

OTTAWA COUNTY PLANNING & PERFORMANCE IMPROVEMENT

Performance Improvement



Economic Development



Legislative Analysis



Land Use Planning



ANNUAL REPORT
2013/2014





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the members of the Ottawa County Board of Commissioners.

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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 2013/2014 are as follows:

- Saved over **\$12.6 million** (cumulative) as a result of evaluation recommendations that modified, privatized, or discontinued ineffective County programs and services.
- Verified the cost-effectiveness of **\$37.2 million** (cumulative) in County programming and services
- Completed or initiated **Cost Analyses and Program Evaluations** for the e-Ticket System, Road Commission Task Force, Equalization Department Organizational Efficiency Analysis, Sentenced Work Abatement Program, Sheriff's Senior Volunteer Program, Tax Increment Financing, and Delinquent Tax Revolving Loan Fund
- Commenced work on a **\$400,000 EPA Brownfield Assessment Program**
- Completed a Pilot Project for the County's **Ag-Tech Business Incubator**
- Provided administrative support to receive approximately **\$26,000 in donations** for the Purchase of Development Rights (PDR) Program
- Completed Phase I of the **Comprehensive Water Resource Study** and raised all funding necessary to complete Phase II of the Study
- Collaborated with the Michigan Department of Transportation, Ottawa County Parks and Recreation Department, Crockery Township, and Robinson Township to ensure the **Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Pathway Bridge** and **Spoonville Trail** will be built to connect Grand River Greenway and North Bank Trail
- Completed the **Gull Movement in Ottawa County Study**
- Completed Educational Training Series on **Hydraulic Fracturing**
- Received a **National Achievement Award** from NACo for the Health Data Book

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, 2013/2014 was a productive year for the Planning and Performance Improvement Department, and it is our expectation that 2014/2015 will produce similar results.

DEPARTMENT OVERVIEW

The Planning and Performance Improvement Department staff is comprised of 6.5 permanent positions and the Department is expecting to hire two Economic Development positions in the fall of 2014 based on an anticipated grant that is expected to be received (**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 also 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

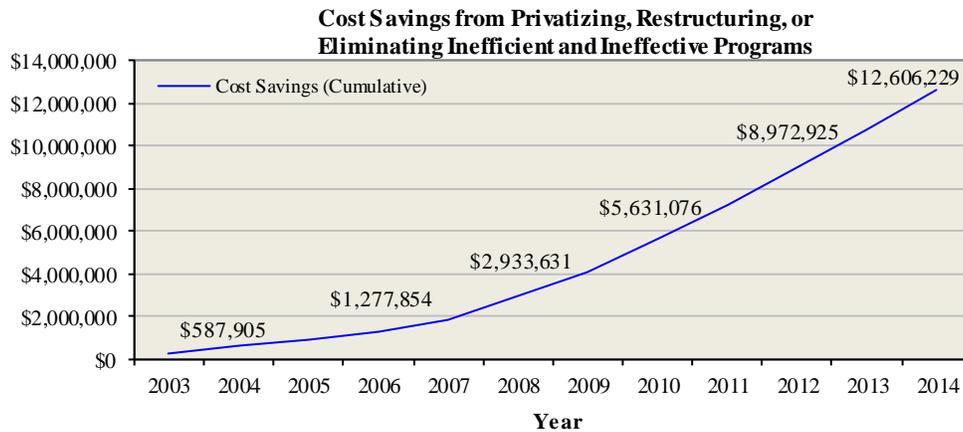
GOAL FOUR: Ensure that proposed legislation that would negatively impact the County is defeated or, conversely, lobby to ensure that proposed legislation that would positively impact the County is passed

ACCOMPLISHMENTS

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 **\$12.6 million** as a result of recommendations that modified, privatized, or discontinued ineffective programs and services. In addition, **\$37.2 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 planning activities were completed and/or initiated in 2013/2014:

- **3-Legged Stool:** The Planning and Performance Improvement Department, in conjunction with County Administration and the Human Resources Department, have been meeting over the past year to lay the ground work for a study to 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 Planning and Performance Improvement Department will commence with the qualitative study on January 1, 2015. The study process will involve a survey of hiring managers to determine the usefulness/effectiveness of the tools in filling open job positions.
- **58th District Court Mental Health Court:** In April 2014, the 58th District Court was awarded a \$156,000 grant from the State Court Administrators Office (SCAO) to develop and implement a Mental Health Court (MHC). A MHC is a type of specialty court (like a drug/sobriety court) that is designed specifically for criminal offenders with severe and persistent mental illness. The Planning and Performance Improvement Department was asked by the Court to serve on a Planning Committee to define the goals, objectives, services, and evaluation plan for the specialty

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court. Because SCAO has indicated that grant funds to operate the MHC will mostly likely continue indefinitely, the Department will not be involved in evaluating the program since no County General Fund dollars will be allocated to this effort. SCAO is intending to conduct its own evaluations of each MHC that receives state grant funding.

B. Program Evaluations and Cost Analyses

The following program evaluations and cost analyses were completed and/or initiated in 2013/2014:

- **e-Ticket System:** In October 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 (ROI) 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 in January 2015.

- **Road Commission Task Force:** In July 2013, the Planning and Performance Improvement Department assisted the Road Commission Task Force in completing the study of the Road Commission operations and potential drawbacks and benefits of transferring the Road Commission operations to the County. Based on the recommendations in that report, the Board of Commissioners approved a Resolution to keep the Road Commission separate from the County, but increase collaboration between the two entities.

A Memorandum of Understanding (MOU) was executed in October 2013 to outline the terms and conditions agreed upon by each entity. One of the items included in the MOU is that the Road Commission Task Force will revisit the Road Commission Report to determine the progress that has occurred in addressing the Road Commission's legacy cost (pension and OPEB) as well as to determine if any changes should be made in the governance structure of the Road Commission prior to the January 1, 2015 sunset of the provisions contained in Public Acts 14 and 15 of 2012.

The Planning and Performance Improvement Department is continuing to assist the Road Commission Task Force by assessing the progress that the County Board and Road Commission have made in addressing the Road Commission's legacy cost (pension and OPEB) and increased collaboration between the two entities.

- **Equalization Organizational Efficiency Analysis:** In September 2013, the Planning and Performance Improvement Department completed an Organizational Efficiency Analysis (OEA) of the Equalization Department's Property Description and Mapping (PD&M) Division. An OEA involves analyzing organizational structure, staffing levels, and overall service delivery. The OEA was conducted at the request of Equalization Department managers in light of several retirements within the PD&M Division.

The PD&M Division provides many essential services for local units of government and residents in the County. These services include, but are not limited to, assigning property parcel numbers, writing property tax descriptions, maintaining the property parcel base layer in the County's Geographic Information System, and preparing the annual County Apportionment Report. The OEA verified that several opportunities exist to achieve greater efficiencies in the PD&M

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Division. In total, 2,609 hours in annual time savings were identified. This time savings has translated into a 0.73 FTE reduction in staff, which has saved almost \$60,000 annually.

- **Sentenced Work Abatement Program:** In February 2014, the Planning and Performance Improvement Department initiated a Cost Analysis of the Sheriff's Office Sentenced Work Abatement Program (SWAP). The Cost Analysis is being conducted to determine if the net county cost to keep SWAP operational in 2015 falls within the County Board's \$20,000 threshold.
- **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 abandoned vehicles processed. The data to compile the quarterly statistics are obtained from Daily Time/Activity Tracking Forms completed by the Senior Volunteers.
- **Tax Increment Financing:** In August 2013, the Planning and Performance Improvement Department initiated a Report to provide general information about Tax Increment Financing (TIF). TIF is a method of financing the cost associated with development and redevelopment projects.

During the data collection process for the report, the Planning and Performance Improvement Department uncovered a variety of issues associated with the reporting of TIF activities in the County. The issues include, but are not limited to, a lack of data collection by TIF Authorities as well as a lack of reporting to the State Treasury Department. As a result, the scope of the report is being expanded to include several recommendations to address the need for greater transparency and accountability by TIF Authorities.

- **Delinquent Tax Revolving Fund:** In March 2014, the Planning and Performance Improvement Department initiated a Report to provide information about Delinquent Tax Revolving Funds (DTRF). A DTRF is a fund that Michigan counties are permitted to establish to pay the delinquent property taxes to all local taxing jurisdictions in advance of their collection. DTRFs provide cash flow stability to local taxing jurisdictions since they receive 100% of property taxes levied up-front instead of waiting several years while delinquent taxes are collected.

