



Ottawa County Economic Development Report



December 2008

Prepared by: Ottawa County Planning and Grants Department



2008 County Board of Commissioners

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Ottawa County

ECONOMIC DEVELOPMENT REPORT

I. Introduction

The nation's growing economic crisis, the loss of base manufacturing jobs, and global competition are forcing communities to increase their economic development and job creation efforts. These communities realize a business-as-usual approach in this changing landscape will likely be insufficient to retain and attract new economic development activity in the future.

As a result, economic development and employment issues have become a top priority for community and business leaders and a concern for citizens as well. In the most recent Ottawa County Citizen's Survey, respondents listed economic development as the single issue that concerned them the most. Also, 42% of respondents thought more should be done to provide effective economic development programs to attract business and industry. Citizens want to be informed of the types of efforts that are being undertaken by local leaders to address economic development challenges in the community.

The Ottawa County Board of Commissioners has made it a goal to explore the possibility of establishing a countywide land use and economic development planning organization. The purpose of this organization would be to bolster existing economic development efforts and to facilitate greater cooperation and coordination among economic development agencies. The expected outcome would be to maximize the County's ability to retain jobs and attract businesses.

This report provides a general overview of the economic development activities that presently exist in Ottawa County. It also highlights potential opportunities for maximizing and enhancing the business attraction, development, and retention efforts that are already in place.

II. Community Assessment

Although the troubles of our national economy make it challenging to increase economic development activity, Ottawa County is more advantageously positioned than many other communities to succeed in business attraction efforts...especially among Michigan communities. Ottawa County's primary advantages lie in a highly rated quality-of-life and in an enviable workforce.

Ottawa County is fortunate to have safe communities, abundant natural resources, diverse farmland, plentiful fresh water, and first-class recreational opportunities (parks and trails). In addition, the workforce has developed a reputation for having a strong work ethic, remarkable ingenuity, exceptional trade skills, and above average educational achievement. Another asset is the variety of colleges, universities, and technical centers that provide higher-education opportunities in the area. Ottawa County also has strong business clusters in the health, furniture, agriculture, and automotive-components sectors. Bio-economics is an emerging sector that could expand in the future and add diversity to our business community.

Ottawa County's assets have not gone unnoticed outside of the area. Recently, Holland was recognized in national publications as one of the *Best Places for Business and Careers* (Forbes Magazine) and one of the *Best Places to Retire* (Money Magazine). Grand Haven was recognized for having one of the *Top Five Beaches for Families in the U.S.* (Good Morning America). The Holland/Grand Haven area was also ranked eighth out of 500 communities by A.G. Edwards in their *Nest Egg Index*. This ranking was based on residents' personal savings and investing behavior. Additionally, Hudsonville City was ranked as one of the *Top 100 Affordable Communities to Raise Your Family* in a recently published book entitled *The Best Places to Raise Your Family*. These examples represent just a few of the many awards and recognitions that have been bestowed upon our communities in recent years and serve to represent the richness of our overall quality-of-life.

Despite these accolades, Ottawa County, like many other communities, is suffering because of a tough economic climate. Although the County's unemployment rate in October 2008 is not as high as the state average of 9.3%, it is still higher than desired at 7.5%. Ottawa County's rates are due, in part, to several layoffs which have occurred at some of the larger employers in the County over the past four years. There have been over 2,866 employees laid-off at just eleven companies¹ in the last four years (**Attachment A**).

III. Economic Development Services Assessment

In an effort to stem job losses and increase job creation, a wide range of economic development services are provided to businesses, entrepreneurs, and local units of government by a variety of organizations (**Table 1**). Some of these organizations focus exclusively on a single facet of economic development, while others provide a wide assortment of services.

An overview of each organization's general economic development services is provided in **Attachment B** of the Appendix. Staffing information is also included for most regional, county/multi-jurisdictional, and local economic development organizations. The locations of the organizations having physical offices in Ottawa County are provided in **Attachment C**. In addition to the variety of services provided, the

TABLE 1

Agency Name	Level
Economic Development Administration (EDA)	Federal
Department of Agriculture (USDA) Rural Development	Federal
Small Business Administration (SBA)	Federal
Michigan Strategic Fund/MI Economic Development Corporation (MEDC)	State
The Michigan Small Business & Technology Development Center	State
Michigan Regional Skills Alliances (MiRSA)	State
Michigan Department of Labor and Economic Growth (DLEG)	State
Michigan Department of Transportation (MDOT)	State
West Michigan Regional Planning Commission (WMRPC)	Regional ²
West Michigan Strategic Alliance (WMSA)	Regional ²
The Right Place	Regional ²
Ottawa County Economic Development Office (OCEDO)	County/Multi-Jurisdictional
Ottawa County Economic Development Commission (EDC)	County/Multi-Jurisdictional
Lakeshore Advantage	County/Multi-Jurisdictional
Michigan Works	County/Multi-Jurisdictional
Grand Haven, Spring Lake, and Ferrysburg Chamber of Commerce	County/Multi-Jurisdictional
Allendale Chamber of Commerce	Local
Coopersville Chamber of Commerce	Local
Holland Chamber of Commerce	Local
Hudsonville Chamber Commerce	Local
Jenison Chamber of Commerce	Local
Zeeland Chamber of Commerce	Local
Hudsonville City (Economic Development Coordinator)	Local

¹ These layoffs represent those occasions when 50 or more layoffs occurred at a single business. Because no entity formally tracks these statistics, these numbers may not represent all occurrences.

² Regional is defined as providing economic development services for two or more counties

level of service varies as well. Of the local organizations, six have full-time staff and the necessary resources to provide day-to-day economic development assistance. These organizations include the Grand Haven, Spring Lake, Ferrysburg Chamber of Commerce, the Holland Chamber of Commerce, the Zeeland Chamber of Commerce, Lakeshore Advantage, Michigan Works, and the Ottawa County Economic Development Office. The total funds spent by these local organizations (less Zeeland Chamber of Commerce) on economic development are \$2.1 million annually.

The most common types of assistance provided by economic development organizations revolve around the retention, attraction, and development of business. Some of the services include data dissemination, market research, government liaison work, site selection (**Attachment D –Industrial Park Locations**), grant writing, counseling, workforce development, marketing, business incubation, retention visits, and the packaging of funding tools. A general overview of the most common funding tools available for economic development purposes is provided in **Attachment E**.

The greatest strength possessed by these local organizations is that they understand the needs of their respective local units of government and industry. They have developed strong relationships with the business community, provide exceptional service, and are able to respond quickly to needs. One of the weaknesses of these organizations, however, is that their services are generally customized to meet specific, local objectives and are generally limited to their organization's service-area boundaries.

Local economic development is often supported by county government, either directly or through financial contributions. The extent of their involvement varies across the state. Some counties prefer to solely support independent economic development organizations while others have established their own economic development departments and cooperate with other economic development agencies. Of the nine comparable counties for which data was available, only Macomb and Oakland Counties had their own economic development departments (**Attachments F and G**). A brief overview of the general economic development services funded by these nine counties is provided in **Attachment H**.

There have been assertions within economic development circles that the counties of Macomb and Oakland are redirecting their resources to private-public partnerships and away from direct county involvement in economic development activities. This claim was dispelled by representatives from both counties. Don Morandini, Deputy Director of Planning and Economic Development at Macomb County, provided a general overview of his County's perspective on economic development. According to Don, the County Board of Commissioners places a high-priority on economic development and recently expanded the Department's role by hiring two, new business attraction employees. Don indicated that the County has not considered reducing their role in economic development by turning their current responsibilities over to outside organizations. However, other organizations are viewed as important and integral partners in the overall strategy to improve economic development. Although there are several organizations involved in economic development activities, there are strong coordination efforts in place in order to avoid the duplication of services. Don indicated that a team effort is made to jointly and cooperatively draw business to the area, and then communities compete in a friendly and professional manner to attract them to their individual locales. These comments were echoed at Oakland County where it was indicated that economic development was the highest priority of the county executive at this time.

Economic development is also highly valued within Ottawa County. The County contributes \$50,074 annually to the Ottawa County Economic Development Office (OCEDO) and has allocated an additional \$25,000 annually for economic development attraction efforts. The County also supports and maintains the Ottawa County Economic Development Corporation. Additionally, a countywide Brownfield Redevelopment Authority (BRA) was recently established, and the benefits of establishing a countywide Land Bank Authority (LBA) are being considered.

