/or expanding manufacturing firms near existing industrial sites.

Accomplishment Ten: Inventory of Land Zoned or Master Planned for Industrial Sites

The Planning and Performance Improvement Department assisted Lakeshore Advantage by creating a map (**Attachment E**) of all land that is zoned or master planned as industrial in Ottawa County. The maps are being used to help companies find the best sites for locating new industrial businesses in Ottawa County.

ACCOMPLISHMENTS

Accomplishment Eleven: SBIR/STTR Seminar

The Planning and Performance Improvement Department hosted a small business seminar in the past year, June 2015. This seminar focused on the federal government's Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Programs. These Programs provide small and startup businesses with an



opportunity to obtain over \$1 million to research and develop their new technology-related business ideas. The seminar was led by experts in the SBIR and STTR Programs.

A total of eight small business owners, entrepreneurs, farmers, and other individuals attended the seminar to learn how to develop a successful grant proposal to submit to the SBIR and STTR Programs. The seminar was well received by the attendees and some of them have contacted the Planning and Performance Improvement Department for further assistance with developing their new business ideas.

ACCOMPLISHMENTS

GOAL THREE: Protect and improve quality of life in Ottawa County

Accomplishment One: Urban Smart Growth

The Planning and Performance Improvement Department continues to work with the City of Hudsonville and Nederveld Associates to implement the County Planning Commission's Urban Smart Growth Demonstration Project. The Project is designed to serve as a model for other urban communities that are working to enhance the vibrancy, livability, and aesthetic character of their respective communities.

A Public Hearing was held in May 2015 to review a highly visual, user-friendly Citywide Master Plan for Hudsonville that was developed by the Project Team. The prototype Plan condenses nearly 90 pages of typical master plan information into 10 double-side ledger-size (11x17) sheets. The Master Plan information is uniquely synthesized into pertinent text, photos, graphs, and tables. The Master Plan was adopted in May 2015.

The Planning and Performance Improvement Department also submitted an award application for the Citywide Master Plan to the Michigan Association of Planning in June 2015. Several award-winning planning tools have already been completed as part of the innovative Urban Smart Growth Demonstration Project. These tools include an Architectural Design Guidebook, Downtown Master Plan, and Downtown Zoning Code for the City of Hudsonville.

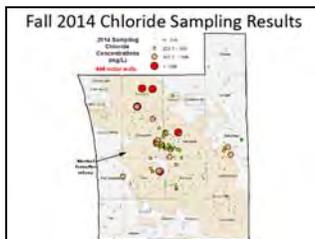


The next step in the Urban Smart Growth Demonstration Project is the completion of a new Citywide Zoning Ordinance.

Accomplishment Two: Comprehensive Water Resource Study

During 2014/2015, work commenced on the second phase of the Comprehensive Water Resource Study. The purpose of the Study is to analyze the current and future sustainability of the County's groundwater supply. This Study is being administered by the Planning and Performance Improvement Department and overseen by the Groundwater Task Force (**Attachment F**).

This Study is being conducted as a follow-up to the results of the Comprehensive Water Resource Study Phase I Study completed in June 2013. The Phase I Study, which was conducted by the Michigan State University (MSU) Institute of Water Research (IWR), indicates that "water mining" is causing groundwater levels to decline in some areas of the County, while also causing sodium chloride "upwelling" in certain areas.



As part of the Phase II Study, the IWR conducted a Countywide Groundwater Sampling Program in which well water samples were obtained from over 450 locations and tested for chloride. As predicted by the Phase I Study, higher chloride levels in the water samples were associated with deeper wells in the central area of the County. The IWR will input the Sampling Program results into a 3D computer model to analyze whether the high chloride levels in these areas are due to over-pumping of the bedrock aquifer.

The IWR also completed an analysis of the groundwater quantity and quality (specifically chloride levels in groundwater) in the 34 regional lowland counties of West Michigan. This analysis found that there are areas of the State where geological conditions similar to those in Ottawa County may be causing higher chloride levels in deeper wells. A system is now being developed to rate the severity of groundwater quantity and chloride issues in each county. Once the rating system is completed, a recommended set of options will be developed for local officials to use to address potential groundwater quantity or quality issues identified by the Study.

In addition, the streamflow measurement program has commenced and will be used to determine the "base flow" of streams in Ottawa County. The measurements will be utilized in a recharge model to calculate runoff and recharge rates as well as to determine the static water level of the glacial aquifer.

ACCOMPLISHMENTS

The cost to complete the second phase of this Study is \$450,000. The Planning and Performance Improvement Department received funds or pledges for funding from all 17 townships; Ottawa County; the Ottawa County Farm Bureau; the West Michigan Lakeshore Association of REALTORS; the Grand Haven Area Community Foundation; the Marion A. and Ruth K. Sherwood Foundation; MDARD; and the State of Michigan.

Accomplishment Three: Excellence Through Training

The Ottawa County Planning Commission continues to sponsor the Excellence Through Training Program which provides trainings for local government officials, planners, zoning administrators, planning commission members, Zoning Board of Appeals members, architects, engineers, students, and interested citizens.

During 2014/2015, three training sessions were held. In the winter of 2014, attorneys from Scholten Fant



provided two sessions: Planning Commission Basic Training and Zoning Board of Appeals Basic Training. These trainings assist new and experienced planning commissioners and zoning board of appeals members in dealing with the various challenges that they may face. Survey results from the trainings indicate that almost all the attendees learned practical skills and knowledge that will assist them in their position as a planning commissioner or zoning board of appeals member.

In the spring of 2015, Grand Haven Township approached the Planning Commission about hosting a “Community Engagement Training” that is provided by the Michigan Association of Planning. The interactive training for local officials provided practical tips for encouraging effective and worthwhile public engagement in the planning process. Survey results indicate that the training provided the attendees with public engagement methods that they would utilize at their respective local units of government.

Accomplishment Four: Specialized Services Grant Program

The Planning and Performance Improvement Department continues to act as the pass-through agency for the Specialized Services Grant Program. This grant program supplies operating assistance for transportation services that are provided primarily to elderly and disabled persons.



As the pass-through agency, the Planning and Performance Improvement Department submits the annual grant application, prepares subcontracts, reports ridership information to MDOT on a quarterly basis, and processes payments to the grant recipients (i.e. Georgetown Seniors and Pioneer Resources). In addition, the Planning and Performance Improvement Department participates in the Specialized Services Coordination Committee which monitors the performance and services provided by the grant recipients.

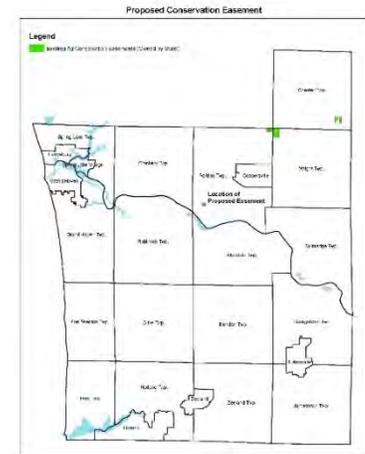
A total of 258,134 rides have been provided to elderly or disabled residents through Specialized Services funds over the past five years. Yearly ridership totals for the transit service providers are listed in **Attachment G**.

Accomplishment Five: Farmland Preservation Program

At the request of local townships, Ottawa County established a Countywide Farmland Preservation Program in 2008. The Program was created to assist local farmers in accessing state and federal funds to preserve farmland by establishing an easement that prohibits development on agricultural land. The Agricultural Preservation Board (**Attachment H**) has been established to oversee the Program. The Planning and Performance Improvement Department provides staff support to the Agricultural Preservation Board and handles the day-to-day administration of the Program.

ACCOMPLISHMENTS

Last year, the Agricultural Preservation Board selected a farm in Polkton Township for a purchase of development rights (PDR) through a permanent conservation easement. An option agreement for a \$45,000 easement on the 34.9 acre hog farm has been completed. An application has been submitted for a \$20,250 United States Department of Agriculture (USDA) grant to assist in funding the easement. The local match for this grant is being provided by a \$11,250 donation by the landowners Matt and Amy Hehl as well as \$13,500 in funding that the Agricultural Preservation Board is working to raise locally. So far, a \$3,000 grant has been awarded by the Coopersville Area Community Foundation through its Community Action Fund, Fred Riplo Family Fund, and Farmland Preserve Fund. If fund-raising is completed, it is anticipated that the easement would be completed by the winter of 2015.