The Report will include an overview of the history of DTRFs in Michigan, an explanation of how DTRFs work, as well as detailed information about Ottawa County's DTRF.

Accomplishment Two: Performance-Based Budgeting

The Planning and Performance Improvement Department continues to assist the Fiscal Services Department with implementing the County's Performance-Based Budget (PBB) System. The department's involvement includes collecting and verifying annual department performance data and continuously improving how performance is measured and reported.

Over the next year, the Planning and Performance Improvement Department will be working with the County's new Fiscal Services Director to further refine the measures included in the Outlines and to ensure that the collected data are valuable for making budgetary decisions. 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.

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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 21 (58%) of the performance indicators.



Accomplishment Four: Michigan Local Government Benchmarking Consortium

The Planning and Performance Improvement Department continues to collect and compile 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. During the past year, the Planning and Performance Improvement Department collected FY 2013 survey data from 10 departments. The annual, comprehensive survey covers a variety of services areas that include, but are not limited to, information technology, parks maintenance, human resources, and recycling.

It is important to note that the value of the MLGBC data has been questioned by the Planning and Performance Improvement Department, as well as several county departments that contribute data as part of the survey. Ottawa County has informed the MLGBC that this may be its last year of membership in the Consortium unless improvements are made to ensure that the collected data can be used to make accurate and meaningful benchmark comparisons, especially involving counties.

Accomplishment Five: Social Media

The Planning and Performance Improvement Department's Performance Improvement Division joined Twitter on January 20, 2014. The "Ottawa Stats & Evals" Twitter account is used to tweet about interesting statistics, data, and evaluation. Twitter account statistics from the first four months are as follows:

- The "Ottawa Stats & Evals" Twitter account has 89 followers
- 44 tweets have been posted to the account
- During the last month, "Ottawa Stats & Evals" tweets were viewed by 77 people (measured using Twitter Week in Review)



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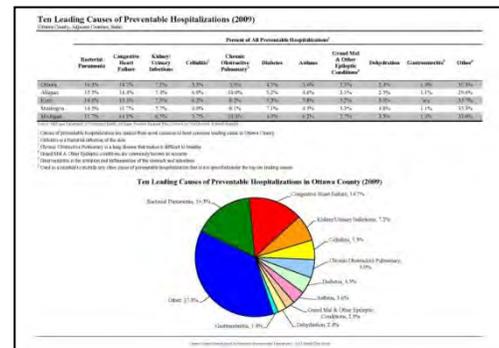
Accomplishment Six: Michigan Association for Evaluation

In April 2014, Paul Sachs, Assistant Director of the Planning and Performance Improvement Department was elected to a second 3-year term on the Michigan Association for Evaluation (MAE) Board of Directors. The MAE, established in 1995, is the oldest operating affiliate 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 Seven: Data Book Series

The Planning and Performance Improvement Department completed a comprehensive update to the County’s Health Data Book in July 2013. The Book is comprised of nine chapters that contain 30 years of statistics involving an array of health and wellness indicators for Ottawa County residents. Health data from adjacent counties (i.e. Allegan, Kent, and Muskegon) as well as the State of Michigan are also provided to compare health trends among residents both regionally and statewide. Moreover, longitudinal trends in data are provided that clearly illustrate how a particular illness or health-related condition has affected the County’s population throughout the years.



In June 2014, the Planning and Performance Improvement Department was notified that it is the recipient of a 2014 Achievement Award from the National Association of Counties (NACo) for the Health Data Book. The Achievement Award Program, which is in its 45th year, recognizes innovative programs that enhance county government. The Award was given in the category of Civic Engagement and Public Information.

Departmental staff are in the process of conducting research for an Economic Data Book. This Data Book will include, but not be limited to, information on gross domestic product, personal income, unemployment rates, wages, small business growth, construction activity, and employment.

Accomplishment Eight: Community Outreach

During 2013/2014, the Planning and Performance Improvement Department continued to be involved in community outreach by conducting presentations for local, regional, state and national organizations. The presentation topics included, but are not limited to, land use planning, environmental issues, and economic development. A few of the organizations that received presentations are as follows:

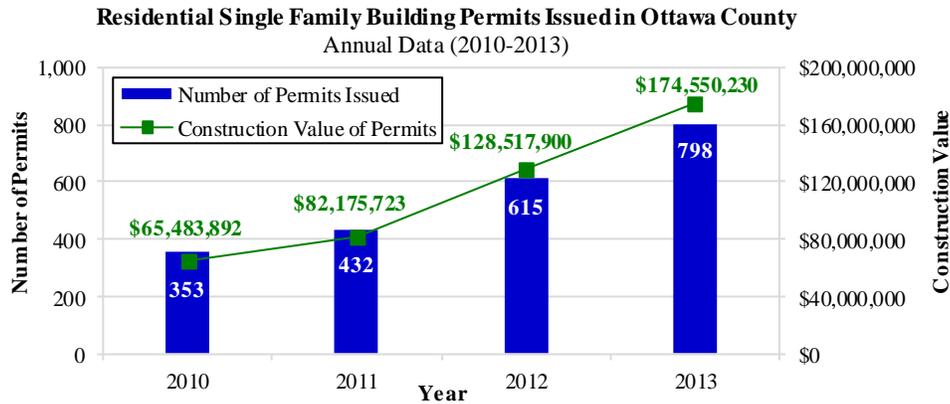
- Leadership West Michigan – Water Resource Study (October 2013)
- West Michigan Ag Irrigators Conference – Water Resource Study (February 2014)
- Lions Club – Water Resource Study (February 2014)
- Allendale Chamber of Commerce – Ag-Tech Business Incubator (February 2014)
- Michigan Agri-Business Annual Conference – Ag-Tech Business Incubator (January 2014)

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Accomplishment Nine: 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).

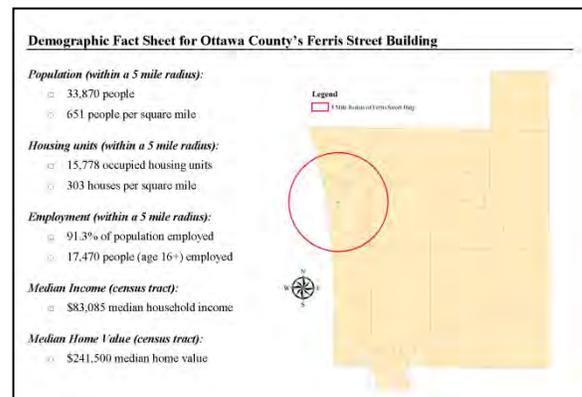
The Planning and Performance Improvement Department is also in the process of compiling agriculture statistics for Ottawa County. These statistics will be compiled using data from the recently released 2012 Census of Agriculture.



Accomplishment Ten: Requests for Research and Facilitation Assistance

During 2013/2014, 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:

- Facilities Maintenance Marketing Data Compilation:** The Planning and Performance Improvement Department compiled a demographic fact sheet for Ottawa County's Ferris Street Building to assist the Facilities Maintenance Department in marketing the property to prospective buyers. This involved providing population, housing, employment, and income data within a 5 mile radius of the property. A Geographic Information System map was also included in the fact sheet to display the property location.
- 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 2013. The write-ups were then combined into a cohesive document for the Fiscal Services Department.



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

Accomplishment One: Countywide Wireless Network

Since 2009, the Planning and Performance Improvement Department has facilitated the construction of two County-owned towers in underserved broadband areas of the County. 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 \$650,000.

The Planning and Planning Improvement 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 Michigan Agri-Business Association (MABA) and Brink Farms, located in Hamilton, MI, have requested that the U.S. Coast Guard 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 request is similar to an existing river barge exemption from load lines on the western shore of Lake Michigan between Calumet Harbor and Milwaukee, WI.

The Coast Guard considers the request to be a "petition for rulemaking" and they have opened an on-line rulemaking docket where public comments can be submitted. The MABA is requesting comments in support of the Coast Guard's rulemaking from government officials, farmers, and the general public. The Planning and Performance Improvement Department has conducted research on MABA's request and compiled a Frequently Asked Questions (FAQ) document. The FAQ document includes, but is not limited to, a description of load line certificates, the rationale behind the request for an exemption from load lines, and the potential for invasive species in Lake Michigan if the exemption is approved. The Planning and Performance Improvement Department also drafted a Resolution of Support for the Board of Commissioners which they approved in June 2014.