IV. Opportunities - Enhancing Economic Development

There are many methods, systems, and organizational models from which to provide economic development services. The present structure for providing services in Ottawa County is well organized at the local level. The interaction, working relationships, collaboration, and dialogue between local agencies have also been positive. However, on a broader, regional/countywide scale, it is somewhat fragmented, and some duplication of effort occurs. As a result, it has been difficult to develop a well-defined economic development strategy. This is due, in part, to the number of agencies providing services, extensive workloads, and the competitive and confidential nature of the economic development profession.

Recent examples of successful economic development plans teach us that it is beneficial to coordinate efforts and develop collective strategies across jurisdictional boundaries. The absence of a collective strategy for Ottawa County may be the factor that most distinguishes us from other successful regions. To address this issue, several meetings were held with the Grand Haven Chamber, Holland Chamber, Lakeshore Advantage, and Ottawa County Economic Development Office to determine whether existing economic development efforts could be enhanced and whether advantages could be achieved through a regional economic development organization or a more coordinated strategy at the County level.

At that time, it was generally agreed that certain mutually beneficial outcomes could result from a coordinated effort. The primary areas of potential coordination which were identified include, but are not limited to, the following:

- 1. Collective Strategic Plan** - coordinate the development of a broad-based, countywide economic development strategy and an area-wide marketing plan (with a consistent and affirmative message) that is created and supported by all economic development agencies in the County and used to enhance business attraction efforts. This would include benchmark and outcome based performance measures.
- 2. Research and Analysis** - coordinate the utilization of common data collection software (ExecutivePulse and/or Workforce and Innovation Technical Solution - WITS) among economic development agencies to ensure that standardized and up-to-date data is available in real-time. Conduct research and perform technical analyses to identify trends and assist agencies in their business attraction and marketing efforts. See **Attachment I** for a preliminary list of potential data and analytical tools that could result from such an effort.
- 3. Communication and Knowledge Management** - coordinate and foster a method for exchanging knowledge, data, core competencies, and essential information about strategic objectives, issues, experiences, and effective practices to enhance service delivery and business attraction efforts. Also, ensure that efforts are not duplicated so resources are not wasted.
- 4. Policy Development** - develop collective recommendations to government (local, county and state) regarding regulatory impacts and incentives to improve the public sector's regulatory culture, predictability, and overall business policies.

In addition to improving coordination, communication, and strategies, there is also an opportunity to impact quality-of-life, which is another issue that plays an important role in business attraction efforts. It is widely recognized that human capital and talent will be the most valuable resource in the twenty-first century. Both highly skilled workers and businesses are attracted to great communities...those that offer the most desirable places to live and provide the highest possible quality-of-life. This assertion is supported by numerous economists and economic futurists. They predict that the most important factor in determining whether communities will win the economic development race in the future is the ability to effectively attract and retain educated, talented, and highly motivated young people.

The quality-of-life in our communities is influenced by a number of community assets/amenities. These amenities include, but are not limited to, the following:

1. **Land Base** (rural and agricultural preservation, urban revitalization, environmental sustainability, community design, affordable housing)
2. **Infrastructure** (water & sewer, transportation, energy, telecommunications)
3. **Natural Features and Environment** (surface and ground water, dunes, and other ecosystems)
4. **Leisure and Recreational Opportunities** (parks, green-space, non-motorized trails)
5. **Cultural Vibrancy** (arts, entertainment, museums, sports, philanthropy, eateries)
6. **Standard of Living** (income, cost of living, public safety, health care, living arrangements for retirees and elderly parents)
7. **Educational Systems** (quality of schools and opportunities for higher education)

Quality-of-life issues, like those previously mentioned, are the fundamental building blocks of any successful effort aimed at attracting business, industry and highly-skilled workers. The opportunity to enhance attraction efforts by improving coordination between economic development organizations and community planners will ensure that our communities continue to offer the most desirable places to live and provide the highest possible quality-of-life.

V. Conclusion

Ottawa County is a great place to live and operate a business with plentiful amenities that set it apart from many other areas. It also has an impressive network of economic development organizations. Although these organizations provide exceptional service to their constituents, the services are generally customized to meet specific, local objectives and are generally limited to an organization's service-area boundaries.

At this time, there is no single, coordinating entity which provides a countywide or regional economic development strategy in Ottawa County. This could put our area at a disadvantage when being compared to other regions which emphasize coordination and the seamless delivery of business services. A collective economic development strategy would improve the coordination of services, decrease duplication, and even bolster competitiveness. One year ago, the Grand Haven Chamber, Holland Chamber, Lakeshore Advantage, and OCEDO generally agreed that coordinated economic development by one agency or organization could provide mutually beneficial outcomes.

The OCEDO has historically supported a single, collective organization being created to promote and coordinate economic development efforts across the County. Others have recommended exploring the possibility of integrating, at some level, with existing regional economic development organizations in order to develop a region-wide economic development strategy. Recently, the Grand Haven Chamber and Lakeshore Advantage proposed combining existing economic development resources (County, OCEDO, Michigan Works - business retention) under their organizations in order to provide coordinated economic development services across the County. These options have been repeatedly rejected due to concerns that local autonomy will be impacted, the location of new industry will be directed disproportionately to certain areas, resources will not be distributed fairly, or that there will be a lack of emphasis regarding private-public partnerships in economic development.

Since none of these partnership options provide a structure that is supported with unanimity by local units of government or the economic development agencies previously mentioned, an alternative is being proposed which would preserve the existing autonomy of local economic development agencies and local units of government while providing a collective voice and improved coordination on a county-wide scale. This option would involve having Ottawa County assume a more active role in facilitating coordination and

a collective strategy by integrating the Ottawa County Economic Development Office (OCEDO) into the Planning and Grants Department.

This arrangement would create a natural and effective partnership that would promote the integration of community development, land planning, and economic development strategies which are inherently connected. This partnership could meld the strengths of both organizations in order to provide greater coordination and valuable support services to existing economic development agencies. The mission of the OCEDO is to “encourage and facilitate economic development activities countywide, which will retain and create job opportunities, tax base and private sector investments.” The OCEDO Board of Directors (**Attachment J**) and its partners (**Attachment K**) are comprised of a broad cross-section of private and public sector members. The Planning Department has been involved in a multitude of land-use and community development planning initiatives and is adept at developing collaborative, multi-jurisdictional, private-public partnerships in order to resolve challenging issues. The department is also the County’s primary resource for data, research, and analysis.

This partnership would not only be able to facilitate greater coordination to benefit all local economic development efforts, but it would result in time and cost-savings for the OCEDO. The OCEDO operates on a limited budget (**Attachment L**) which necessitates that the director performs several time-consuming administrative and operational duties that detract from economic development activities. Many of these duties could be assumed by existing support staff at the County and performed as an in-kind service. Approximately twenty percent (20%) of the director’s time is currently spent performing administrative and operational duties. This partnership could free-up valuable hours allowing more time to be spent providing direct economic development services. Expenses are also incurred to provide other services that could be performed by existing staff. The in-kind services (**Attachment M**) which could be performed by County staff include, but are not limited to, administrative support, bookkeeping and audits, website development, and the office lease. Also, obtaining insurance through the County would produce a cost savings of \$14,299 which could be utilized for other essential activities. A comparison of the OCEDO budget and the director’s workload allocation, as it currently exists and as they would exist if the OCEDO were integrated into the County, is provided in **Attachment N** and **Attachment O**.

After extensively assessing the potential partnership arrangement and the current state of the economy, the Planning Department is proposing to temporarily re-allocate one full-time equivalent (FTE) from land-use planning to economic development (**Attachment P**). This FTE would remain responsible for administering the Brownfield Redevelopment Authority (BRA) and Land Bank Authority (LBA) but could focus any remaining time on land-use initiatives directly tied to improving economic development. This position could also be responsible for assisting with coordination efforts as well as data, research, and analysis. In addition, the County could still utilize the \$25,000 allocation previously approved by the Board of Commissioners for business attraction efforts.

Several intangible benefits would also result from the partnership (**Attachment Q**). The OCEDO would have continuity in its service delivery in the unforeseen event its director incurs an extended absence. The OCEDO would also have access to legal services, multi-media equipment, County conference/meeting rooms, and technology specialists to perform website updates and provide computer support. It would also promote a closer connection with policy makers at the County as well as collective reporting related to economic development activities in the County.

More than \$114,000 in additional direct and indirect resources could be made available for economic development purposes as a result of a partnership between the County and the OCEDO (**Attachment R**). This funding is not dependant on any additional County dollars, but would be the direct result of the time-savings, cost-savings, and re-allocated resources that would occur. This partnership opportunity would not only bolster existing resources, but would also expand economic development services, facilitate greater coordination and collaboration, and improve our ability to attract new industry and jobs to the County.