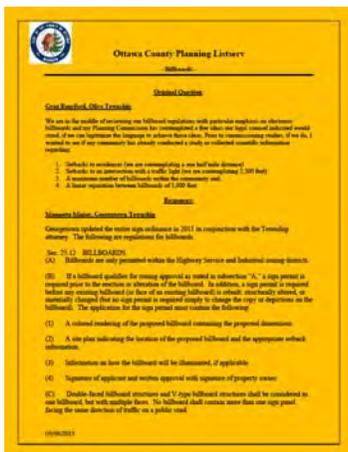


Another important objective of the Farmland Preservation Program is to increase local unit of government participation in the Program. In Fall 2014, Blenden Township passed a resolution of support for the Program. Blenden Township joins Chester, Polkton, Tallmadge, and Wright townships as Farmland Preservation Program participants.

Four Farmland Preservation Program workshops were conducted to inform farmers, local officials, and the public about the Program. Representatives from Jamestown, Robinson, Chester, Spring Lake, Blenden, and Polkton townships attended these workshops and, in response to the workshop, Jamestown Township will consider a resolution of support in August 2015.

Accomplishment Six: Planning Listserv (E-mail Inquiry Service)

The Planning and Performance Improvement Department continues to administer the Ottawa County Planning Listserv. The Listserv allows local planners and zoning administrators to communicate with each other about various planning and zoning issues.



As the Listserv administrator, the Planning and Performance Improvement Department receives questions or requests for data from local planners, and distributes them to each community's planning or zoning official via email. Responses are received by the Department, compiled into a single document, and distributed to each community.

During the last year, Listserv topics included converting barns into wedding venues; RVs and boats in front yards; utility trailers in front yards; training opportunities for zoning board of appeals members; firearm retail and repair shop; farm animals in residential areas; billboard regulations; land division; minimum square footage requirements; chickens in residential areas; and affidavits for ag-exempt buildings.

Accomplishment Seven: Non-Motorized Pathway Plan

The Planning and Performance Improvement Department continues to maintain the Ottawa County Non-Motorized Pathway Plan Map. The Map was initially developed in 2002 as part of the Non-Motorized Pathway Study. From time to time, the Map requires updating as non-motorized pathway projects throughout the County are completed or if any proposed routes are changed. During the past year, the map was updated to include several newly constructed trails.



ACCOMPLISHMENTS

A summary of the non-motorized pathways that were constructed over the last year are as follows:

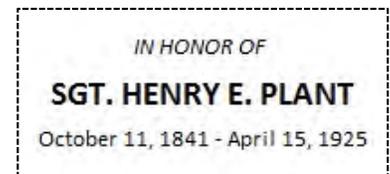
A. Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail (M-231 Bypass Multi-Use Lane)

The Planning and Performance Improvement Department has continued to work with the MDOT, Ottawa County Parks and Recreation Commission, Crockery Township, and local landowners to facilitate the construction of what MDOT has called a “Multi-Use Lane” on the M-231 bridge over the Grand River. The 3,700’ Multi-Use Lane will provide an additional lane that motorized vehicles can use when construction or maintenance periodically occurs on the bridge. At all other times, the Multi-Use Lane will be utilized as a separated non-motorized pathway.



In 2014, the Multi-Use Lane was officially named the “Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail.” As a result of legislation that was introduced by Representative Amanda Price at the behest of Ottawa County and local veterans. These veterans approached the County seeking assistance in honoring Ottawa County’s first Congressional Medal of Honor recipient and the first recipient in the country to receive the Congressional Medal of Honor for rescuing a Regimental flag by renaming a portion of the M-231 Highway from M-45 to I-96.

The Department, the veterans group, and MDOT officials have been collaborating on selecting a location and finalizing a design for a plaque to commemorate Sgt. Plant. The plaque will be located on a river overlook at the center of the bridge pathway and is expected to include a photo of Sgt. Plant and biographical text.



At the same time, MDOT will also include a plaque along the Spoonville Trail to highlight the history of early Native American settlements along the Grand River. The plaque will include information about the lifestyle of these early settlers, which archeologists learned while studying buried food caches discovered during the course of archeological studies conducted for the M-231 Project.

Construction on the “Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail” will occur over this summer and is expected to be completed in 2015.

B. Spoonville Trail

As part of the M-231 Project, MDOT is constructing a Sgt Henry E. Plant Memorial Non-Motorized Trail on the Grand River Bridge. However, the construction of this pathway is dependent on Ottawa County and local units of government being able to complete non-motorized connections to existing non-motorized pathways on the north and south side of the Grand River.

The construction of the Bridge has commenced and will be completed by fall 2015. To that point, the Planning and Performance Improvement Department, the Ottawa County Parks and Recreation Commission and Crockery Township have been coordinating efforts to construct the non-motorized pathway connectors that will link the 18-mile North Bank Trail to the north with the Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail and the 28-mile Grand River Greenway Trail to the south with the Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail.

ACCOMPLISHMENTS



A 3.8 mile non-motorized pathway would extend from the north bridge approach (just south of Cypress Street) to Nunica where it will connect to the North Bank Trail. This pathway has been named the Spoonville Trail. The construction cost for this pathway will be \$2.66 million and will be completed in two phases. Prein & Newhof has been retained for engineering and construction administration of both phases of the Pathway.

Phase I will be constructed in 2016 and will extend from the Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail to Leonard Road. Phase I will cost an estimated \$1,028,500 to design and construct. Fund-raising is nearly complete for Phase I of the pathway, with \$998,150 pledged or secured while an additional \$30,000 in grant application are still outstanding. The funding includes \$129,650 from non-profit or private sector partners. The County's contribution for Phase I is \$224,320.

Phase II of the Spoonville Trail will extend from the intersection of Leonard Road and 120th Avenue to Nunica and is planned for construction in 2017. Grant applications have been submitted to the MDOT Transportation Alternatives Program (TAP) and the Michigan Department of Natural Resources Trust Fund for \$1.31 million of the \$1.63 million cost. The County's contribution for Phase II is \$49,000 and \$20,000 has been secured from private sector sources. The remaining \$246,500 will be raised from the private sector.

Once these non-motorized pathways are completed, users on either side of the Grand River will be able to fully benefit from the extensive pathway network being developed by local community leaders and outdoor enthusiasts. These trails will expand non-motorized commuter options and increase tourism in the area by facilitating access to over 150 miles of regional non-motorized trails and 4,000 acres of County and State parkland along the Grand River.

C. North Bank Trail

The Planning and Performance Improvement Department provided assistance to Crockery Township in the development and fund-raising for the second phase of the North Bank Trail. This phase will extend three miles from 130th Avenue to 112th Avenue. The plan is to construct the project over three years, with the first stage of the project planned to be completed in the summer of 2015. Over the past year, the Planning and Performance Improvement Department created numerous maps during the course of project development and for grant application submissions.



D. The Grand Connection

The Planning and Performance Improvement Department participated in a multi-agency effort to pursue federal Transportation Investment Generating Economic Recovery (TIGER) grant funding for three regional non-motorized pathways projects. The three trails include the 3.8 mile Spoonville Trail, the 28-mile Grand River Greenway Trail, and the 18-mile North Bank Trail. Together, the pathways are called the Grand Connection because of the connectivity provided between the Grand Rapids area, Grand Valley State University, and the Grand Haven area.



The partnership includes the Planning and Performance Improvement Department, Ottawa County Parks and Recreation

ACCOMPLISHMENTS

Commission, Spring Lake Township, Crockery Township, the Michigan Department of Natural Resources, the West Michigan Trails and Greenways Coalition, the West Michigan Shoreline Regional Development Commission, and the Friends of the North Bank Trail.

Grant funding was not awarded in 2014. However, the Grand Connection partners continued to meet in 2015 to discuss opportunities for future collaboration through either joint fund-raising or marketing efforts.

E. Paved Shoulders – Lakeshore Drive and Leonard Road

In the 2002 Ottawa County Non-Motorized Pathway Plan, two key regional recreational corridors - Lakeshore Drive and Leonard Road - are designated for the installation of widened road shoulders to accommodate competitive, commuter, or touring cyclists that travel at high speeds. The Plan recommended widened shoulders for Lakeshore Drive and Leonard Road because the routes were already very popular with high speed cyclists due to the scenic beauty of the roads, the winding and hilly nature of the roadways, and the connections to local, county, and state parkland.

So far, over 9 miles of 4' paved shoulder has been constructed along Lakeshore Drive for this purpose (The American Association of State Transportation and Highway Officials recommends a minimum of 4' on-road paved shoulders to safely accommodate high speed bicycle travel). This paved shoulder along Lakeshore Drive has been very popular with high speed cyclists since it was constructed and is often utilized by cycling clubs for group rides. It is also an attractive route for cyclists visiting from outside the area and is therefore valuable as an eco-tourism draw. If a 4' paved shoulder was completed along the entire length of Lakeshore Drive, it would further increase the popularity and safety of this destination ride for cyclists and would serve as a focal point to attract new visitors and tourists to the area.