Accomplishment Three: Food Manufacturer and Food Wholesaler Database

In August 2013, the Planning and Performance Improvement Department began compiling a database of food manufacturers and food wholesalers in Ottawa County. The database will include a variety of information such as company name, contact information, number of employees, sales volume, and North American Industry

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Classification System (NAICS) category. In the long-term this database may be expanded to include food manufacturer and food wholesaler companies in the mid-west and beyond. This information can then be used to develop improved supply chains for existing and new local ag-related companies and to potentially recruit new and expanding ag-businesses to Ottawa County.

Accomplishment Four: Ag-Tech Business Incubator

Based on the results of a 2012 Market and Needs Assessment and Feasibility Study, the Planning and Performance Improvement Department moved forward with the creation of a unique, service-based agricultural-technology business incubator. The Ag-Tech Business Incubator, as it is known, is currently staffed by the Department and serves clients with business or product ideas related to the agriculture industry. Potential businesses must involve machinery; equipment; software; or wholesale, business-to-business food processing plants.

The service-based incubator model is based on a “garage startup,” private sector philosophy. There is no facility to manage, which keeps capital and operating costs to a minimum. It also ensures that initial resources are dedicated solely to providing useful, quality business services. Rapidly commercializing clients’ products remains the focus of the incubator staff, and expansion of the incubator will be based on performance and results.

During the past year, staff has worked diligently to determine the most appropriate future organizational structure of the Incubator, to develop the client application and other necessary procedural documents, and to secure partners from various business sectors, including but not limited, to financial, legal, software/website development, engineering, and design/manufacturing. Support for the Incubator is strong, from both the agricultural and business communities.

In addition to the Incubator organizational structure, Planning and Performance Improvement Department staff has continued work on three pilot projects. Of the three, Grass Roots Energy, LLC (GRE), in particular, has made significant progress toward commercialization of the BioFeeder, a system designed to produce ethanol from grains or liquid waste, such as soda, beer, or wine. Utilizing individualized support and carefully selected partners, Department staff has provided GRE assistance with market development, regulatory agency processes, and the composition of a business plan.

Finally, as a part of the Planning and Performance Improvement Department’s agricultural business development efforts, staff has been collaborating with Michigan State University (MSU) Extension 4-H Educators to develop a youth entrepreneur program. The program, which is still in its infancy, is expected to be approximately six weeks in length and target students in grades 6-12. The program will introduce youth to the concepts of idea generation and entrepreneurship and will teach students how to turn an idea into a profitable business.

The Ag-Tech Business Incubator joined Twitter on October 25, 2013. The “Ag Tech Incubator” Twitter account is used to tweet entrepreneurial and business information. Twitter account statistics from the first eight months are as follows:

- The “Ag Tech Incubator” Twitter account has 322 followers
- 78 tweets have been posted to the account
- Two inquiries from out of state businesses interested in Ag-Tech Business Incubator

Accomplishment Five: Brownfield Redevelopment Projects

The Planning and Performance Improvement Department continues to provide administrative support to the Ottawa County Brownfield Redevelopment Authority (OCBRA) (**Attachment C**). In November 2012, the OCBRA approved the reimbursement of \$55,389.34 in brownfield expenditures submitted by Cedar Crest Dairy of Hudsonville for Phase I of an expansion project. Phase I of the project included the removal of contaminated soil, re-grading of an existing gravel parking area, and renovations to existing buildings. The total investment for

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Phase I was \$197,352.97. As a result, Cedar Crest Dairy created two jobs, and two tenants within the renovated buildings created a total of 32 jobs.

During the summer of 2013, Cedar Crest Dairy invested an additional \$200,000 into the property to repave the parking lot. However, the anticipated Phase II of the project, which was to include contaminated soil management, construction of a new 14,000+ square foot warehouse and shipping terminal, and the addition of green roof technology to two existing buildings, has been placed on hold indefinitely due to project costs and increased personnel costs.

Accomplishment Six: United States Environmental Protection Agency Brownfields Assessment Grant

In 2013, the Planning and Performance Improvement Department applied for and received a 3-year, \$400,000 grant from the United States Environmental Protection Agency (EPA) Brownfields Assessment Program. The purpose of the grant is to conduct environmental assessments on properties that are contaminated or perceived to be contaminated in order to begin the redevelopment process. A total of \$200,000 is available to assess properties that are suspected of containing hazardous substances and \$200,000 is available to assess properties that are suspected of containing petroleum. Redeveloping these properties is important to communities in Ottawa County because of the potential for job creation, increased tax base, natural resource protection, and contamination elimination.

In order to fully implement the EPA grant and perform the assessments, the Planning and Performance Improvement Department contracted with an environmental consultant, Environmental Consulting & Technology, Inc. (ECT). In just the first few months of grant work, ECT has assisted the Department in developing site nomination forms and evaluation criteria, disseminating grant information to the OCBRA, and conducting a series of community outreach meetings. ECT also developed the Quality Assurance Project Plan (QAPP) and submitted it to the EPA for approval. The QAPP is necessary in order to conduct Phase II Environmental Site Assessments.

In addition, in May 2014, the OCBRA approved the first site assessment project. The County has partnered with the City of Holland to assess a site in the 500 block of West 17th Street, which is in the South Shore Village Shopping District. Once the environmental work is complete, the city plans to install a pedestrian promenade to connect to the Heinz Boardwalk, as well as streetscaping and a parking lot to service nearby retail and business establishments. The estimated cost of the improvements is \$430,000. The project is expected to increase the local tax base, eliminate blight, create recreational space, and serve as a catalyst for additional redevelopment and neighborhood improvements.

Accomplishment Seven: 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 Eight: Grand Valley State University's (GVSU) Sustainable Agriculture Project

The Planning and Performance Improvement Department staff facilitated for MABA the first of several meetings between GVSU and agri-business leaders. These meetings provide opportunities to connect the educational resources of GVSU with the needs of the agri-business community. In the future, this connection may lead to an expansion of agri-businesses course offerings at GVSU and customization of existing course offerings for agriculture. The meetings may also establish new connections between GVSU's school of business and the human resource department with agribusinesses who are in need of students and/or employees with business and financial management degrees.

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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.



The Project Team is currently finalizing a highly visual, user-friendly Citywide Master Plan for Hudsonville. The prototype Plan condenses nearly 90 pages of typical master plan information into 10 double-sided ledger-size (11x17) sheets. The Master Plan information is uniquely synthesized into pertinent text, photos, graphs, and tables. The Plan is expected to be completed in summer 2014 followed by the completion of a new Citywide Zoning Ordinance.

Several award-winning planning tools have already been completed as part of this innovative project. These tools include an Architectural Design Guidebook, Downtown Master Plan, and Downtown Zoning Code for the City of Hudsonville.

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Accomplishment Two: Restore The Rapids

The Grand Rapids White Water (GRWW) group initiated an effort to “Restore the Rapids” in the City of Grand Rapids. The Planning and Performance Improvement Department has participated in a River Quality and Use Subcommittee of the GRWW effort. The Subcommittee was comprised of 50 individuals from various agencies ranging from US Fish and Wildlife, Natural Resources Conservation Services, Michigan Department of Environmental Quality (MDEQ), US Army Corps of Engineers, West Michigan Environmental Action Council (WMEAC), Trout Unlimited, Steelhead Fisherman's Association, Grand Rapids Rowing, and Michigan League of Conservation Voters.

The purpose of the Subcommittee was to provide input to the GRWW on environmental quality and recreational use improvements and concerns associated with downtown river restoration, especially with respect to proposals to reengineer the river channel and hydrology. A final report was issued to the larger Grand River Restoration Stakeholder Group in 2013.



Accomplishment Three: Comprehensive Water Resource Study

During 2013/2014, the Planning and Performance Improvement Department continued to develop the second phase of the Comprehensive Water Resource Study.

This Study is being developed in response 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 MSU Institute of Water Research (IWR), indicated that “water mining” is causing groundwater levels to decline in some areas of the County, while also causing sodium chloride “upwelling” in certain areas.

ACCOMPLISHMENTS

Due to the limitations of the data used for the first phase of the Study, IWR researchers are unable to determine whether and when the above-mentioned issues will develop into a crisis or provide possible options for protecting and conserving the County's groundwater supply. In order to better understand and protect the County's aquifer, IWR recommend that a second Study be conducted.

The second Study will utilize precipitation, runoff, and evapotranspiration measures along with withdrawal rates, static water levels, and other pertinent data to populate a refined 3D groundwater model of Ottawa County. Then, if necessary, a set of options will be proposed (with stakeholder input) which can be utilized at the local level to address and mitigate the issue(s).