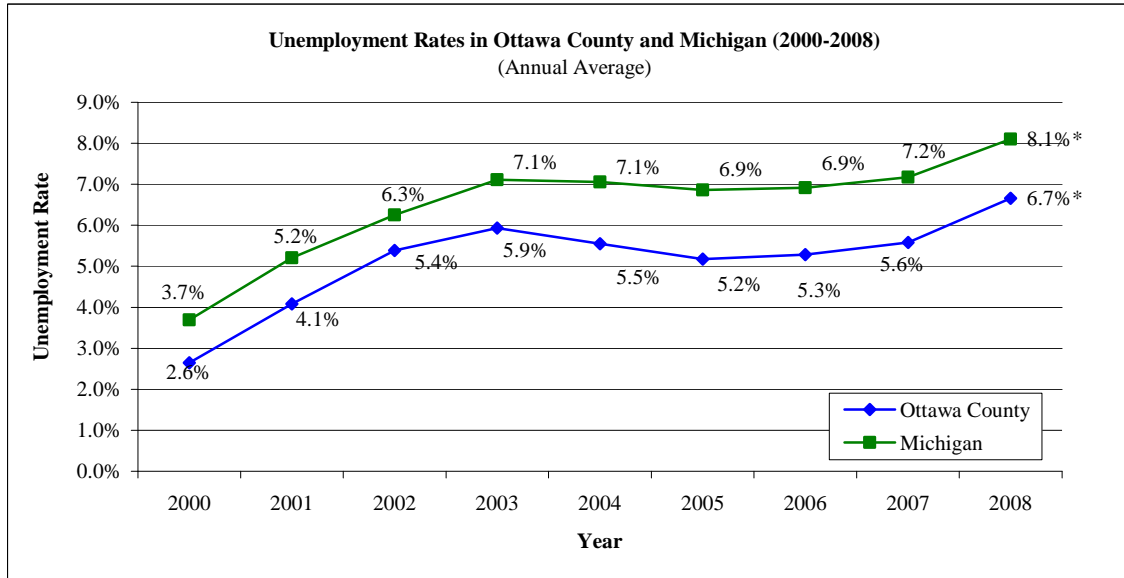
VI. Recommendations

The following recommendation is based on the findings of this report:

Recommendation: Extend an offer to the OCEDO to integrate their operations into the County's Planning Department as outlined in the Conclusion Section of this report. Since this initiative would require strong collaboration to ensure its success, the OCEDO integration will be contingent upon existing partners entering into inter-local agreements with the County to ensure financial partnerships and the structure for service fees continue in the future. If the offer is accepted by the OCEDO, and all current partners support the integration of the OCEDO into the County, commence implementation of the plan in 2009. Finally, encourage other economic development groups in Ottawa County to participate in this strategy to develop a coordinated economic development effort and demonstrate support by entering into partnership agreements.

Attachments

Attachment A



Source: Michigan Labor Market Information (Department of Labor and Economic Growth)

* Based on 10 months of unemployment data (January to October). The unemployment rate for Michigan in October 2008 was 9.3% and for Ottawa County was 7.5%

Employee Layoffs in Ottawa County (2005 - 2008)

Company	Number of Employee Layoffs			
	2005	2006	2007	2008
Haworth ¹	0	0	0	150 ²
Johnson Controls, Inc.	95	0	0	0
Eagle Ottawa (City of Grand Haven)	0	158	0	0
Pfizer	0	100 ²	0	0
Asimco Technologies (Grand Haven Township)	0	0	350	0
Delphi (City of Coopersville)	0	0	369	0
Magna Donnelly	0	0	300	0
Mahle Valve Train, Inc. (Holland Township)	0	0	62	0
Reddi-Wip (ConAgra) (City of Holland)	0	0	62	0
Herman Miller	0	0	120	650 ²
Tiara Yachts	0	0	0	100 ²
Gentex Corporation	0	0	0	350 ²
Total Number of Layoffs	95	258	1,263	1,250
Cumulative Total	95	353	1,616	2,866

Source: Ottawa County Economic Development Office (OCEDO) and WARN notifications of plant closings/layoffs as received by the Department of Labor and Economic Growth

¹ Haworth has experienced voluntary layoffs between 2005 and 2008; numbers of voluntary layoffs are not available. An additional 200 layoffs are expected when Haworth closes its Allegan plant

² These data were obtained from various media sources announcing expected layoffs by these companies

Attachment B
Economic Development Agencies

Agency	Contract Information	Employees	Summary of Economic Development Services
Federal and State			
United States Economic Development Administration (EDA)	111 North Canal Street Suite 855 Chicago, IL 60606-7208 (312) 353-7706 www.eda.gov	n/a	<ul style="list-style-type: none"> • Grants and Loans • Technical Assistance • Economic Planning Assistance
United States Department of Agriculture (USDA) Rural Development	3001 Coolidge Rd., Suite 200 East Lansing, MI 48823 (517) 324-5190 www.rurdev.usda.gov	n/a	<ul style="list-style-type: none"> • Grants and Loans • Technical Assistance
U.S. Small Business Administration (SBA)	477 Michigan Avenue Suite 515, McNamara Building Detroit, MI 48226 (313) 226-6075 www.sba.gov	n/a	<ul style="list-style-type: none"> • Grants and Loans • Business Development • Business Counseling • Educational Seminars
U.S. Department of Housing and Urban Development (HUD)	451 7th Street S.W. Washington, DC 20410 (202) 708-1112 www.hud.gov		<ul style="list-style-type: none"> • Grants and Loans
Michigan Strategic Fund/Michigan Economic Development Corporation (MEDC)	300 N. Washington Square Lansing, MI 48913 (888) 522-0103 www.michiganadvantage.org	n/a	<ul style="list-style-type: none"> • Grants and Loans • Business Development/Retention • Business Counseling • Tax-Incentive Programs
The Michigan Small Business & Technology Development Center - GVSU (MI-SBTDC)	510 W. Fulton Street Grand Rapids, MI 49504 (616) 331-7480 www.gvsu.edu/misbtcd	n/a	<ul style="list-style-type: none"> • Business Development/Retention • Business Counseling • Workforce Development
Michigan Regional Skills Alliances (MiRSA) Department of Labor and Economic Growth (DLEG)	201 N. Washington Square Victor Office Center, 5th Floor Lansing, Michigan 48913 www.michigan.gov/rsa	n/a	<ul style="list-style-type: none"> • Job Training Grants • Technical Assistance
Michigan Department of Transportation (MDOT)	Grand Region Office 1420 Front Avenue, N.W., Grand Rapids, MI 49504 (616) 451-3091 www.michigan.gov/mdot	n/a	<ul style="list-style-type: none"> • Transportation Economic Development Fund (TEDF)

Attachment B
Economic Development Agencies

Regional			
West Michigan Regional Planning Commission (WMRPC)	820 Monroe NW – Suite 214 Grand Rapids, MI 49503-1478 (616) 774-8400 www.wmrpc.org	3 Full-Time	<ul style="list-style-type: none"> • Clearinghouse for State and Federal Loan and Grant Programs • Regional Economic Planning Assistance • Data Compilation and Analysis
West Michigan Strategic Alliance (WMSA)	951 Wealthy Street SE Grand Rapids, MI 49506-1214 (616) 356-6060 www.wm-alliance.org	n/a	<ul style="list-style-type: none"> • Regional Marketing • Business Development • Data Compilation and Analysis • Educational Seminars
Right Place Inc.	161 Ottawa Ave NW, Suite 400 Grand Rapids, MI 49503-2701 (616) 771-0325 www.rightplace.org	12 Full-Time 1 Part-Time	<ul style="list-style-type: none"> • Business Attraction and Retention • Business Development and Counseling • Workforce Development • Data Compilation and Analysis
County and Multi-jurisdictional			
Ottawa County Economic Development Office (OCEDO)	6676 Lake Michigan Drive Allendale, MI 49401 (616) 892-4120 www.ocado.org	1 Full-Time	<ul style="list-style-type: none"> • Business Attraction, Retention, and Expansion • Business Development and Counseling • Data Compilation and Analysis • Grant Writing (CDBG and EDF) and Tax Abatement Services
Ottawa County Economic Development Corporation Board (EDC)	12220 Fillmore Street West Olive, MI 49460 www.miottawa.org/CoGov/BOC/boards.htm	n/a	<ul style="list-style-type: none"> • Bonding
Lakeshore Advantage	201. W. Washington Ave. Suite 410 Zeeland, MI 49464 (616) 772-5226 www.lakeshoreadvantage.com	3 Full-Time 2 Part-Time	<ul style="list-style-type: none"> • Business Attraction, Retention, and Expansion • Business Development and Counseling • Data Compilation and Analysis • Venture Capital • Innovation • Business Incubation and Entrepreneurial Services
Michigan Works!	1830 172nd Ave., Ste. G Grand Haven, MI 49417 www.miottawa.org/HealthComm/MichiganWorks	10 Full-Time	<ul style="list-style-type: none"> • Employee Recruitment Services • Workforce Development • Business Attraction and Retention • Data Compilation and Analysis