The Road Commission will be resurfacing multiple sections of Lakeshore Drive and Leonard Road between 2015 and 2020. As part of these resurfacing projects, 3' paved shoulders will be also constructed. The Road Commission is willing to add an additional foot of shoulder to each project if outside funding is provided. As a result, the opportunity exists to build 4' paved shoulders along an 8.6 mile section of Lakeshore Drive and thereby extend bikeable shoulders for almost the entire length of the roadway. Furthermore, there will be an opportunity to build 4' paved shoulders along 11.84 miles of Leonard Road.

The first resurfacing project is scheduled to commence this summer, when 3.3 miles of Lakeshore Drive between Butternut Drive and New Holland Street is resurfaced in Port Sheldon Township. The cost to add an additional foot of paved shoulder to this project is estimated at \$175,000. Planning and Performance Improvement Department is assisting in fund-raising efforts to pay for this additional foot. To-date, \$80,000 has been pledged for the project by the Board of Commissioners (\$40,000) and Port Sheldon Township (\$40,000), with the remaining funding being sought from private sector and non-profit sources.

For future projects, MDOT TAP has indicated that these projects would be eligible for funding and, as regional corridors, would be viewed favorably. For these projects, the cost of adding a 3' shoulder could be used as a local match. Therefore, other fund-raising would not be needed.

Accomplishment Eight: Standardized Mapping

The Planning and Performance Improvement Department continues to work with the local units of government to encourage and facilitate the adoption of Standard Land Use District Titles and Colors for master plan and zoning maps (**Attachments I1 and I2**). Standardization allows for easy viewing of commercial, retail, and industrial properties across the County on a single map, reducing the time and effort staff and consultants spend analyzing local zoning ordinances and master plans. It is important to note that standardization does not change

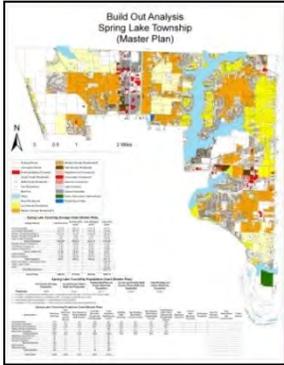
ACCOMPLISHMENTS

density, use, or any other local zoning ordinance and comprehensive land use plan requirements that have been adopted by local units of government.

The Planning and Performance Improvement Department is currently working with several local units as they revise their master plans. It is anticipated that at least two additional local units will adopt the standardized colors and terms in the coming year (**Attachment I3**).



Accomplishment Nine: Build Out Analysis



The Planning and Performance Improvement Department is continuing to develop a Countywide Build-Out Analysis utilizing Geographic Information System (GIS) software.

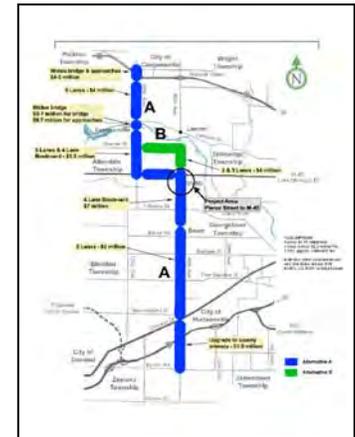
A build-out analysis is used to calculate the maximum number of structures that can be constructed on the vacant and partially built acres of a community given the current zoning ordinance, master plan, and environmental constraints. From these calculations future population projections are computed.

A build-out analysis has been completed for four local units in Ottawa County. These include the City of Ferrysburg, Grand Haven Township, Georgetown Township, and Spring Lake Township.

Accomplishment Ten: North-South Corridor Study

In 2004, the Planning Commission completed the North-South Corridor Study, which recommended that a route including 48th Avenue, Lake Michigan Drive, and 68th Avenue should be considered the primary north-south corridor in the eastern portion of the County. The Study included recommendations for managing and improving the corridor through access management, aesthetic enhancements, and right-of-way preservation.

One of the specific recommendations of the Study was that portions of the corridor be converted into a 4-lane boulevard, including a 3.5 mile section of 48th Avenue from Bauer Road to M-45. As a result of these recommendations, the Ottawa County Road Commission Strategic Improvement Plan now includes reconstructing a 1-mile section of 48th Avenue from Pierce Street to M-45 as a boulevard in 2016.



Accomplishment Eleven: Grand River Shallow Draft Navigation Project

The intended purpose of this project is to commission an exploratory study of the 22.5 mile stretch of the Grand River from the mouth of Bass River upstream to Fulton Street in Grand Rapids using grant funds from Michigan Department of Natural Resources (MDNR). Interested parties have presented the project to the Planning Commission in the past, requesting that the Planning and Performance Improvement Department serve as the grantee. It is possible that the study could provide public benefit for future planning purposes, including location of obstacles to boat passage, potential contaminants in the sediment, and an estimate of the cost to dredge the channel to a depth that allows for recreational boat traffic (determining this cost is a requirement of the grant). However, it is uncertain that the funding from the MDNR grant will be sufficient to accomplish all of the necessary tasks. As a result, a scope of work is being developed that will be shared with consultants who can determine if the funding available will be adequate to meet the grant goals. Additionally, the Planning and Performance Improvement Department is monitoring legislation that could impact the security of the grant funding.

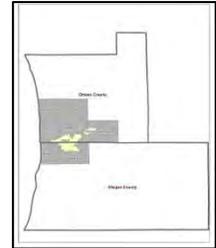
ACCOMPLISHMENTS

Accomplishment Twelve: Regional Planning Commissions

The Planning and Performance Improvement Department represents Ottawa County on several regional planning commissions. A summary of Planning and Performance Improvement Department's involvement in these regional planning commissions is as follows:

A. Macatawa Area Coordinating Council

The Planning and Performance Improvement Department represents Ottawa County on the Macatawa Area Coordinating Council (MACC) Technical Committee. Ottawa County's involvement in MACC is valuable since this organization conducts transportation planning activities and provides funding for transportation projects in southwest Ottawa County.



B. West Michigan Regional Planning Commission

The Planning and Performance Improvement Department represents Ottawa County on the West Michigan Regional Planning Commission (WMRPC). The primary focus areas of the WMRPC include Transportation Planning, Economic and Community Development, Land Use Planning, Data Compilation/Analysis, and promoting cooperation among communities.

C. West Michigan Shoreline Regional Development Commission

Planning and Performance Improvement Department represents Ottawa County on the West Michigan Shoreline Regional Development Commission (WMSRDC) Technical Committee. Ottawa County's involvement in WMSRDC is valuable since this organization conducts transportation planning activities and provides funding for transportation projects in northwest Ottawa County.



Accomplishment Thirteen: Remonumentation Program

The Planning and Performance Improvement Department provides administrative oversight for the Survey and Remonumentation Grant Program, the Remonumentation Committee (**Attachment J1**), and the Remonumentation Peer Group (**Attachment J2**).

The Remonumentation Peer Group members completed the monumentation of all physical Public Land Survey corners in Ottawa County in 2005 and continue to work to complete the Setting of Coordinates phase (i.e. establishing Global Positioning System (GPS) coordinates for each physical corner). Through 2014, the Setting of Coordinates Phase has been completed in 16 of the County's 17 townships. However, in 2015, the State Office of Land Survey and Remonumentation issued new rules which require the County to establish GPS coordinates for center of section and closing corners. These corners will be completed over the next two to three years (**Attachment J3**).

In 2015, Ottawa County received its first reimbursement payment for funds expended to expedite the Remonumentation Program. Over the next ten years, the State will reimburse Ottawa County \$1.74 million in annual installment payments.

Accomplishment Fourteen: Continuously Operating Reference Stations

Ottawa County transferred ownership of four Continuously Operating Reference Stations (CORS) to the MDOT. The CORS are permanent GPS antennas that were installed by Ottawa County to support the Setting of Coordinates phase of the Remonumentation Program. The CORS eliminate the need for surveyors to set up temporary reference stations in the field when they obtain GPS coordinates on a remonumentation corner.

MDOT offered to perform hardware upgrades to the CORS if the County transferred ownership of the stations. The first hardware upgrade has been completed. This upgrade enhances the CORS functionality by allowing the

ACCOMPLISHMENTS

Stations to communicate specifically with Russian GPS satellites and thereby improve the utility of the GPS stations for surveyors working in Ottawa County. Hardware upgrades worth a total \$161,000 will be performed for the four CORS. This transfer also ensures that the County and/or surveyors will avoid having to purchase the software to operate the CORS which would cost \$475,000 over 25 years. Therefore, the transfer has a positive cost impact of \$636,000 over the systems useful life.