In December 2013, the Planning and Performance Improvement Department completed the Phase II Scope of Work and the IWR completed the Phase II Study Methodology. The Ottawa County Planning Commission then forwarded the Scope of Work and Study Methodology to the Board of Commissioners who, in turn, appointed a 13-member Groundwater Task Force (**Attachment D**) to determine the next steps for the Study.

While the County's local units of government and its agricultural community supported the Phase II Study, one group, the Michigan Groundwater Association, raised objections to the Phase II Study Methodology and eventually submitted an alternative study proposal. This alternative proposal was completed by the Michigan Geological Survey (MGS) at Western Michigan University.

In May 2014, the County worked with the Michigan Department of Agriculture and Rural Development (MDARD) to retain an independent third-party consultant to review the IWR and MGS proposals to determine if they met the goals and objectives of the Phase II Study Scope of Work. Barr Engineering completed this review and presented the findings to the Groundwater Task Force in June 2014. The review found that the MGS proposal did not meet the goals and objectives of the Scope of Work. While the IWR proposal did address the goals and objectives of the Scope of Work, there were some questions as to whether the proposed methodology would achieve the precision or results promised. The IWR is developing a response to the Barr Engineering review that will be presented to the Groundwater Task Force in July 2014.

A broad fund-raising effort was also completed by the Planning and Performance Improvement during 2013/2014. The cost to complete the second phase of this Study is \$450,000. The 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 Five: 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 the winter of 2014, two training sessions were held: Planning Commission Basic Training, and Zoning Board of Appeals Basic Training. The Planning Commission and Zoning Board of Appeals Basic Trainings assist new and experienced planning commissioners and zoning board of appeals members in dealing with the various challenges that they may face.



ACCOMPLISHMENTS

Accomplishment Eight: 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 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.

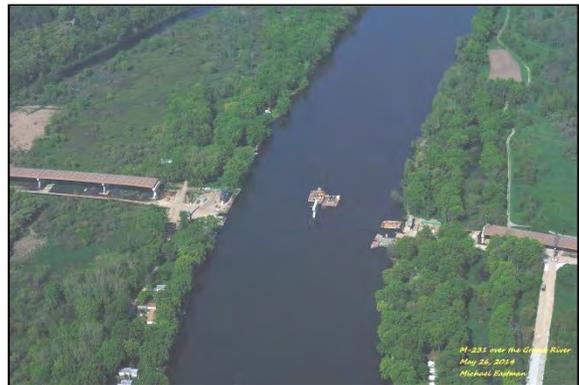
During the last year, Listserv topics have included flag lots; manufactured homes outside of mobile home parks; land division; minimum square footage requirements; chicken and bees in residential areas; community/gateway signs; pole signs; local unit zoning and the Right-to-Farm Act; and home occupation regulations.

Accomplishment Nine: M-231 Bypass Bridge Crossing

The Planning and Performance Improvement Department continues to provide assistance to property owners and local units of government as part of the M-231 Bypass Project. During the past year, the Department provided maps of the area where the Bypass will be constructed to various local officials.

Last fall, extensive work on the M-231 Bypass/I-96 Interchange was completed. Construction of the bridge over the Grand River near 120th Avenue in Robinson and Crockery Townships commenced in 2013 and is continuing in 2014. It is anticipated that the construction of the bridge will cost approximately \$60-\$70 million. Work also commenced on multiple overpasses and roads in Crockery and Robinson Townships.

As of June 2014, MDOT anticipates that the M-231 Bypass will be open to traffic in 2016. 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.



Accomplishment Ten: 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 MDOT, Ottawa County Parks Department, 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 June 2014, the Multi-Use Lane was officially renamed through legislation enacted by Governor Snyder. Representative Amanda Price introduced this legislation 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

ACCOMPLISHMENTS

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. As a compromise, the County worked with Rep. Price and MDOT to re-name the Multi-Use Lane the “Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail.”

Construction on the “Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail” will occur over the next two years and is expected to be completed in 2016.

Accomplishment Eleven: Gull Movements at Public Beaches Study

The Central Michigan University (CMU) Institute for Great Lakes Research completed a Gull Movement Study in summer 2013. This Study was funded by the Ottawa County Board of Commissioners and overseen by the Ottawa County Planning Commission.



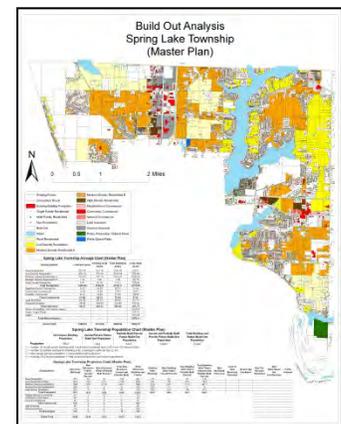
For the Gull Movements Study, CMU researchers captured 30 gulls and tagged them with radio transmitters to track their movements over the course of the summer. The Study findings indicate that gulls frequented beaches and landfills at a higher rate than other locations such as inland lakes and agricultural fields. These findings can now be used to refine gull exclusion strategies aimed at deterring gulls from using public beaches.

The CMU Institute for Great Lakes Research is now in the process of working on a 2-year US EPA-funded project to exclude gulls from public beaches using border collies. The goal of this project is determine whether the exclusion of gulls improves microbial quality at beaches.

Accomplishment Twelve: Build Out Analysis

The Planning and Performance Improvement Department is continuing to develop a Countywide Build-Out Analysis utilizing Geographic Information System software. A build-out analysis is used to calculate the maximum number of structures that could 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 Thirteen: 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 G1 and G2**). During the past year, no new communities officially adopted the colors and terms. However, the Department has been working with several communities as they work to develop new master plans. It is anticipated that at least two additional local units will adopt the standardized colors and terms in the coming year (**Attachment G3**).



Standardization allows for easy viewing of commercial, retail, and industrial properties across the County on a single map, reducing the time

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and effort staff and consultants spend analyzing local zoning ordinances and master plans. It is important to note that standardization does not change density, use, or any other local zoning ordinance and comprehensive land use plan requirements that have been adopted by local units of government.

Accomplishment Fourteen: 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 as part of the Non-Motorized Pathway Study completed in 2002. 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.

In May 2014, a map update was approved by the Planning Commission. This update included route adjustments to the Spoonville Trail, North Bank Trail, and Grand River Greenway Trail. The map update also reflects the progress of other pathway projects, including the following: Fred Meijer Kenowa Trail; the Fred Meijer Pioneer Trail; the Upper Macatawa Natural Area Trail; and the Croswell Pathway.



Accomplishment Fifteen: Educational Series on Hydraulic Fracturing

In response to a groundswell of interest from citizens and local officials regarding the hydraulic fracturing (i.e. fracking) issue, the Ottawa County Planning Commission hosted four educational sessions to explore the topic in-depth.



In July 2013, a capacity crowd (210 attendees) turned out for the Hydraulic Fracturing Seminar. Six speakers were each given 15 minutes to provide an overview regarding the following topics: history of fracking, state regulations, Ottawa County's geology, well drilling processes, safety precautions, environmental concerns, local unit of government regulatory authority, and oil and gas leases.

Survey results show that 89.3% of respondents rated the seminar as excellent or good while 10.7% rated it as fair. Additionally, 93% of individuals express an interest in scheduling a series of forums to discuss specific fracking topics in a more in-depth manner.

In response to this interest for additional forums, the Planning Commission hosted a three-part educational series, Understanding Hydraulic Fracturing, in the winter of 2014.

The first session, held on February 18, was a Panel Discussion that was attended by nearly 70 individuals. The distinguished panel, comprised of Jason Poll from Lakeshore Environmental, Amy VanDyke of Mika Meyers Beckett & Jones, and Adam Wygant of the MDEQ, provided attendees with a scientific, informative, and factual presentation on hydraulic fracturing. The topics covered included a discussion on the hydraulic fracturing process, the geology of hydraulic fracturing, and current fracking practices. Of the survey respondents, 85.7% rated the panel session as excellent or good, 12.2% rated it fair, and 2% rated it poor.

The second session, titled "Land Owners – Ensure You're Protected When Negotiating an Oil & Gas Lease," was held on February 27. Over 20 attendees braved frigid temperatures to learn from Curtis Talley Jr., of the MSU Extension, about State regulations that apply to oil and gas leases, tips for negotiating an oil and gas lease and adding environmental protections to leases, and the potential income that can be realized from an oil and gas lease. Of the survey respondents, 100% rated the session as excellent or good, and 95.7% said the session provided them with practical and useful information.