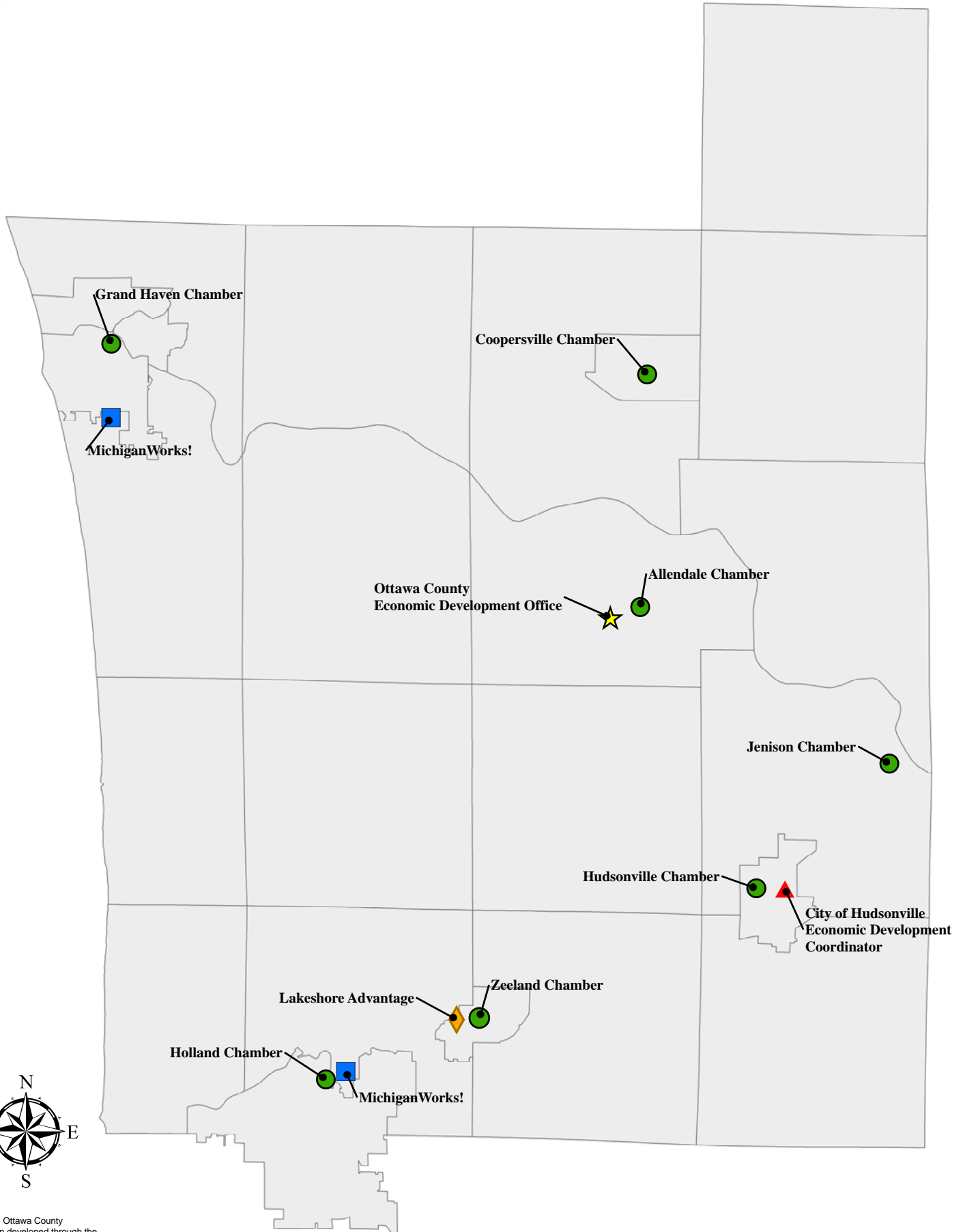
Attachment B
Economic Development Agencies

Grand Haven, Spring Lake, and Ferrysburg Chamber	Joy Gaasch, President One South Harbor Drive Grand Haven, MI 49417 (616) 842-4910 www.grandhavenchamber.org	8 Full-Time 2 Part-Time (seasonal)	<ul style="list-style-type: none"> • Business Attraction, Retention, and Expansion • Business Counseling and Development • Workforce Development • Economic Development Job Training (EDJT) • Data Compilation and Analysis
Local			
Allendale Chamber	Amy Millard, Executive Director 6101 Lake Michigan Dr. Ste. B300 Allendale, MI 49401 (616) 892-2632 www.allendalechamber.org	1 Part-Time	<ul style="list-style-type: none"> • Local Marketing • Educational Seminars
Coopersville Chamber	Cindy Timmerman, Executive Director 289 Danforth Street Coopersville, MI 49404 (616) 997-5164 www.coopersville.com	1 Three-Quarter Time	<ul style="list-style-type: none"> • Business Retention • Local Marketing • Educational Seminars
Holland Chamber	Jane Clark, President 272 E. 8th Street Holland, MI 49423 (616) 392-2389 www.hollandchamber.org	5 Full-Time 8 Part-Time	<ul style="list-style-type: none"> • Business Retention • Business Counseling and Development • Workforce Development • Data Compilation and Analysis
Hudsonville Chamber	Laurie VanHaitsma, Director 5340 Plaza Avenue Hudsonville, MI 49426 (616) 662-0900 www.hudsonvillechamber.com	2 Part-Time	<ul style="list-style-type: none"> • Local Marketing • Educational Seminars
Jenison Chamber	Jim DeVries, President P.O. Box 405 Jenison, MI 49429 (616) 322-7090 www.jenison.com	1 Part-Time	<ul style="list-style-type: none"> • Local Marketing • Educational Seminars
Zeeland Chamber	Ann Query, President 149 E. Main Street Zeeland, MI 49464 (616) 772-2494 www.zeelandcofc.org	2 Full-Time 1 Part-Time	<ul style="list-style-type: none"> • Local Marketing • Educational Seminars
Hudsonville City	Jim Fredericks, Economic Development Coordinator 5367 School Avenue Hudsonville, MI 49426 (616) 379-0622	1 Part-Time	<ul style="list-style-type: none"> • Business Attraction and Retention



Attachment C

Local Chambers and Economic Development Organizations



Attachment D

Industrial Park Locations in Ottawa County (as of June 2006)¹

Local Unit of Government & Contact Information	Current		Future
	Total Industrial Park Acreage (Vacant & Developed)	Developed Industrial Park Acreage (Percent of Total)	Planned Industrial Park Acreage
Allendale Township - Phil Brummel, Planner 6676 Lake Michigan Drive, Allendale, MI 49401 Telephone (616) 895-6295	80	75%	40
Blendon Township - Jim Scholma, Zoning Administrator 7161 72 nd Avenue, Hudsonville, MI 49426 Telephone (616) 875-7707	60	100%	n/a
Coopersville City - Steven Patrick, Manager 289 Danforth Street, Coopersville, MI 49404 Telephone (616) 997-9731	197	45%	n/a
Crockery Township ² - Leon Stille, Supervisor 17431 112 th Avenue, Nunica, MI 49448 Telephone (616) 837-6868	100	50%	n/a
Georgetown Township - D. Dale Mohr, Supervisor 1515 Baldwin Street, Jenison, MI 49424 Telephone (616) 457-2340	187	80%	20
Grand Haven City ³ - Pat McGinnis, Manager 519 Washington Avenue, Grand Haven, MI 49417 Telephone (616) 847-4888	180	100%	715
Holland City ⁴ - Greg Robinson, Assistant Manager 270 South River Avenue, Holland, MI 49423 Telephone (616) 355-1300	2,402	68%	n/a
Holland Township ⁵ - Terry Nienhuis, Supervisor 353 North 120 th Avenue, Holland, MI 49424 Telephone (616) 396-2345	535	n/a	n/a
Hudsonville City - Pauline Luben, Manager 3275 Central Boulevard, Hudsonville, MI 49426 Telephone (616) 669-0200	182	76%	72
Olive Township - Greg Ransford, Planner 6480 136 th Avenue, Holland, MI 49424 Telephone (616) 786-9996	450	45%	600
Robinson Township ⁶ - Kate Kremmel, Zoning Administrator 12010 120 th Avenue, Grand Haven, MI 49417 Telephone (616) 846-2210	100	15%	n/a
Spring Lake Township - John Nash, Supervisor 106 South Buchanan, Spring Lake, MI 49456 Telephone (616) 842-1340	40	75%	80
Tallmadge Township - Greg Ransford, Planner 0-1451 Leonard NW, Grand Rapids, MI 49544 Telephone (616) 677-1248	160	100%	80
Wright Township - JoAnn Becker, Supervisor 1565 Jackson Street, Marne, MI 49435 Telephone (616) 677-3048	190	100%	n/a
Zeeland Township - Don Mannes, Zoning Administrator 6582 Byron Road, Zeeland, MI 49464 Telephone (616) 772-6701	200	50%	300