Accomplishment Fifteen: Water Strategy Roundtable

The Governor called upon the Office of the Great Lakes to lead an effort to develop a Comprehensive Water Strategy for Michigan. A draft Strategy was developed in collaboration with an interagency steering committee and an external ad hoc advisory group. The Planning and Performance Improvement Department has been involved in the Water Strategy Roundtable to provide comments and input.

ACCOMPLISHMENTS

GOAL FOUR: Ensure that proposed legislation that would negatively impact the County is defeated or, conversely, lobby to ensure that proposed legislation that would positively impact the County is passed

Accomplishment One: Legislative Activities

The Planning and Performance Improvement Department continued its legislative activities to ensure the County is not negatively impacted by proposed State and Federal legislation. The Department also provides analysis for testimonies given in certain House and Senate Committee meetings and meetings with state department directors.

In the 2013/2014 legislative session, a total of 256 state bills with potential impacts to county government operations were analyzed. Of these bills, 74 were determined to have a direct impact on Ottawa County in one or more of the following areas: Budgetary Authority, Administrative Authority, Court Issues, and/or Revenue Sharing. Specific federal bills the Planning and Performance Improvement Department watched included the Tax Exempt Status of Municipal Bonds and Sequestration.

Of the 74 bills with an impact in 2013/2014, the following were the most significant to the County:

- **Electronic Document Storage:** Legislation has passed allowing electronic signature, electronic documents, and electronic storage of documents. Two Departments need rules for electronic storage now that this legislation is approved.
- **Revenue Sharing Reimbursement:** Legislation has passed restoring the revenue sharing reimbursement level as was previously given when Governor Snyder first took office.
- **Water Resource Study Funding:** Ottawa County was given \$50,000 from State Appropriations and \$300,000 from a grant to cover the necessary costs of the Water Resource Study.
- **Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail:** Ottawa County worked with Representative Amanda Price and MDOT to name the M-231 Multi-Use Lane over the Grand River.
- **Great Lakes Ag-Tech Business Incubator:** Ottawa County worked with former Representative Joseph Haveman to obtain a \$500,000 appropriation through the Michigan Economic Development Corporation.

Accomplishment Two: Lobbyist Return on Investment Analysis

The Planning and Performance Improvement Department prepared an analysis on Lobbyist Return on Investment for the Board of Commissioners’ Strategic Planning Event in January 2015.

The following statistics are the most significant to the County:

- Average Annual Lobbyist Cost: \$39,278
- Average Annual Benefit (Direct Impact): \$2,736,509
- Average Annual Benefit (Assisted with Impact): \$19,052,466

Lobbyist Return on Investment (ROI)	
Total GCSI Lobbyist Cost (10.5 years)	\$415,688
Average Annual Lobbyist Cost	\$39,278
Lobbyist Success Stories (Direct Impact)	
Facilities Funding	\$500,000
Remuneration Funding	\$1,900,000
Issuing Legislation (ECM) (2.5 year benefit)	\$26,715,000
Water Resource Study	\$350,000
Continuously Operating Reference Stations (CORS) (2.5 year benefit)	\$650,000
Total Benefits	\$3,016,600
Average Annual Benefit	\$2,736,509
Return on Investment (ROI)	7,414%
Lobbyist Success Stories (Assisted with Impact)	
Revenue Sharing Reimbursement (10 year benefit)	\$15,577,130
M-231 Bypass (non-motorized bridge road)	\$188,000,000
Non-Motorized Bypass Bridge (Spousville Trail)	\$12,000,000
Total Benefits	\$205,577,130
Average Annual Benefit	\$19,052,466
Return on Investment (ROI)	50,317%

Accomplishment Three: Legislative Forums



The Planning and Performance Improvement Department coordinated two Legislative Forums in the last year. These events provided County elected officials and department directors an opportunity to meet with Ottawa County legislators and the County’s lobbyist to discuss current issues and legislative matters.

CLOSING

Over the last year, the Planning and Performance Improvement Department completed and initiated multiple programs to help maintain and enhance the County's reputation as a great place to live and to do business. The Department also continued its strategic planning and outcome-based evaluation efforts in order to maximize the County's use of financial resources. This has been well-received by local officials and taxpayers who learn of the County's commitment to verify that programs and services are cost-effective and achieve outcome-based results. To date, the Department has saved more than \$14.4 million in public tax dollars as a result of recommendations that modified, privatized, or discontinued ineffective County programs and services. Moreover, \$42.8 million in County programming and services has been verified as being cost-effective through the evaluation process.

The success of these projects is the result of the talent and hard work of Department staff. As in past years, staff continued to juggle various assignments (with complex political and technical nuances) simultaneously, while maintaining a disciplined regiment to ensure high-quality and beneficial outcomes. To that point, it is only fitting to recognize their outstanding contributions to the County.



Back Row (left to right): Paul Sachs, Ryan Elenbaum, Aaron Bodbyl-Mast, Mark Knudsen
Front Row (left to right): Becky Huttenga, Pam Vanden Heuvel, Shannon Virtue

ATTACHMENT A - Department Organizational Chart



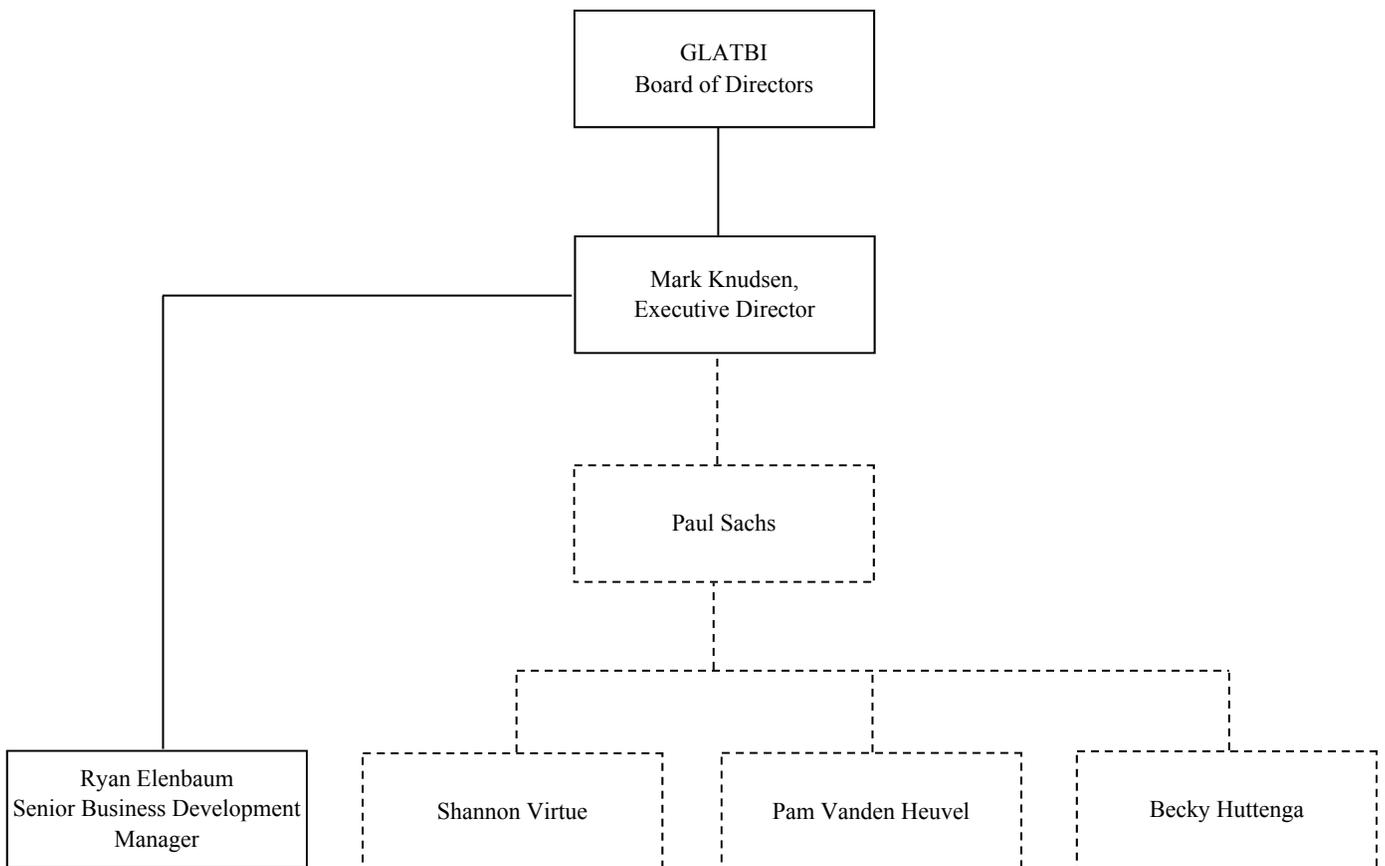
ATTACHMENT B1 - Ottawa County Planning Commission (2015)