ACCOMPLISHMENTS

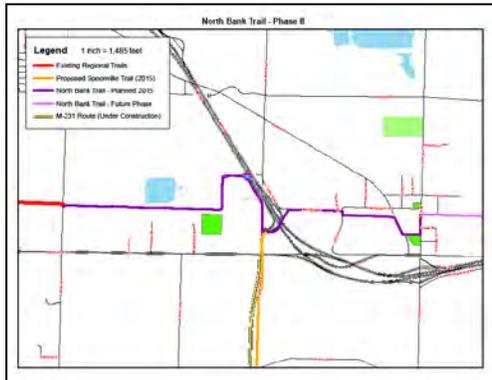
The third session, titled “Land-Use Regulations and Hydraulic Fracturing,” was held on March 20. With nearly 40 in attendance, Ron Bultje, Scholten Fant attorney, provided an overview of the current regulatory landscape, particularly at the local level. Some of the specific topics addressed include the following: general zoning regulation, truck traffic, noise, odor, lighting, hours of operation, dust, earth change permits, soil erosion permits, and groundwater well permits. Of the survey respondents, 96% rated the session as excellent or good, and 92% said the session provided them with practical and useful information.

Accomplishment Sixteen: Grand River Shallow Draft Navigation Project

In early 2014, the Grand River Shallow Draft Navigation Project received renewed interest. The Planning and Performance Improvement Department has been asked to consider serving as the grantee for funding available from the Michigan Department of Natural Resources to conduct a topographical study of the Grand River from the Bass River tributary in Robinson Township to Fulton Street in the City of Grand Rapids. Among other things, the study would identify the number and location of wooden pilings that were placed in the river bottom long ago, sample river bottom soils, and help to determine how much dredge material would need to be removed in order to make this 22.5 mile stretch of river navigable for recreational boaters. If this portion of the river were to be made navigable, Ottawa County would likely realize economic benefits related to increased development, job creation, and tourism. The Planning Commission is expected to consider taking on the study during the coming months.

Accomplishment Seventeen: 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. The North Bank Trail now starts at Fruitport Road on the west side and ends at 130th Avenue on the east side.



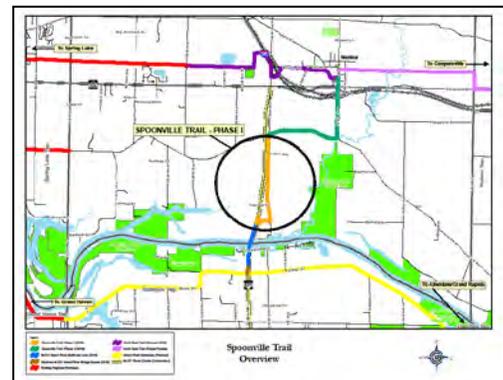
For Phase II, three miles of pathway will be constructed to the east, which will extend the pathway from 130th Avenue to 112th Avenue.

The Planning and Performance Improvement Department facilitated meetings between Crockery Township and MDOT and participated in a walk-through of the pathway with Prein & Newhof to develop a cost estimate for the project. Additionally, the Planning and Performance Improvement Department provided numerous maps during the course of project development and for grant application submissions.

Accomplishment Eighteen: 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 2016. To that point, the Planning and Performance Improvement Department, the Parks Department and Crockery Township have been coordinating efforts to construct the non-motorized pathway connectors that would link the 18-mile North Bank Trail to the north with the 28-mile Grand River Greenway Trail to the south with the Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail.



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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 is \$1.4 million and will be completed in two phases.

Phase I is planned for construction in 2015 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 \$739,000 to design and construct.

The Planning and Performance Improvement Department has been working with the Ottawa County Road Commission and MDOT since road right-of-way and MDOT property will be utilized to construct the pathway. Easements were also secured from three property owners along the pathway route. The Planning and Performance Improvement Department is pursuing federal grant funding to pay for a portion of the construction. Other local and regional funding sources are also being pursued.

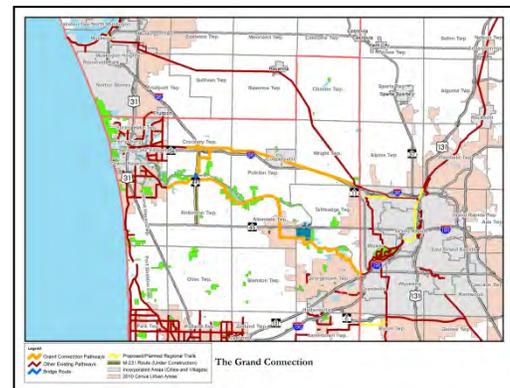
Phase II of the Spoonville Trail would extend from the intersection of Leonard Road and 120th Avenue to Nunica and is planned for construction in 2016.

There is also a plan to provide a connection to the south side of the Sgt. Henry E. Plant Memorial Grand River Bridge Non-Motorized Trail in Robinson Township. A 450' non-motorized connection would be extended from the south bridge approach to the Grand River Greenway Trail that will be constructed by the Parks Department along North Cedar Drive. The estimated construction cost of this segment is \$20,700.

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 facilitate access to over 150 miles of regional non-motorized trails, facilitate non-motorized access to County and State parks along the Grand River, expand non-motorized commuter options, and increase tourism in the area.

Accomplishment Nineteen: 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 Department, 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.

A consultant was retained to develop the grant application. The consultant recommended a two-phased approach. In phase I, a TIGER grant would be submitted to fund engineering for the project. According to the consultant, securing a grant for project engineering would make the Grand Connection more likely to be successful in seeking funding for construction in a future grant cycle.

A \$927,898 grant application was submitted in April, with \$742,319 requested in federal funding. The grant application received broad support from communities in West Michigan as well as from Senators Levin and Stabenow and Representative Bill Huizenga.

ACCOMPLISHMENTS

If the grant is awarded, the Spoonville Trail would receive \$34,330 in federal funds to pay for project engineering for Phase II of the pathway.

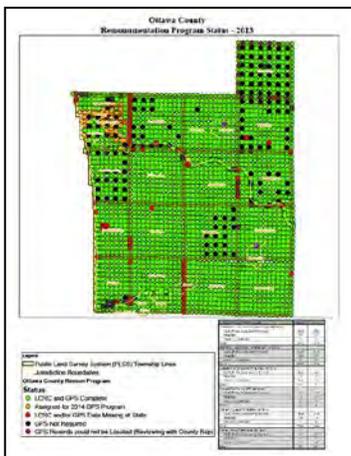
Accomplishment Twenty: West Michigan Shoreline Regional Development Commission

The Planning and Performance Improvement Department negotiated an agreement with the West Michigan Shoreline Regional Development Commission (WMSRDC) for membership with the Metropolitan Planning Organization (MPO). The agreement was approved by the Board of Commissioners in March 2014.

This membership will ensure that Ottawa County is represented on the WMSRDC Policy Committee and Technical Committee. Ottawa County's involvement in WMSRDC will be valuable since this organization conducts transportation planning activities and provides funding for transportation projects in northwest Ottawa County. The membership will also ensure that the County is represented in all three of the MPOs that currently cover Ottawa County.



Accomplishment Twenty One: Remonumentation Program



The Planning and Performance Improvement Department provides administrative oversight for the Survey and Remonumentation Grant Program, the Remonumentation Committee (**Attachment H1**), and the Remonumentation Peer Group (**Attachment H2**).

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 GPS coordinates for each physical corner). Through 2013, the Setting of Coordinates Phase has been completed in 16 of the County's 17 townships. During the 2014 grant year, the final township (Spring Lake Township) is slated to be completed and therefore it is anticipated that the Setting of Coordinates phase will be completed by the end of 2014 (**Attachment H3**).

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

During 2013/2014, 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.

Since January 2013, a total of 245 state bills with potential impacts to county government operations have been analyzed and 32 are currently being reviewed. Thus far, 47 bills 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 Department is watching include Tax Exempt Status of Municipal Bonds and Sequestration.

Of the 47 bills with an impact in 2013/2014, the following were the most significant to the County:

- **Electronic Document Storage:** Legislation has passed dealing with 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 re-name the M-231 Multi-Use Lane over the Grand River.

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.