Source: *Economic Development Resource Inventory and Analysis*, West Michigan Regional Planning Commission, June 2006.

¹ These numbers do not include other industrial-zoned properties that are not situated in 'industrial parks'

² Data updated by Leon Stille (November 18, 2008)

³ Data updated by Lisa Sutterfield, Assistant City Manager (November 18, 2008)

⁴ Data updated by Jane Clark, Chamber Director (December 1, 2008)

⁵ Data obtained from Holland Economic Development Corporation - www.hedcor.org (December 2, 2008)

⁶ Data updated by Kate Kremmel (November 18, 2008)

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Tax Capture Statutes			
Downtown Development Authorities (DDA)	MCL 125.1651- 125.1681	Downtown Development Authority (DDA) legislation allows local units of government to establish an authority in designated “downtown” areas. Established DDAs can raise revenue for physical improvements, property acquisition, marketing, and operations by the use of tax increment financing, revenue bonds, tax levies (subject to municipal population requirements), fee collection, and grants. All DDA expenditures must be used for the DDA only.	Any city, village or township may designate an area within a downtown business district as a Downtown Development Authority. Under special conditions, a DDA boundary may contain one or more separate and distinct geographic areas within a business district.
Tax Increment Finance Districts	MCL 125.1801- 125.1830	Tax Increment Finance (TIF) districts allow local units of government to capture (from other taxing governmental units) the increase in property tax levies above and beyond the year in which the authority was established. For example, a local unit that establishes a tax increment finance authority (DDA, LDFA, or BRA) in 2007 may, in 2008 and every year following for as long as the authority chooses, retain property tax revenues above those collected (the increment) in 2007 (base year) that are otherwise due to other units of government, such as counties and school districts. TIF districts may not capture millages for debt obligations, and, typically, the State Education Tax (6 mills) may not be captured.	Cities
Local Development Finance Authorities	MCL 125.2151- 125.2174	Local governments use Local Development Finance Authorities (LDFAs) to target development by industry type. Until 2000, LDFAs were, essentially, tax increment finance districts for manufacturing, agricultural, or high technology businesses (though high-tech businesses no longer qualified after 1992). Recent expansions of the LDFA Act included high-tech processes as a targeted industry type eligible for tax increment financing and LDFA benefits. The recent expansions also allowed for expanded tax capture for LDFA districts and for the creation of a limited number of state-subsidized Certified Technology Parks. These Parks, also known as “SmartZones,” are conceptually defined as public-private high-technology nodes.	LDFAs may be established in cities, villages, or urban townships.
Brownfield Redevelopment Authorities	MCL 125.2651- 125.2672	Brownfields, as defined by the United States Environmental Protection Agency, are “abandoned, idled, or under-used industrial or commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination.” This program allows local units of government to establish Brownfield Redevelopment Authorities (BRAs) and use tax increment financing for environmental remediation of brownfield sites.	A local unit of government may establish one or more Brownfield Redevelopment Authorities by the majority of the municipality’s governing body adopting a resolution. The municipality’s governing body may then designate a BRA board to create and implement a brownfield plan that identifies the properties from which taxes will be captured and where eligible activities will be conducted. BRAs may be countywide or citywide but may only exercise powers on eligible property within the jurisdiction and may only capture taxes from approved brownfield plan sites authorized by the municipality. Eligible activities vary depending on whether MDEQ, MEGA, or both entities approve the brownfield plan.
Historical Neighborhood Tax Increment Finance Authority Act	MCL 125.2841- 125.2866	A program that may use tax increment financing to fund the construction, renovation, restoration, or preservation of housing and public facilities within historic districts to promote residential and economic growth.	Eligibility is limited to cities and townships with historic districts as defined by the Local Historic District Act, 1970 PA 169, MCL 399.201a. A “historic district” is an area, or group of areas not necessarily having contiguous boundaries, that contains 1 resource or a group of resources that are related by history, architecture, archeology, engineering, or culture. A “public facility”

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Tax Capture Statutes, continued			
<i>(continued from previous page)</i> Historical Neighborhood Tax Increment Finance Authority Act			is housing, a street, plaza, pedestrian mall, park, parking facility, recreational facility, right of way, structure, waterway, bridge, lake, pond, canal, utility line or pipe, or building.
Corridor Improvement Authorities	MCL 125.2871-125.2899	Municipalities may establish 1 or more Corridor Improvement Authorities that use tax increment financing to make capital improvements within an established commercial district. The Corridor Improvement Authorities Act allows communities that already have Downtown Development Authorities (DDA) to extend similar benefits to aging commercial corridors that may be outside of the DDA district or that extend through more than one municipality.	Cities, villages and townships may use tax increment financing, bonds, special assessments and fees to improve land and construct, rehabilitate, preserve, equip or maintain buildings within a “development area” for public or private use.
Tax Exemption/Abatement Statutes			
Plant Rehabilitation and Industrial Development Districts	MCL 207.551-207.572	Property tax incentives are available to eligible businesses to renovate or expand existing manufacturing plants or to build new plants. The law also allows local communities to use this incentive for high-tech firms or research and development centers that provide high-salaried jobs. The abatements can reduce property taxes, real and personal, (excluding land) for up to 12 years. For an obsolete plant or machinery that is being replaced or restored, the company may be eligible for a 100% exemption from property tax on the value of the improvement. For a new plant, PA 198 allows local units of government to reduce the local millage by 50% and the state to abate the 6-mill statewide education tax. Terms and conditions vary in each community.	Local units of government may establish plant rehabilitation districts and industrial development districts that consist of one or more parcels or tracts of land, or a portion of a parcel or tract. Eligible businesses include industrial or high-technology business concerns that propose to expand existing operations or initiate new facilities in Michigan. Businesses apply to the local unit for abatement approval; the local unit must receive approval from the State Tax Commission before the abatement is granted.
Commercial Redevelopment Act	MCL 207.651-207.668	Provides for the establishment of commercial redevelopment districts in local governmental units; provides for the exemption from certain taxes; levies and collects a specific tax upon the owners of certain facilities; provides for the disposition of the tax; provides for the obtaining and transferring of an exemption certificate and prescribes the contents of those certificates; prescribes the powers and duties of the state tax commission and certain officers of local governmental units; and provides remedies and penalties.	Cities, villages, or townships
Technology Park Development Act	MCL 207.701-207.718	Provides for the establishment of technology park districts in local governmental units; provides certain facilities located in technology park districts an exemption from certain taxes; levies and collects a specific tax upon the owners of certain facilities; provides for the disposition of the tax; provides for the obtaining and transferring of an exemption certificate and prescribes the contents of those certificates; prescribes the powers and duties of certain state agencies and officers and certain officers of local governmental units; and provides remedies and penalties.	Cities, villages, or townships
Personal Property Tax Abatement	MCL 211.9	Michigan Public Act 328 allows certain communities to abate all new personal property taxes in certain geographic areas in order to stimulate economic development. Abatements include all millage as well as state and local taxes. The act allows all new personal properties, installed by an eligible business after local approval, to be 100% exempt from personal property taxes for a specified period determined by the City. After receiving a resolution from the community, the Michigan State Tax Commission takes final action on a request for abatement.	Qualified local units of government—cities, villages and townships with “eligible distressed areas”—that eliminate personal property taxes offer a competitive advantage in business attraction, namely, a built-in tax abatement on new personal property. Only new personal property leased or owned by an “eligible business” located within an “eligible district” is exempt.