<u>Name/Address</u>	<u>Representing</u>	<u>Term</u>	<u>Expires</u>
Greg J. De Jong 11828 Kathy Jo Lane Allendale, MI 49401 895-5139 (H) 437-7954 (C) 551-4884 (W) gdejong@miottawa.org	Commissioner	1 year	12/31/2015
Matthew Fenske 2077 Luce Street SW Grand Rapids, MI 49534 677-1713 (H) 437-6723 (C) mfenske@miottawa.org	Commissioner	1 year	12/31/2015
Adam Kantrovich 15367 Hofma Drive Grand Haven, MI 49417 994-4570 (W) 834-8377 (C) akantrov@msu.edu	Public School Board or Administrative Employee of a School District	3 years	12/31/2016
David Kraker 5737 Lake Michigan Drive Allendale, MI 49401 616-895-5249 (H) 616-402-0599 (C) dkraker@altelco.net	Financial/Sociological/ Academic	3 years	12/31/2017
Nathan Pyle 4159 100th Avenue Zeeland, MI 49464 616-218-5854 (C) pyle.nathan@yahoo.com	Agriculture	3 years	12/31/2017
Roman Wilson 13512 Hidden Creek Drive Grand Haven, MI 49417 935-9875 (H) 844-5050 (W) romanw@lakeshoreenvironmental.com	Environmental	3 years	12/31/2016
Doug Zylstra 152 E. 24th Street Holland, MI 49423 616-953-6087 (H) 773-551-8166 (F) doug.r.zylstra@gmail.com	Business/Industrial/ Tourism	3 years	12/31/2017
Timothy Grifhorst 14110 Lakeshore Drive Grand Haven, MI 49417 616-485-5921 tgrifhorst@aol.com	Road Commissioner (Ad Hoc Member)	1 year	12/31/2015

ATTACHMENT B2 - Planning Commission Summary of Duties

- Primary duty is to create, revise, and maintain an Ottawa County development plan to promote, plan and coordinate the County's economic, social and physical growth, and environmental impact.
- Make studies, investigations, and surveys relative to economic, social and physical development and their environmental impact on the County.
- Formulate plans and make recommendations for the most effective economic, social and physical development of the County and its environmental impact on the County.
- Cooperate with all departments of State and Federal governments and public agencies concerned with programs directed toward the economic, social and physical development of the County, and environmental impact on the County and seek maximum coordination of County programs with these agencies.
- Perform any and all functions necessary or desirable to secure the financial aid or cooperation of the federal government in carrying out the functions of the planning commission.
- Consult with representatives of adjacent counties with respect to their planning so that conflicts in overall county plans may be avoided.
- Review proposed land transactions by County board, department or agency for consistency with the County Development Plan and report to and advise the County Board of Commissioners regarding the proposal.
- Consult and advise public officials and public agencies, private organizations and agencies and citizens within the County to develop adequate support and understanding of the objectives of the County Plan.
- Serve as the coordinating agency for all planning committees and commissions within the County.
- Serve as the metropolitan county planning commission with the following specific duties:
 - > Preparation of general physical plans with respect to pattern and intensity of land use, the provision of public facilities and environmental impact together with long-range physical plans for such development.
 - > Programming of capital improvements based on relative urgency together with definitive financial plans.
 - > Coordination of all related plans and the departments of subdivisions of the government concerned.
 - > Intergovernmental coordination of all related activities among the state and local governmental agencies concerned.

ATTACHMENT C1 - Great Lakes Ag-Tech Business Incubator Organizational Chart



ATTACHMENT C2 - Great Lakes Ag-Tech Business Incubator Board (2015)

<i>Representing</i>	<i>Name/Company</i>	<i>Length of Term-Expiration Date</i>
Legal At-Large	Kurt Brauer, Partner Warner Norcross & Judd (Chair)	1 year – 12/31/2015
Ottawa County Economic Development	Jennifer Owens, President Lakeshore Advantage (Vice-Chair)	3 year – 12/31/2017
Agri-Business At-Large	Dan Lennon, President & CEO Michigan Turkey Producers (Treasurer)	2 year – 12/31/2016
Ottawa County Non Agri-Business	Mark Schmidt, Founder BizStream (Secretary)	3 year – 12/31/2017
Michigan Agri-Business Association	Jim Byrum, President Michigan Agri-Business Association	1 year – 12/31/2015
Financial At-Large	[vacant]	1 year – 12/31/2015
Member County – Commissioner	Ben Geiger, Commissioner Barry County	2 year – 12/31/2016
Ottawa County – Commissioner	Don Disselkoen, Commissioner Ottawa County	2 year – 12/31/2016
Ottawa County Farm Bureau	Merle Langeland, President Ottawa County Farm Bureau	3 year – 12/31/2017
Ottawa County Agri-Business	Cliff Meeuwsen, President Zeeland Farm Services	3 year – 12/31/2017
Ottawa County Agri-Business	Larry Kooiker, President/Owner Agritek Industries, Inc.	3 year – 12/31/2017

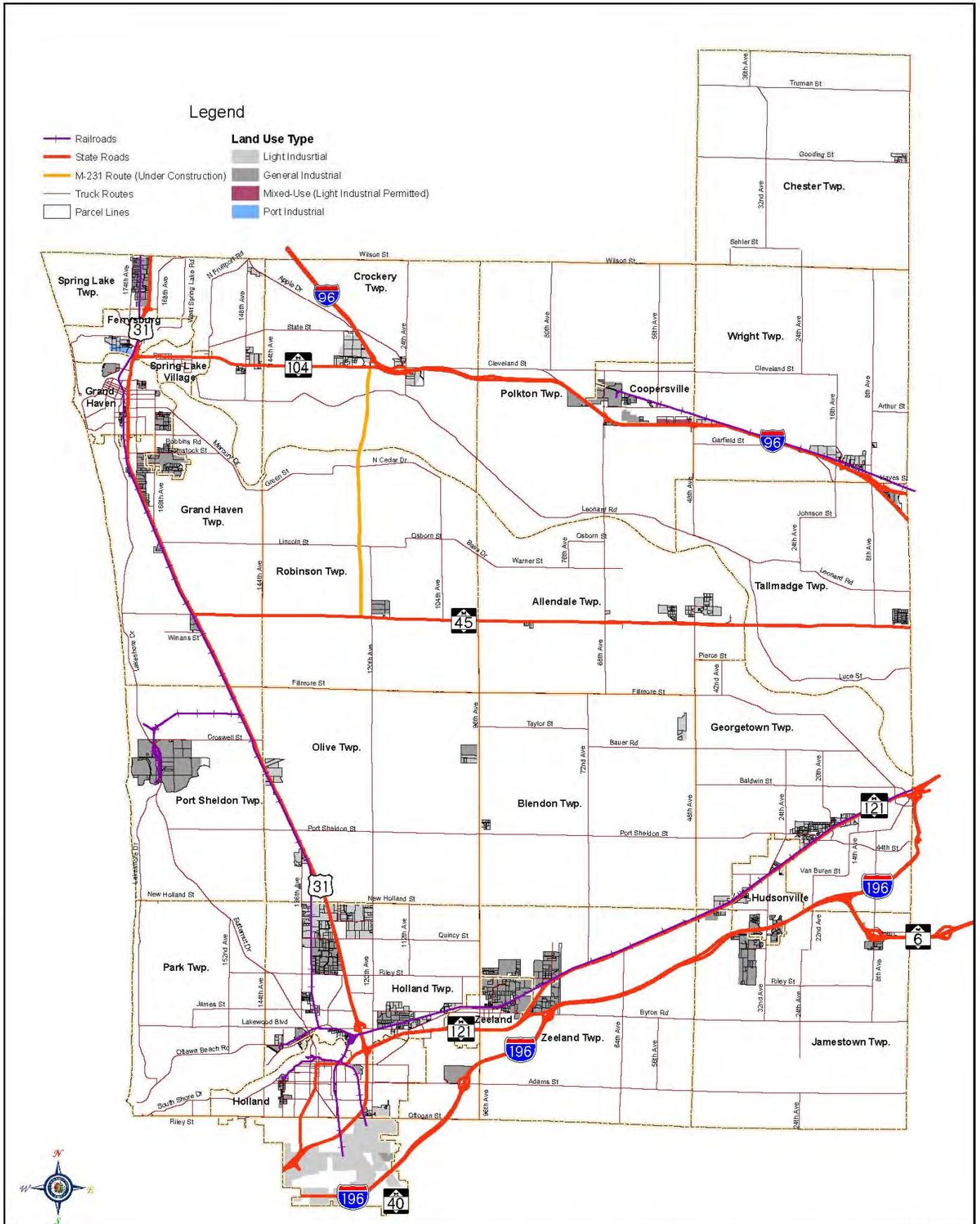
Ex-Officio (Non-Voting Members)