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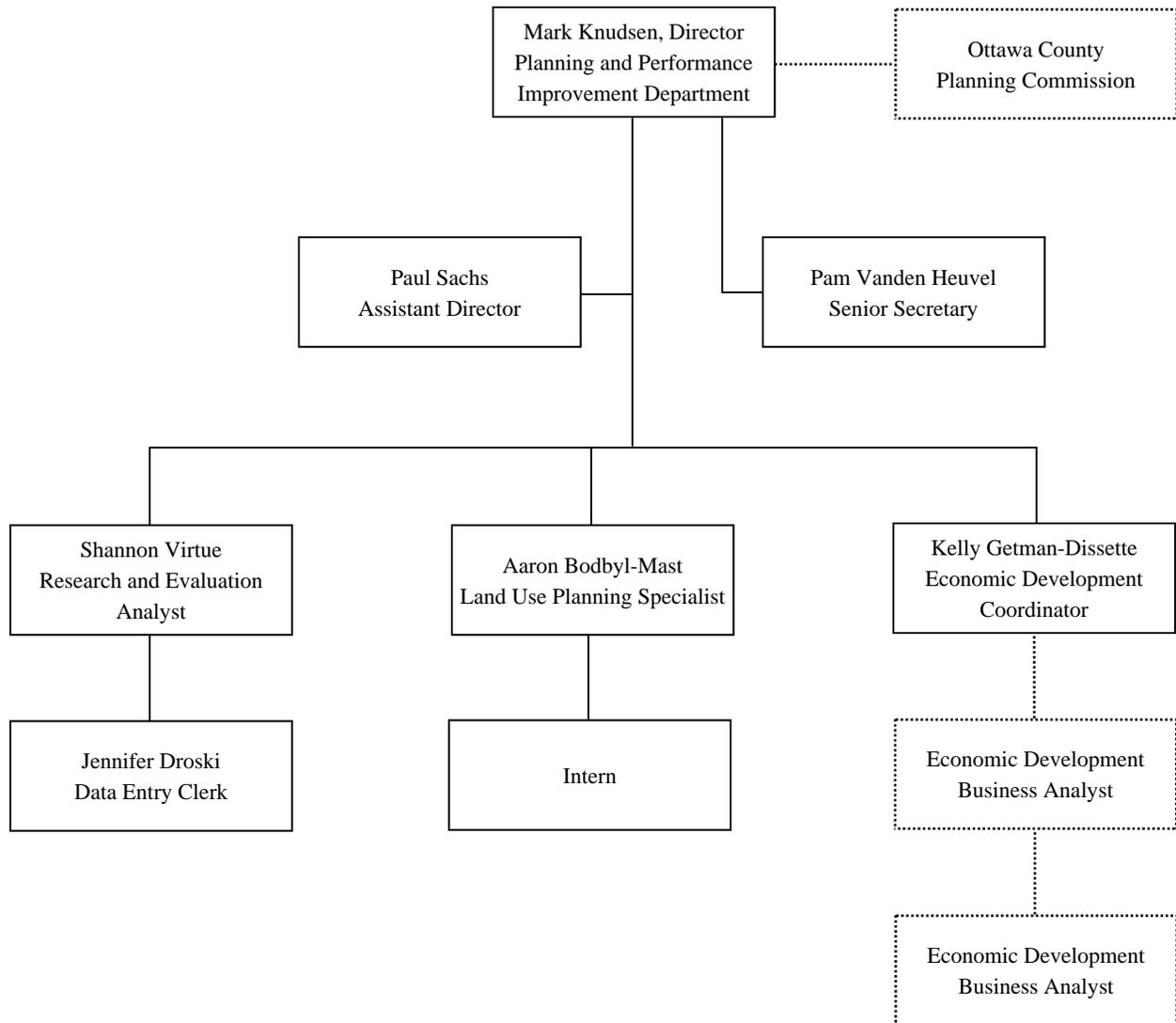
Over the last year, the Planning and Performance Improvement Department completed and initiated multiple programs to help maintain and enhance the County's reputation as a great place to live and to do business. The Department also continued its strategic planning and outcome-based evaluation efforts 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 \$12.6 million in public tax dollars as a result of recommendations that modified, privatized, or discontinued ineffective County programs and services. Moreover, \$37.2 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 simultaneously while maintaining a disciplined regiment to complete high-quality and beneficial projects. In light of recent reductions in staffing-levels, staff has remained diligent and persevering. To that point, it is only fitting to recognize their outstanding contributions to the County.



Back Row (left to right): Mark Knudsen, Aaron Bodbyl-Mast, Paul Sachs
Front Row (left to right): Pam Vanden Heuvel, Shannon Virtue, Kelly Getman-Dissette, Jennifer Droski

ATTACHMENT A - Department Organizational Chart



ATTACHMENT B1 - Ottawa County Planning Commission (2014)

<u>Name/Address</u>	<u>Representing</u>	<u>Term</u>	<u>Expires</u>
Joseph S. Baumann 735 – 144th Avenue Holland, MI 49424 399-8489 (H) 848-5010 (C) 396-5728 (W) jbaumann@miottawa.org	Commissioner	3 years	12/31/2014
Greg J. DeJong 11828 Kathy Jo Lane Allendale, MI 49401 895-5139 (H) 437-7954 (C) 551-4884 (W) gdejong@miottawa.org	Commissioner	3 years	12/31/2014
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
Jim Miedema 2984 16th Avenue Hudsonville, MI 49426 896-8562 (H) 291-2724 (C) 896-7271 (F) jmiedema46@gmail.com	Financial/Sociological/ Academic	3 years	12/31/2014
Bill Miller 17829 - 40th Avenue Conklin, MI 49403 899-2678 (H&O) 899-2104 (F) 262-5168 (C) rafd53@aol.com	Agriculture	3 years	12/31/2015
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 (C) 773-551-8166 (H&F) doug.r.zylstra@gmail.com	Business/Industrial/ Tourism	3 years	12/31/2014
Timothy Grifhorst 616-485-5921 (C) tgrifhorst@aol.com	Road Commission (Ad Hoc Member)	1 year	12/31/2014

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 C - Brownfield Redevelopment Authority Board (2014)

<u>DIRECTOR</u>	<u>TERM ENDING DATE</u>
Mr. Alan Vanderberg - Chair County Administrator, County of Ottawa	12/31/2014
Ms. Joan Epperson – Vice Chair/Secretary	12/31/2017
Mr. Bradley Slagh - Treasurer Treasurer, County of Ottawa	12/31/2016
Mr. Philip Kuyers Ottawa County Commissioner, District 9	12/31/2014
Ms. Laurie Larsen	12/31/2019
Mr. David Miller	12/31/2019
Vacant	
Vacant	
Vacant	
Ottawa County Clerk’s Office – Recording Secretary	(Non-voting)

ATTACHMENT D - Groundwater Task Force (2014)

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 E - 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	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	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	Projected FY 2014
Rides	102,489	43,507	38,417	45,510	39,955	35,605	35,247	35,772	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.

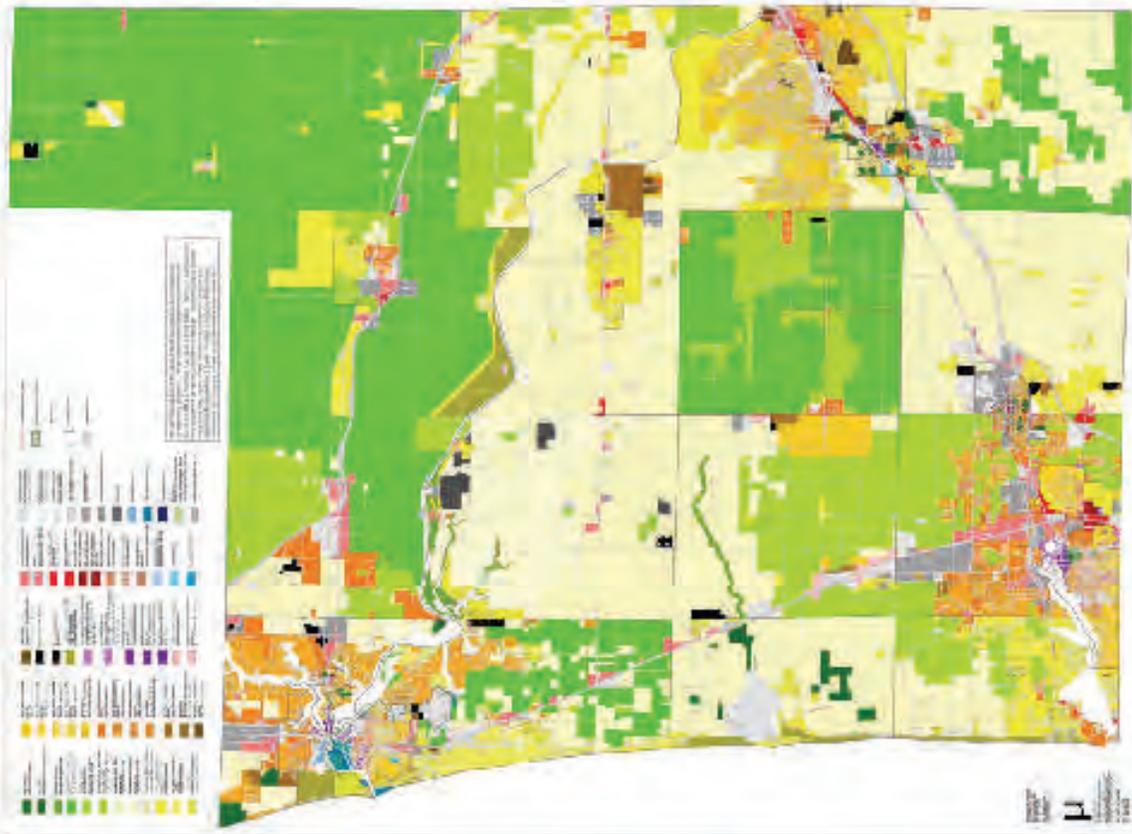
ATTACHMENT F - Ottawa County Agricultural Preservation Board (2014)