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Tax Exemption/Abatement Statutes, continued			
Renaissance Zones	MCL 125.2681- 125.2696	A targeted-zone program that waives all business and resident site-specific state and local taxes for a term of up to 15 years. Zone applications are developed locally and awarded competitively by the Michigan State Administrative Board.	Specific types of Renaissance Zones include: <ul style="list-style-type: none"> • Agricultural Processing Renaissance Zones • Alternative Energy Renaissance Zones • Pharmaceutical Renaissance Zones • Tool and Die Renaissance Recovery Zones • Redevelopment Renaissance Zones • Renewable Energy Zones • Forest Product Processing Zones
Neighborhood Enterprise Zones	MCL 207.771- 207.787	<p>A locally initiated zone program that provides tax incentives for housing development and improvement. Qualified local units of government may designate 1 or more areas as Neighborhood Enterprise Zones (NEZs) for the purpose of extending property tax abatements for residential construction and rehabilitation.</p> <p>Qualified local units of governments and county seats may waive one-half of the average statewide property tax liability on qualified new construction projects (but not the land on which the project is located) or may waive new property taxes brought about by the rehabilitated portion of the existing property (not including the land), subject to the approval of the State Tax Commission.</p>	Qualified local governmental units are: <ol style="list-style-type: none"> 1. <i>Cities</i> with populations more than 20,000 or less than 5,000, located in a county with a population more than 2,000,000 and, as of January 1, 2000, with overall increases in state equalized valuation of real and personal property of less than 65 percent of the statewide average increase since 1972; or 2. <i>Cities</i> with median household incomes of 150 percent or less of the statewide median family income as reported in the 1990 census, and that meet at least one of the following criteria: <ul style="list-style-type: none"> • Contains an eligible distressed area as defined by the State Housing Development Authority Act; • Is contiguous to a city with a population of 500,000 or more; • Has a population of 10,000 or more and is located outside of an urbanized area as delineated by the federal census bureau; • Is the central city of a metropolitan area as designated by the U.S. Office of Management and Budget; • Has a population of 100,000 or more and is located in a county with a population of 2,000,000 or more according to the 1990 federal census. 3. <i>Townships</i> with a median family income of 150 percent or less of the statewide median family income as reported in the 1990 federal census, and is either: <ul style="list-style-type: none"> • Contiguous to a city with a population of 500,000 or more, or • Contains an eligible distressed area and has a population of 10,000 or more. 4. <i>Villages</i> with populations of 500 or more as reported by the 1990 federal census located in an area designated as a Rural Enterprise Community before 1998

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Tax Exemption/Abatement Statutes, continued			
Obsolete Property Rehabilitation Act	MCL 125.2781-125.2797	A tax abatement program targeted specifically at the rehabilitation and reuse of obsolete structures. Qualified structures in approved Obsolete Property Rehabilitation Districts can receive significant property tax breaks on the improved value of the rehabilitated property.	Properties eligible for obsolete property exemption certificates must be commercial properties or commercial housing properties, located within a qualified local governmental unit ¹ , that meet the definition of “blighted” or “functional obsolescence” as defined by the Brownfield Redevelopment Financing Act of 1996, or be a “facility” as defined by the Natural Resources and Environmental Protection Act of 1994, Part 201. ¹ Qualified local governmental units are defined under Neighborhood Enterprise Zones.
Commercial Rehabilitation Act	MCL 207.841-207.856	The Commercial Rehabilitation Act offers owners of certain rehabilitated commercial facilities in designated districts a property tax abatement for a period of 1 to 10 years, as determined by the local unit of government.	Qualified commercial property rehabilitation projects are eligible for a tax exemption certificate that would freeze the property at its prerehabilitated value, effectively allowing the rehabilitation to be property tax free, with the exception of school operating taxes. Land, and most personal property, are not eligible for a tax reduction.
Michigan NextEnergy Authority Exemptions and Credits	MCL 207.821-207.827	The Michigan NextEnergy Authority, located in the Department of Labor and Economic Growth, certifies personal property and alternative energy technology businesses for property tax exemptions or Single Business Tax credits.	An alternative energy technology business is a business solely involved in research, development or manufacture of alternative energy technology. The following personal properties are eligible for a property tax exemption if not previously subject to or exempt from the collection of taxes under the General Property Tax Act (i.e., personal property new to Michigan): alternative energy marine propulsion systems, alternative energy systems, alternative energy vehicles, tangible personal property of a business that is an alternative energy technology business, and tangible personal property of a business that is not an alternative energy technology business that is used solely for the purpose of research, development or manufacture of an alternative energy technology.
Principal Shopping Districts, Business Improvement Districts, and Business Improvement Zones	MCL 125.981-125.990m	Business Improvement Districts (BIDs) and Business Improvement Zones (BIZs) are expansions of the Principal Shopping Districts Act of 1961. BIDs and Principal Shopping Districts (PSDs) allow downtown and commercial areas of cities, villages, urban townships, or multiple units of these governments in the case of BIDs, to levy special assessments in addition to ad valorem property taxes for district improvement. Tax revenues may also be bonded against to finance district improvements. BIZs are effectively short-term BIDs, which are petitioned for and adopted by property owners in cities and villages only.	Cities, villages, and urban townships may create a PSD if the municipality has a commercial area containing a minimum of 10 retail businesses and a master plan that includes an urban design plan that designates a PSD or the development of a PSD. Multi-jurisdictional PSDs are not authorized. Cities, villages, or urban townships (or groups of qualified municipalities with contiguous district boundaries) may establish one or more BIDs by resolution.

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Tax Incentives			
Michigan Economic Growth Authority (MEGA)	N/A	The MEGA was created to promote high-quality economic growth and job creation. Expansions or new locations in Michigan may be eligible for Single Business Tax (SBT) credits through MEGA. In addition, companies engaged in research and development, manufacturers, wholesale traders, large office operations, life sciences or high-tech businesses may also be eligible to receive a tax credit. Retail facilities are not eligible. This is a refundable tax credit based on the incremental SBT liability attributable to an expansion or new location project and the amount of personal income tax attributable to new jobs being created. Each credit may be awarded for up to 20 years and 100% of the amount attributed to the project.	An in-state business that is expanding must create at least 50 new full-time jobs at the project's facility in order to qualify for a regular MEGA. An out-of-state business locating in Michigan must create at least 100 new full-time jobs (excluding contract employees). For a high-tech MEGA, the expansion or location in Michigan must create at least 5 new full-time jobs within the first year, a total of 25 new full-time jobs within 5 years, and 25% of its operating expenses must be used for research and development for 3 years. The basic terms of both types of applications include the following: <ul style="list-style-type: none"> • The new jobs must be in addition to any jobs existing at the company during the year preceding the application for a credit. Those jobs must be maintained for the life of the credit. Existing jobs must also be maintained for the life of the credit. • The average wage of the new jobs must equal or exceed 150% of the federal minimum wage; 400% for high-tech jobs. • The tax credits must respond specifically to the advantages the company would gain by expanding outside of Michigan. • The tax credits must be necessary for the expansion/location to occur in Michigan. A local organization must be financially and/or economically committed to the project. • The project cannot be announced or work started before the MEGA award.
Brownfield Redevelopment Michigan Business Tax (MBT) Credit	MCL 208.38d and 208.38g	By inclusion within a Brownfield Plan, a project becomes eligible for a Michigan Business Tax Credit; that is, a financial credit against the single business tax that a business may pay. This Act provides such taxpayers a credit against their MBT liability of up to 10% of eligible investment costs that the taxpayer has incurred to redevelop or expand the eligible property, with a \$30 million limit on the total credits that any taxpayer can claim. One MBT is allowed per project and will be issued at the completion of the project.	MBT credits are available for qualified taxpayers' eligible investments in eligible properties sited in an approved Brownfield Redevelopment Authority, owned by a land bank fast track authority, or sited in an "economic opportunity zone".
Brownfield Redevelopment Tax Increment Financing (TIF)	MCL 208.38d and 208.38g	The Brownfield Redevelopment Authority may consider the use of Tax Increment Financing to capture increases in property tax revenues on eligible property to pay or assist in paying costs of eligible activities through a reimbursement plan agreed to for each project. The Brownfield Authority TIF may capture available property tax revenues from "non-school" taxing jurisdictions and, with State (MDEQ/MEDC) approval of a project work plan, "school" taxing jurisdictions. The TIF is used to reimburse the costs of eligible project activities that are included within the approved Brownfield Plan.	Tax increment financing (TIF) is available for certain projects to offset the costs associated with cleanup.