Great Lakes Ag-Tech Business Incubator	Mark Knudsen, Executive Director
Michigan Economic Development Corporation (MEDC Observer)	Nadia Abunasser, Grant Administrator

ATTACHMENT D - Brownfield Redevelopment Authority Board (2015)

<u>DIRECTOR</u>	<u>TERM ENDING DATE</u>
Mr. David Miller – Chair	12/31/2019
Ms. Laurie Larsen – Vice Chair/Secretary	12/31/2019
Mr. Bradley Slagh - Treasurer Treasurer, County of Ottawa	12/31/2016
Mr. Al Vanderberg County Administrator, County of Ottawa	12/31/2015
Mr. Philip Kuyers Ottawa County Commissioner, District 9	12/31/2015
Ms. Joan Epperson	12/31/2017
Mr. Kirk Perschbacher	12/31/2019
Mr. Brian Pearson	12/31/2020
Vacant	12/31/2019
Ottawa County Clerk’s Office – Recording Secretary	(Non-voting)

ATTACHMENT E - Industrial Land Master Plan Map



ATTACHMENT F - Groundwater Task Force (2015)

Representing County Commissioners

Commissioner Phil Kuyers - Chair

Commissioner Greg De Jong - Vice Chair

Representing County Planning Commission

Roman Wilson, Lakeshore Environmental

Representing County Water Resource Commission

Joe Bush, Water Resource Commissioner

Representing Township Government

Jerry Alkema, Allendale Township

Bill Vandenberg, Blendon Township

Representing Agriculture

Jim Bakker, Walters Gardens

Merle Langeland, Ottawa County Farm Bureau

Representing Well Drillers

Steve Hecksel, Hecksel Brothers Well Drilling

Eric Neubecker, Raymer Well Drilling

Representing Realtors, Homebuilders

Dale Zahn, West Michigan Lakeshore Association of REALTORS

Representing Engineering Firms/Environmental

Barbara Marczak, Prein & Newhof

Representing Education/Environment

Dr. Alan Steinman, Grand Valley State University

ATTACHMENT G - Pioneer Resources and Georgetown Seniors Ridership Totals

TABLE 1

Georgetown Seniors	Actual FY 2002	Actual FY 2003	Actual FY 2004	Actual FY 2005	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Projected FY 2014
Rides	14,620	14,965	14,193	15,488	19,539	15,684	18,549	16,246	15,343	11,699	12,124	12,883	13,337	12,500

TABLE 2

*Pioneer Resources	Actual FY 2006	Actual FY 2007 **	Actual FY 2008	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Projected FY 2015
Rides	102,489	43,507	38,417	45,510	39,955	35,605	35,247	35,772	55,632	36,000

* In fiscal year 2006, Pioneer Resources became a sub-recipient of the Specialized Services Grant.

** Beginning in FY 2007, Pioneer Resources received additional grant funding that was not passed through Ottawa County. This new grant funding was utilized to transport Specialized Services eligible passengers. This table only includes the rides provided by the grant funding that is passed through Ottawa County.

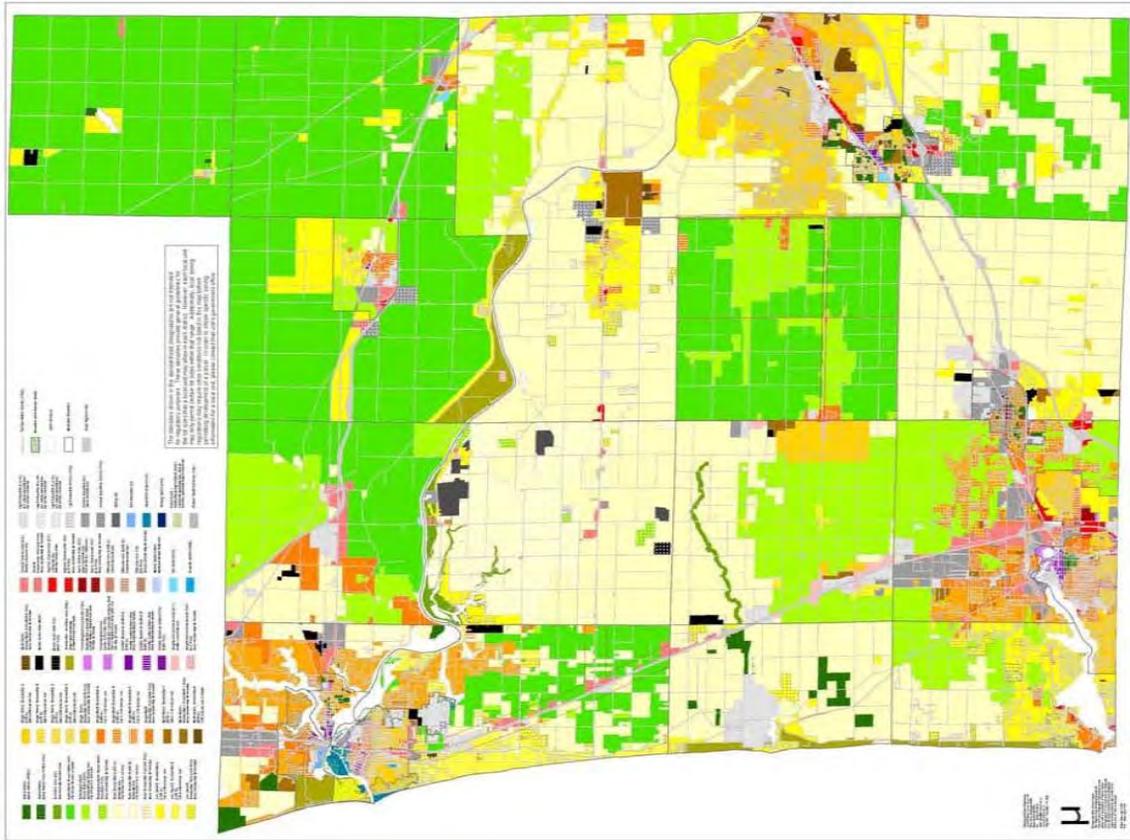
ATTACHMENT H - Ottawa County Agricultural Preservation Board (2015)

<u>Name/Address</u>	<u>Representing</u>	<u>Term Expires*</u>
Michael Bronkema	Agriculture	12/31/15
Josh Hucul	Real Estate/Development	12/31/16
Matt Fenske	County Board	12/31/15
Luke Meerman	Township Government	12/31/15
Cliff Meeuwsen (chair)	Agriculture	12/31/16
Vacant	Agriculture	12/31/15
Vacant	Local Conservation	12/31/16

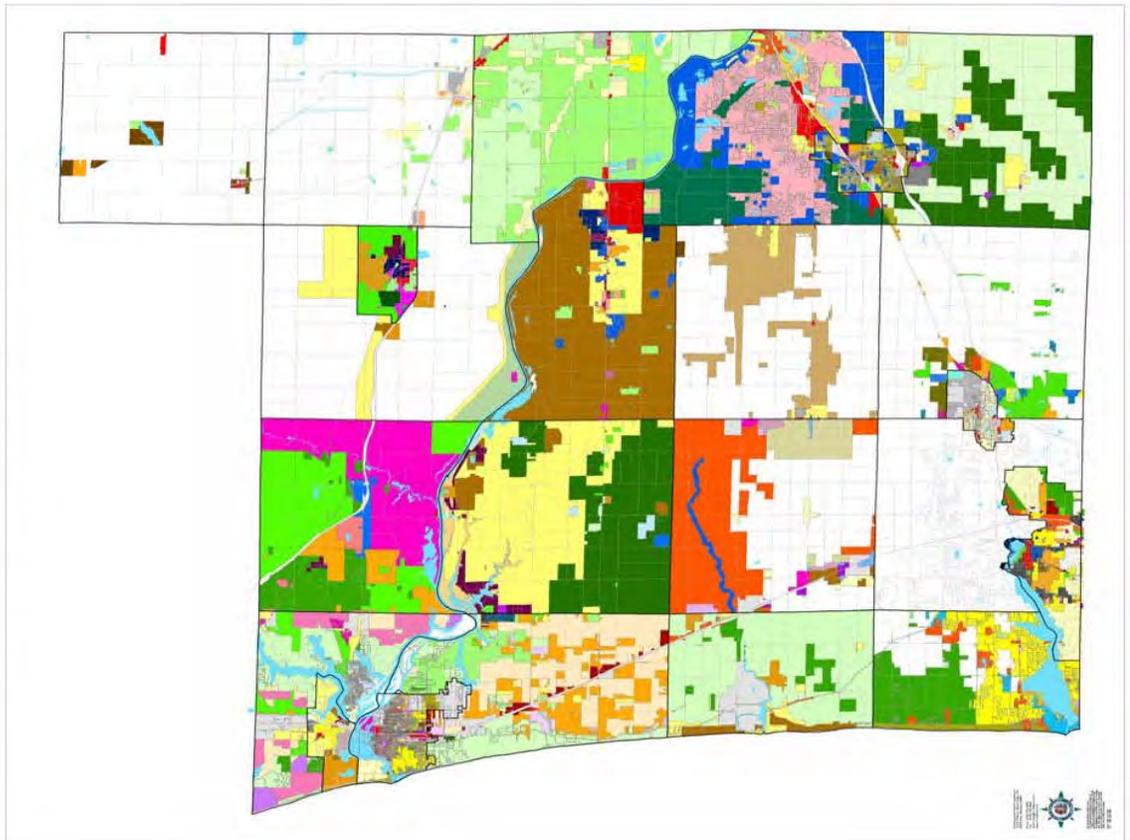
* All appointments, with the exception of the Board of Commissioner position, are 3 year terms. The Board of Commissioner position is updated on a yearly basis.