<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	12/31/14
Matt Hehl	Agriculture	12/31/15
Bill Miller	Local Conservation	12/31/16
Luke Meerman	Township Government	12/31/15
Cliff Meeuwsen (chair)	Agriculture	12/31/16

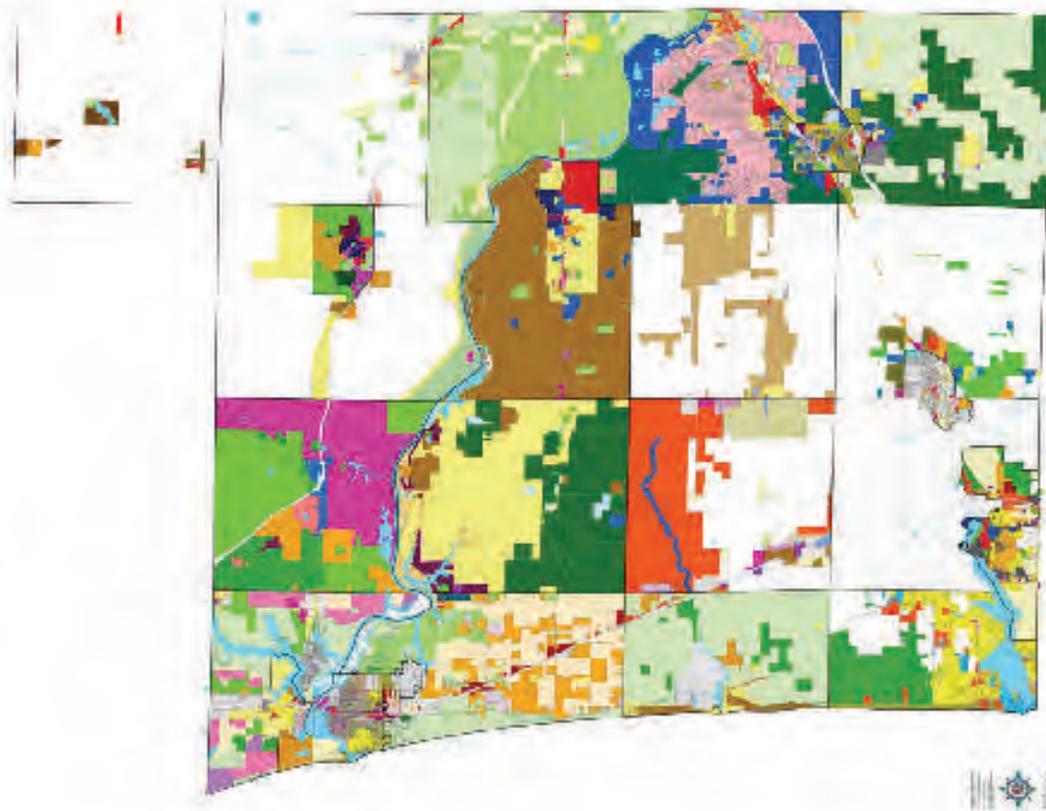
* All appointments, with the exception of the Board of Commissioner position, are 3 year terms. The Board of Commissioner position is updated on a yearly basis.

ATTACHMENT G1 - Existing and Proposed Standardized Zoning District Maps

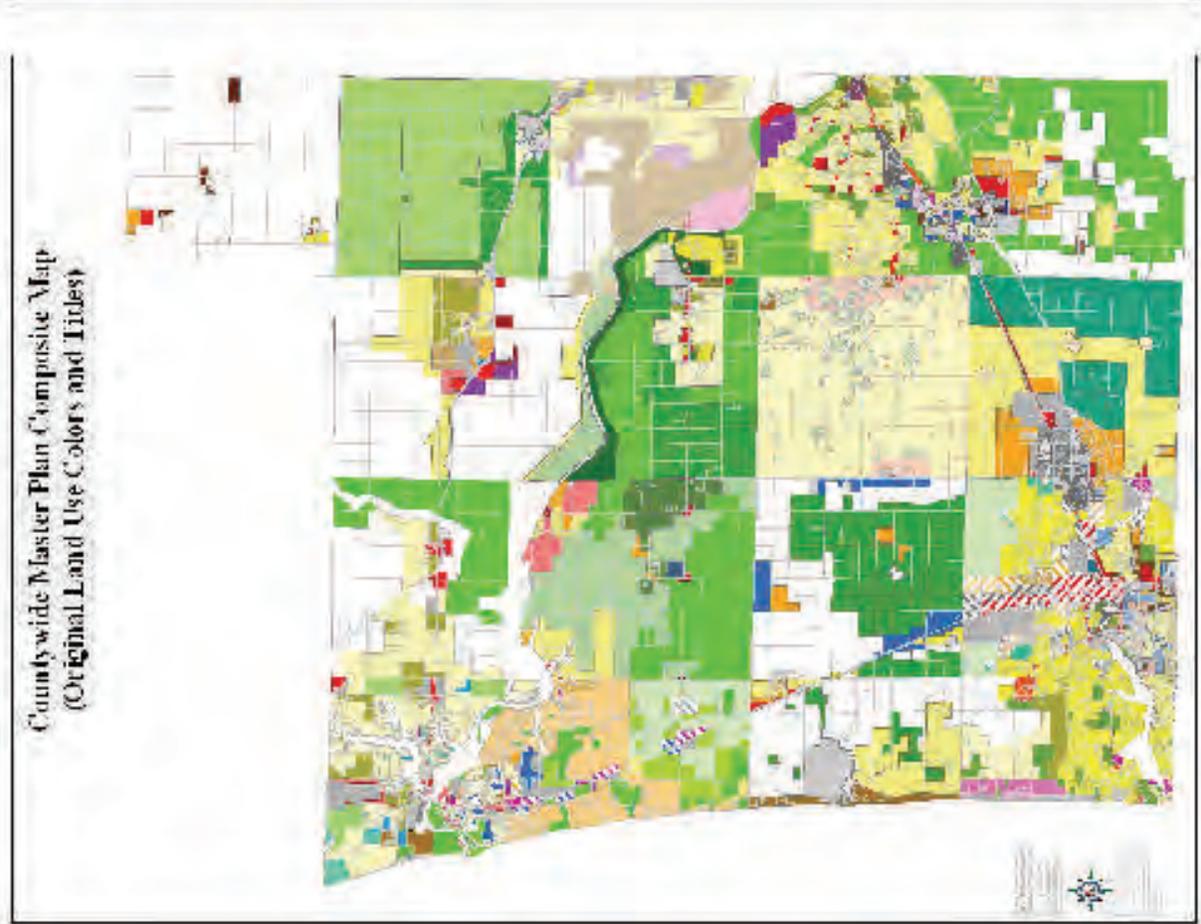
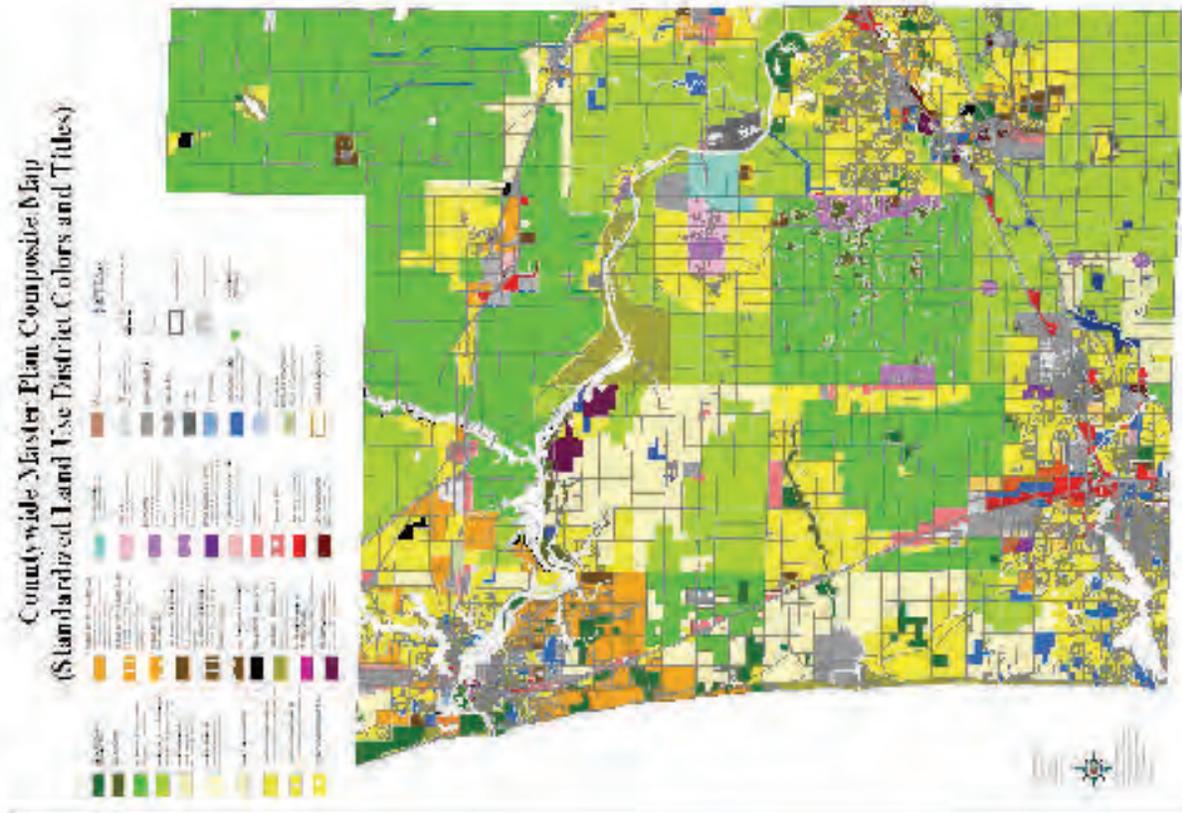
Countywide Zoning Map with Standardized Colors