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Tax Incentives, continued			
Historic Preservation Tax Credit	MCL 208.39c, MCL 206.266	A tax incentive-driven program, administered by the State Historic Preservation Office (SHPO) and Department of Treasury, aimed at residential and commercial historic preservation efforts in Michigan. Qualified expenditures on qualified historic preservation projects are eligible for Single Business Tax and Income Tax credits.	Qualified expenditures, under the State Historic Preservation Tax Credit Act, are defined in the IRS Code as project expenses for which a straight line accounting method is used. Additionally, the state program allows site features to be included. Qualified expenditures do not include building acquisition costs or building expansion costs, except expansions that are required by state or federal law that promote preservation, safety or accessibility.
Federal Historic Rehabilitation Tax Credit	Public Law 99-514, Internal Revenue Code 26 U.S.C. 47 (a)(2).	A federal tax incentive program, administered jointly by the National Parks Service and the Internal Revenue Service in partnership with state Historic Preservation Offices, that provides income tax credits to owners who rehabilitate historic buildings in accordance with their historic character. It is intended to save certified, historic and other older properties and to help revitalize the economic prosperity of older locations.	Qualified rehabilitation expenditures are amounts chargeable to capital account for property that is depreciable and that is nonresidential real property, residential rental property, or real property that has a class life of more than 12.5 years. Straight line depreciation must be used. Qualified rehabilitation expenditures do not include the cost of acquisition, enlargement, or non-certified rehabilitation. Certified rehabilitation is rehabilitation of a certified historic structure or approved non-certified structure placed in service before 1936, which the Secretary of the Interior has certified is consistent with the historic character of the property or district.
Grants & Bonds			
Brownfield Redevelopment Grants & Loans	MCL 324.195-324.196, 324.201	Clean Michigan Initiative Brownfield Redevelopment Grants (CMIBRG), Site Assessment Grants (SAG) and Site Reclamation Grants (SRG) are awarded to local units of government, Brownfield Redevelopment Authorities and other authorities created pursuant to state law for investigation and remediation of known contaminated sites that will be used for a determined economic development.	Sites must be facilities as defined by part 201 of the Natural Resources and Environmental Protection Act 381 of 1994. Grants up to \$1 million are available for response activities such as investigation, assessment and due care activities at facilities where an economic development that creates jobs, private investment and/or increases property tax has been identified.
Business and Industry Direct Loans	N/A	Provides loans to public entities and private parties who cannot obtain credit from other sources. Loans can be made for improving, developing, or financing business and industry, creating jobs and improving the economic and environmental climate in rural communities.	Municipalities, cooperatives, corporations, partnerships, trusts, profit and nonprofit entities, Indian tribes, or other political subdivisions of State in areas other than cities of more than 50,000 people and their adjacent urban areas.
Business and Industry Guaranteed Loans	N/A	This program helps create jobs and stimulate rural economies by providing financial backing for rural businesses. Loans may be used for working capital, machinery and equipment, buildings and real estate, and certain types of debt refinancing.	Areas other than cities of more than 50,000 people and their adjacent urban areas, a cooperative, corporation, partnership, trusts or other profit or non profit entity, Indian tribe or federally recognized tribal group, municipality, county or other political subdivision of a state.

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Grants & Bonds, continued			
Capital Access Program (CAP)	N/A	The CAP is a flexible, easy-to-access program designed to assist banks in making business loans that are somewhat riskier than conventional loans. It is designed to use a small amount of public resources in order to generate a large amount of private funding. This provides access to bank financing for many Michigan businesses that might otherwise not be able to obtain it. A loan under this program is likely to be more expensive than a conventional loan. It utilizes a special loss reserve to help banks recover losses incurred from a portfolio of loans made under the program. Similar to a loan-loss reserve fund, the bank, company, and the Michigan Strategic Fund place a small percentage of the loan into a reserve that makes it possible for the company to finance fixed assets and working capital.	Program eligibility is very broad based and, with few exceptions, encompasses any business located in Michigan that satisfies the bank's criteria. This program cannot be used to finance the construction, renovation or purchase of residential housing or the refinancing of existing debt.
Community Development Block Grant (CDBG) Program	N/A	A federally-funded program administered, in part, by the State of Michigan MEDC. For-profit businesses engaged in an economic base activity (e.g. manufacturing, point-of-destination tourism, headquarter operations, major multi-state distribution facility) can work with eligible communities and their respective agents to request grants to provide public infrastructure improvements. Public infrastructure includes items such as: public water or sanitary sewer lines and related facilities, streets, bridges, and public utilities.	Three types of CDBG downtown initiatives are available: Downtown Improvement Initiatives, Downtown Infrastructure Projects and Downtown Planning Projects. Project eligibility is limited to traditional downtowns within nonentitlement communities. Traditional downtowns are groupings of 20 or more commercial parcels of property that include multi-story buildings of historical or architectural significance in areas zoned, planned, or utilized for commercial development for at least 50 years. Nonentitlement jurisdictions are cities, villages and townships with populations under 50,000 and non-urban counties. Most municipalities in Michigan are nonentitlement and therefore do not receive CDBG funds directly from the federal government.
Economic Adjustment Program (Sudden and Severe Dislocation)	N/A	Grants are provided in order to organize and carry out a planning process to develop and implement local economic adjustment strategies in response to an actual or threatened economic dislocation. Implementation grants may be used to support activities identified in an adjustment strategy, such as creation of targeted business development and financing programs, implementation of infrastructure improvements, organizational development, or market research and analysis.	State, political subdivision or a state consortium of such units, or an Indian tribe. To be eligible, dislocations must have occurred within the preceding 12 months or expected within the coming two years and must meet certain job-loss thresholds.
Economic Development Infrastructure Program	N/A	This program provides funds for infrastructure improvements necessary for the location, expansion, or retention of a specific for profit business.	Local units of government with less than 50,000 in population and non-urban counties.
Economic Development Job Training (EDJT) Grants	N/A	EDJT is a premier feature of Michigan's economic development incentive package for the training or retraining of workers. Under this program, \$30 million is available each year for businesses creating new jobs or upgrading the skills of existing employees. Grants are awarded by the Michigan Economic Development Corporation through a competitive application process and average \$1,000 per new employee and \$500 per existing employee. A 25% match from the employer is required. Grant funds may be used to support both standard and customized training programs delivered by a number of area training providers. Grants are channeled through, and administered by, local schools and community colleges which often provide the training expertise.	Public school districts, intermediate school districts, community colleges, public or private nonprofit colleges or universities that awards at least 25% associate's degrees, nonprofit organizations that provide school-to-work transition programs and state licensed accredited vocational or technical education programs, proprietary school licensed by the State Board of Education, service delivery area organized under the Job Training Partnership Act or a consortium of the above.

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Grants & Bonds, continued			
Economic Development Planning Grants	N/A	This program provides funding to help communities accomplish project-specific public planning and design work which is likely to lead to an eligible economic development implementation project. Funding is available for costs associated with planning for economic development projects, including design and site planning.	Local units of government with fewer than 50,000 in population.
Freight Economic Development Programs	MCL 474.67	This program offers financial assistance to non-transportation companies or local units of government in the development and/or expansion of business and industries.	Businesses, or local units on behalf of businesses, may apply for a forgivable loan up to 50 percent of the eligible project costs associated with rail infrastructure improvement that facilitate economic development. Other private sector concerns related to rail shipping and receiving, such as silos or unloading devices, are not eligible. Though technically a loan program, the Freight Economic Development Program allows loan amortization over a designated period of years so long as the infrastructure is properly maintained and projected carloading commitments are met.
Grants for Public Works and Development Facilities	N/A	This program promotes long-term economic development in areas experiencing substantial economic distress. Funding is provided for infrastructure projects which attract new industry, encourage business expansion, diversify economies, and generate the creation of long term private sector jobs. Eligible projects include water and sewer facilities, port improvements, access roads, business incubator buildings, training centers, etc.	State or local government agencies, public or private nonprofit organizations.
Industrial Development Revenue Bonds (IDRBs)	N/A	This program provides funds to healthy, profitable firms locating or expanding in Michigan with capital cost savings stemming from the difference between taxable and tax exempt interest rates. This is a public-private partnership program that allows local units of government to acquire or purchase industrial real property, equipment, machinery, and associated property with municipal bonds secured by the revenue-producing potential of the industrial site. Local units may also use Industrial Development Revenue Bonds for the acquisition and construction of water and air pollution control equipment and solid waste disposal facilities.	A county, city, incorporated village, township or port district may borrow money and issue revenue bonds to defray the costs of industrial property, including machinery and equipment. The municipality must apply to the Michigan Strategic Fund Board for permission to issue bonds. If the application is approved, the Michigan Strategic Fund Board will adopt a resolution to authorize the issuance of bonds. The resolution will include covenants to register the terms and conditions of the bonds. Principal and interest on bonds are payable from the net revenues derived from the industrial site, from proceeds of the sale of bonds issued to refund outstanding bonds, and from the investment earnings of the proceeds. Bonds may be payable semiannually or annually with a first maturity date of not more than 5 years after date of issuance.
Intermediary Relending Program	N/A	This program provides loans to finance business facilities and community development projects in rural areas, including cities with a population of less than 25,000. Rural Business Programs lend these funds to intermediaries which in turn provide loans to recipients.	Private nonprofit organizations, state or local governments, and federally recognized Indian tribes and cooperatives.
Local Development Finance Authorities	N/A	This program allows a community to utilize tax increment financing to fund public infrastructure improvements. This is a locally controlled legislative tool designed to promote economic growth and job creation.	Cities, villages, urban townships.