ATTACHMENT I1 - Existing and Proposed Standardized Zoning District Maps

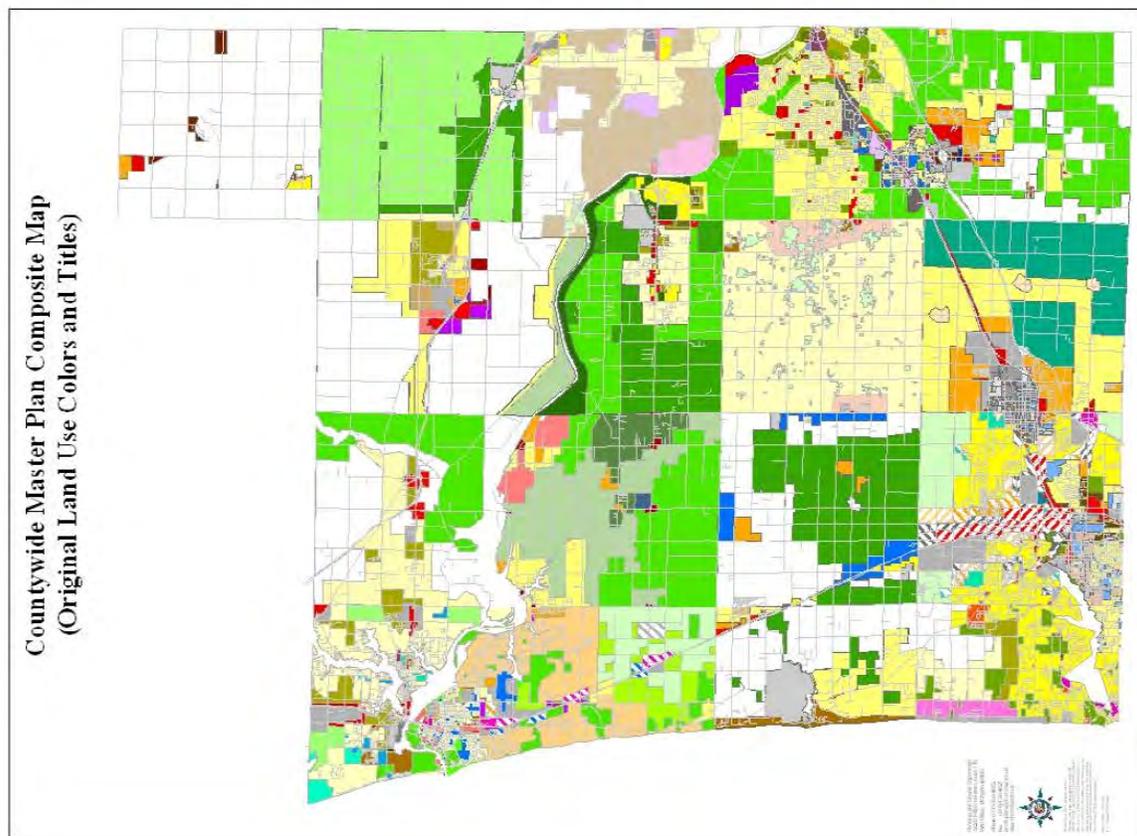
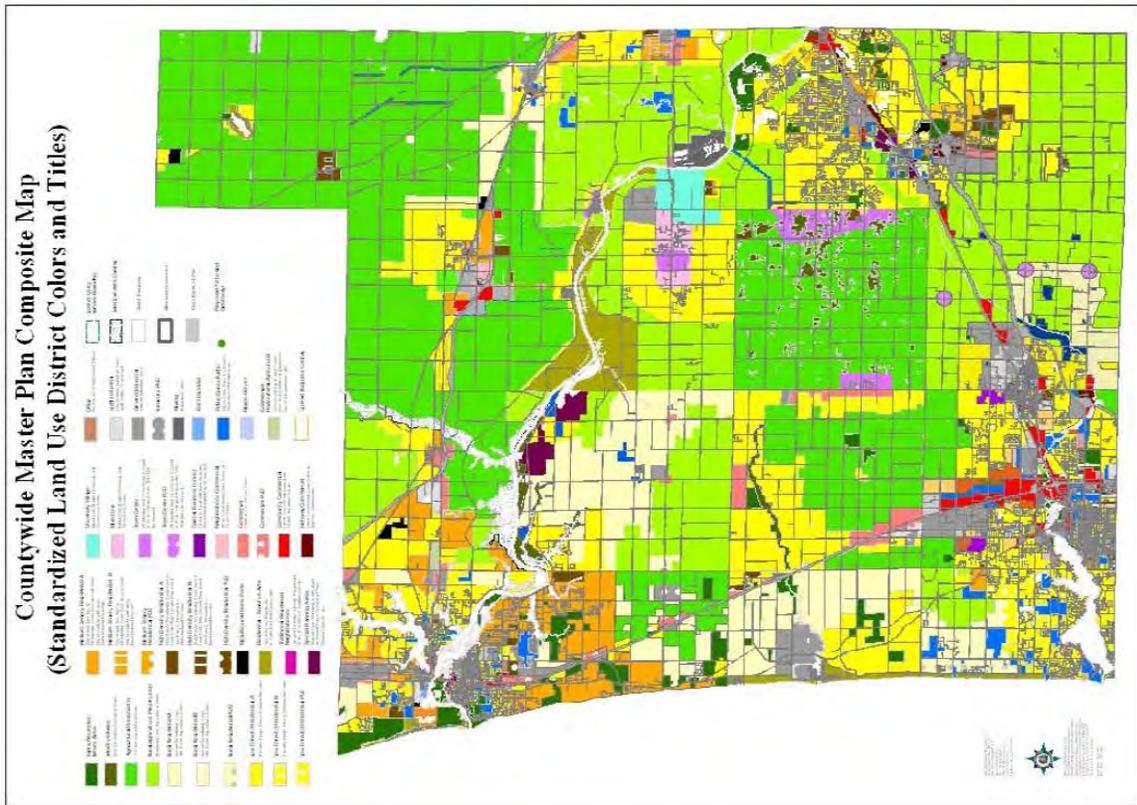
Countywide Zoning Map with Standardized Colors



Local Unit of Government Existing Zoning District Colors



ATTACHMENT I2 - Existing and Proposed Standardized Master Plan District Maps



ATTACHMENT I3 - Status of Standardized Mapping Adoption in Ottawa County

Local Unit	Master Plan		Zoning Ordinance	
	District Colors	District Titles	District Colors	District Titles
Allendale				
Blendon	✓	✓	✓	✓
Chester	X	X	X	X
Coopersville				
Crockery	✓	✓	✓	✓
Ferrysburg	✓	✓	✓	✓
Georgetown	✓	✓		
Grand Haven Township	✓	✓	✓	✓
Grand Haven City	✓	✓	✓	✓
Holland City				
Holland Township	✓	✓	✓	✓
Hudsonville	✓	✓	✓	✓
Jamestown	✓	✓	✓	✓
Olive	✓	✓	✓	✓
Park	✓	✓	✓	✓
Polkton	✓	✓	✓	✓
Port Sheldon	✓	✓	✓	✓
Robinson	X	X	X	X
Spring Lake Village	✓	✓	✓	✓
Spring Lake Township	✓	✓	✓	✓
Tallmadge	✓	✓	✓	✓
Wright	✓	✓	✓	✓
Zeeland Township	✓	✓	✓	✓
Zeeland City	✓	✓	✓	✓

Legend

✓ = Representatives of the local unit of government have indicated that they intend to adopt the Standard Titles and/or Colors as updates are made.