Local Unit of Government Existing Zoning District Colors



ATTACHMENT G2 - Existing and Proposed Standardized Master Plan District Maps



ATTACHMENT G3 - 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 H1 - Ottawa County Remonumentation Committee

<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)	12/14	D. Dale Mohr, Supervisor Georgetown Township P.O. Box 769 Jenison, MI 49429 616-457-2340 (h) 616-837-6876 (w)	12/14
<u>County Clerk/Register of Deeds</u>	12/16		
Justin Roebuck 414 Washington Street, Grand Haven, 49417 616-846-8240 (w) 12220 Fillmore Street, West Olive, 49460 616-994-4537 (w)		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>		<u>Representing Surveyors</u>	
Randall S. Schipper 321 Settlers Road Holland, 49423 616-392-1821 (o)	12/14	Rodney Unema, P.S. 4548 Bauer Road Hudsonville, 49426 616-531-3660 (o)	12/14
<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	Donald Schiele, P.S. 16471 - 136th Avenue Nunica, MI 49448 616-847-0928 (h) 616-846-2549 (w)	12/14
<u>Representing Road Commission</u>		Matt Nederveld, P.S. 217 Grandville Avenue SW, Suite 302 Grand Rapids, MI 49503 616-575-5190 (o) 616-437-5031 (c)	12/15
Brett Laughlin, P.E. Ottawa County Road Commission P.O. Box 739 Grand Haven, 49417 616-842-5400 (o)	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 H2 - Ottawa County Remonumentation Peer Group

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H- (616) 847-0928
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Holland Engineering

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F- (616) 878-4559

Tru-Line Surveying

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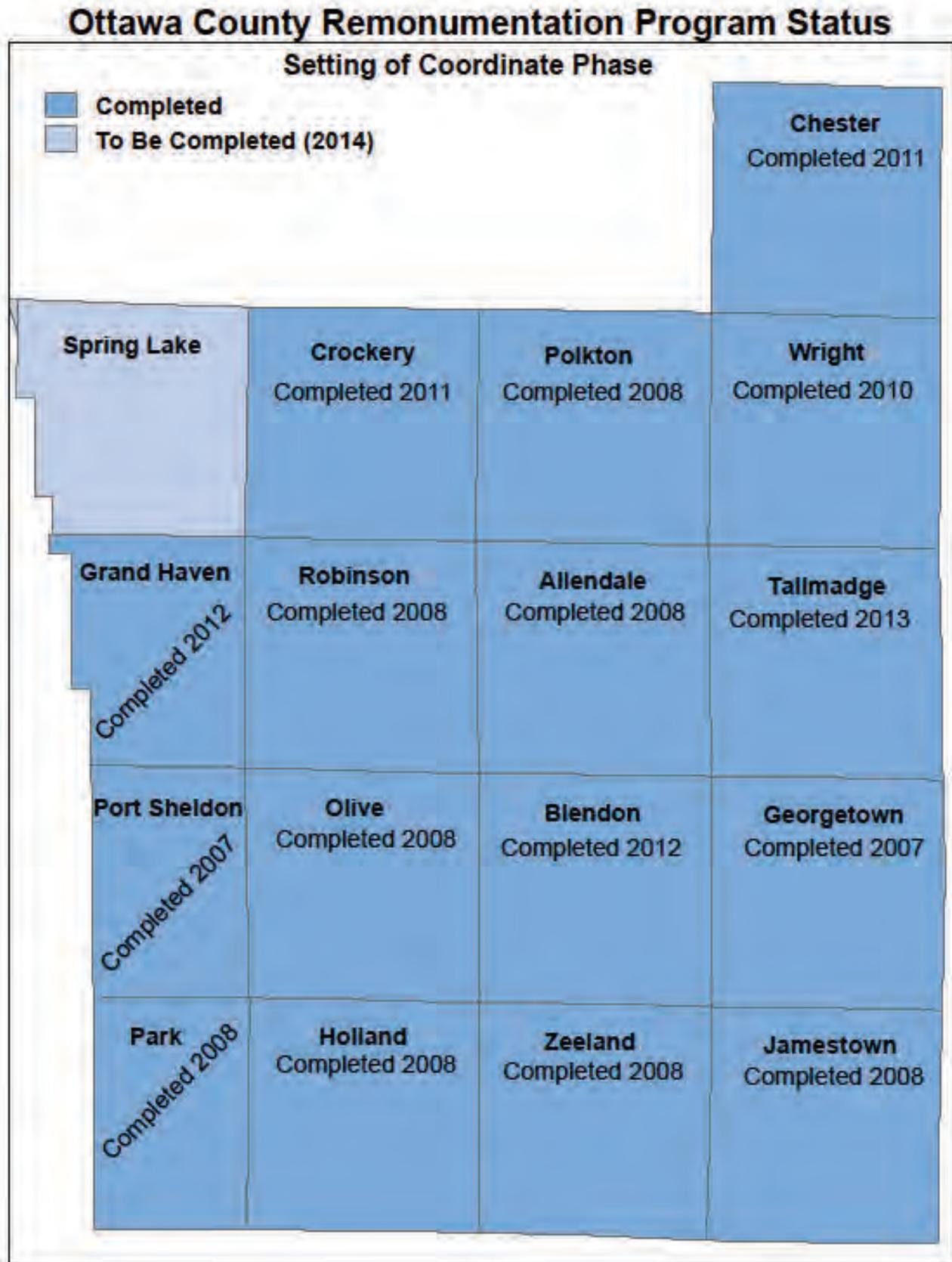
Williams & Works

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leitch@williams-works.com
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Ottawa County Representative

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ATTACHMENT H3 - Remonumentation Program Status





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