✓ = Standardized Titles and/or Colors have been adopted.

Blank = Local Unit of Government has not yet been contacted.

X = Local Unit of Government does not intend to adopt at this time.

ATTACHMENT J1 - Ottawa County Remonumentation Committee (2015)

<u>Representing County Commissioners</u>	<u>Expires</u>	<u>Representing Supervisors/Assessors</u>	<u>Expires</u>
Commissioner James Holtvluwer 8092 Weatherwax Drive, Jenison, 49428 616-457-6133 (h) 616-723-2760 (c)	12/15	D. Dale Mohr, Supervisor Georgetown Township P.O. Box 769 Jenison, MI 49429 616-457-2340 (h) 616-837-6876 (w)	12/16
<u>County Clerk/Register of Deeds</u> Justin Roebuck 414 Washington Street, Grand Haven, 49417 616-846-8240 (w) 12220 Fillmore Street, West Olive, 49460 616-994-4537 (w)	12/16	Josh Westgate, Supervisor Wright Township 1565 Jackson Marne, MI 49435 616-677-3048 (o) 616-292-0293 (c)	12/15
<u>Representing Real Estate Attorneys</u> Randall S. Schipper 321 Settlers Road Holland, 49423 616-392-1821 (o)	12/16	<u>Representing Surveyors</u> Rodney Unema, P.S. 4548 Bauer Road Hudsonville, 49426 616-531-3660 (o)	12/16
<u>Representing Realtors (1)</u> R. Dale Sall 2339 Bridlewood Drive Hudsonville, MI 49426 Dalesall@remax.net 616-896-9250 (h) 616-669-0990 Ext. 25 (w) 616-896-9286 (f)	12/15	Douglas Lansky, P.S. 13655 Lakeshore Drive Grand Haven, MI 49417 616-392-5938 (h) 616-899-1377 (w)	12/16
<u>Representing Road Commission</u> Brett Laughlin, P.E. Ottawa County Road Commission P.O. Box 739 Grand Haven, 49417 616-842-5400 (o)	12/15	Matt Nederveld, P.S. 217 Grandville Avenue SW, Suite 302 Grand Rapids, MI 49503 616-575-5190 (o) 616-437-5031 (c)	12/15
		<u>Ottawa County Representative</u> Randall Feenstra, P.S. 0-1210 Eighth Avenue Grand Rapids, 49544 616-457-7050 (o) 616-837-9178 (h)	12/18

ATTACHMENT J2 - Ottawa County Remonumentation Peer Group (2015)

Donald Schiele, P.S.

16471 136th Avenue
Nunica, MI 49448
P- (616) 846-2549
H- (616) 847-0928
F- (616) 846-2549

Exxel Engineering

Attn: Rod Unema
5252 Clyde Park, SW
Grand Rapids, MI 49509
runema@exxelengineering.com
P- (616) 531-3660
F- (616) 531-2121

Feenstra & Associates

Attn: Randy Feenstra
7482 Main Street
Jenison, MI 49428
randy@feenstrainc.com
P- (616) 457-7050
F- (616) 457-8680

Holland Engineering

Attn: Steve Lampen
418 East 8th Street
Holland, MI 49423
slampen@hollandengineering.com
dlansky@hollandengineering.com
P- (616) 392-5938
F- (616) 392-2116

Nederveld Associates

Attn: Matt Nederveld
217 Grandville Avenue SW, Suite 302
Grand Rapids, MI 49503
mnederveld@nederveld.com
P- (616) 575-5190
C- (616) 437-5031
F- (616) 575-6644

Pathfinder Engineering

Attn: Jack Bueche
795 Clyde Court SW
Byron Center, MI 49315
P- (616) 878-3885
F- (616) 878-4559

Tru-Line Surveying

Attn: Maurice Rosema
P.O. Box 708
Jenison, MI 49429
truline@altelco.net
P- (616) 457-1711
C- (616) 813-9874
F- (616) 457-8740

Westshore Consulting

Attn: Steve Vallier
2534 Black Creek Road
Muskegon, MI 49444
svallier@westshoreconsulting.com
Phone: (231) 777-3447

Williams & Works

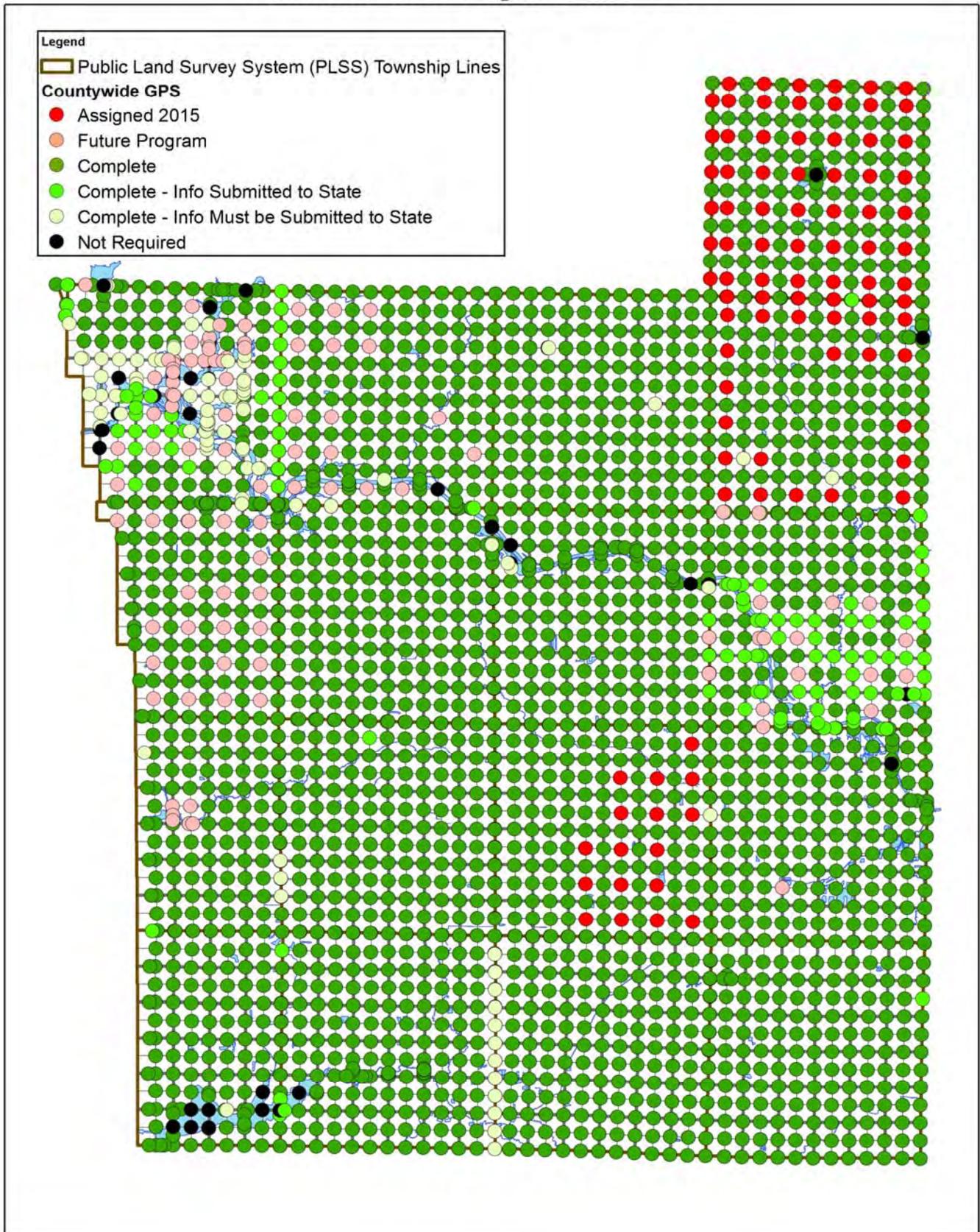
Attn: Jim Leitch
549 Ottawa Avenue NW
Grand Rapids, MI 49503
leitch@williams-works.com
P- (616) 224-1500
F- (616) 224-1501

Ottawa County Representative

Randy Feenstra
Feenstra & Associates
7482 Main Street
Jenison, MI 49428
randy@feenstrainc.com
P- (616) 457-7050
F- (616) 457-8680

ATTACHMENT J3 - Remonumentation Program Status

Ottawa County Remonumentation Program Status - 2015





Planning and Performance Improvement Department
12220 Fillmore Street, Suite 260
West Olive, Michigan 49460
(616) 738.4852
plan@miottawa.org