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Grants & Bonds, continued			
<i>(continued from previous page)</i>		Local governments use Local Development Finance Authorities (LDFAs) to target development by industry type. Until 2000, LDFAs were, essentially, tax increment finance districts for manufacturing, agricultural, or high technology businesses (though high-tech businesses no longer qualified after 1992). Recent expansions of the LDFA Act included high-tech processes as a targeted industry type eligible for tax increment financing and LDFA benefits. The recent expansions also allowed for expanded tax capture for LDFA districts and for the creation of a limited number of state-subsidized Certified Technology Parks, known as “SmartZones.” These are conceptually defined as public-private high-technology nodes.	
Local Development Finance Authorities			
Local Technical Assistance	N/A	This program provides funds to assist in solving specific economic development problems in distressed areas (i.e. plant closings, export promotion, tourism development, technology transfer, skill training, minority enterprise, etc.). Technical assistance is used to provide information, data, and know-how in evaluating, shaping, and implementing specific projects and programs that promote economic development.	State or local government agencies, public or private nonprofit organizations, colleges, Indian tribes, or private firms or individuals.
Michigan Angels Network	MCL 206.30	The Angel Investment Incentive is a trial program designed to stimulate the creation and growth of early stage technology companies by providing a tax deduction for individual investors when the basis plus all or some portion of the profits from an initial qualified investment are rolled over into a subsequent investment in a qualified technology company.	To be qualified, a company must be certified by the Michigan Strategic Fund Board at the time of an investment.
Michigan Cool Cities Grants and Planning Programs	N/A	The Michigan Cool Cities Grants and Planning Programs is a competitive program that provides funding, technical assistance, priority access to state economic development tools, and “Cool Cities” brand marketing to successful applicants for the purposes of building vibrant, diverse downtowns and neighborhoods that will attract talent, create jobs and support innovation.	There were four Michigan Cool Cities Grants and Planning Programs in 2006, and each had a slightly different benefit and eligibility requirement. However, to participate, all municipalities must create a diverse and representative Local Cool Cities Advisory Group.
Michigan Economic Development Fund	N/A	This program provides funding for highway, road, and street projects necessary to support economic growth.	Michigan Department of Transportation and all city and village street agencies.
Michigan Municipal Bond Authority	N/A	The Michigan Municipal Bond Authority assumes many of the responsibilities a municipality undertakes to complete borrowing. Communities can benefit from competitive interest rates, low individual borrower costs, no minimum loan size, and flexible financing schedules.	Cities, villages, townships, counties, school districts, colleges and universities, and commissions and authorities.
Rebuild Michigan	N/A	Provides funds to launch a pilot Rebuild Michigan program in their area. This program is designed to foster partnerships which will promote increased energy efficiency within a community. The primary focus is to reduce energy use in commercial, institutional, and multi-family buildings. Communities may also decide to include additional components such as developing renewable energy or alternative transportation fuels.	Local units of government, energy-related nonprofit or other established organization.
Revitalization Revolving Loans	N/A	This program is designed to facilitate the redevelopment of brownfield sites by providing low-interest loans to evaluate contaminated or potentially contaminated sites, demolish dangerous or hazardous buildings, and take interim response actions required to investigate a site or demolish a building. This program promotes economic redevelopment and safe reuse of abandoned, vacant, or underutilized properties that are known or believed to be contaminated.	Any county, city, township, village, or Brownfield Redevelopment Authority. Eligible activities include environmental evaluations, demolition of hazardous or dangerous buildings, and interim response activities required to facilitate evaluations and demolition.

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Grants & Bonds, continued			
Revolving Loan Fund	N/A	This program provides funds to capitalize local revolving loan funds to complement other business assistance programs and services available to firms and entrepreneurs in the industry sector or in locations targeted by an adjustment strategy.	State and local units of government, community development corporations, nonprofit organizations, or Indian tribes.
Rural Business Enterprise Grants	N/A	This program finances and facilitates the development of small and emerging private business, industry, and related employment for improving the economy in rural communities. Funds may be used for the acquisition and development of land and the construction of buildings, plants, equipment, access streets and roads, parking areas, utility and service extensions, refinancing, fees for professional services, technical assistance and related training, and startup costs and working capital.	Rural public entities (towns, communities, state agencies, and authorities), Indian tribes and rural private non-profit corporations are eligible to apply for funding. The RBEG program is a broad based program that reaches to the core of rural development in a number of ways. Examples of eligible fund use include: acquisition or development of land, easements, or rights of way; construction, conversion, renovation, of buildings, plants, machinery, equipment, access streets and roads, parking areas, utilities; pollution control and abatement; capitalization of revolving loan funds including funds that will make loans for start ups and working capital; training and technical assistance; distance adult learning for job training and advancement; rural transportation improvement; and project planning. Any project funded under the RBEG program should benefit small and emerging private businesses in rural areas. These are businesses that will employ 50 or fewer new employees and have less than \$1 million in projected gross revenues.
Rural Business Opportunity Grants	N/A	This program provides funds to promote sustainable economic development in rural communities with exceptional needs. Grant funds may be used to assist in the economic development of rural areas by providing technical assistance, training, and planning or business and economic development.	Nonprofit corporations, public bodies and rural areas other than cities of more than 50,000 people and their adjacent urban areas.
Rural Economic Development Loans and Grants	N/A	This program promotes rural economic development and job creation projects, including funding for project feasibility studies, start-up costs, incubator projects, and other reasonable expenses for the purpose of fostering rural development.	Electric and telephone utilities that have current loans with the Rural Utilities Service (RUS) or Rural Telephone Bank loans or guarantees outstanding and are not delinquent on any Federal debt or in bankruptcy proceedings.
Small Business Administration (SBA) 504 Program	15 USC 697e	For qualified small businesses, the Small Business Administration (SBA) 504 program can provide long-term financing of real estate, building, machinery or equipment purchases. Projects are financed through a unique public/private partnership that involves private lenders financing 50% of the project costs, a Michigan Certified Development Corp. (an agency of the SBA) covering up to 40%, and borrowers investing a minimum of 10%.	For-profit corporations, partnerships or proprietorships with a net worth of less than \$7.5 million and an average net profit after tax of less than \$2.5 million for the past two years are eligible. In addition, the small business applicant must be the user of the fixed assets being financed. Loans typically range between \$250 thousand and \$10 million. Borrowers must have an existing cash flow from business operations greater than the debt service needed to pay both existing debt and debt

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Grants & Bonds, continued			
<i>(continued from previous page)</i> Small Business Administration (SBA) 504 Program			resulting from the proposed loan, and sufficient collateral to secure the loan. In certain cases, the SBA 504 program will finance start-up businesses. Loans cannot be made to passive income and real estate companies, financial institutions and nonprofit businesses. Borrowers must create or retain one new job for each \$50 thousand of debenture (credit guarantee) (or \$10 thousand for manufacturing). Projects that have low job creation, but achieve SBA public policy goals, may be considered.
Small Business Administration (SBA) 7(a) Program	N/A	The 7(a) Loan Guaranty is one of the Small Business Administration's primary lending programs. It provides loans to small businesses unable to secure financing on reasonable terms through normal lending channels. Private-sector lenders work in partnership with the SBA, which guarantees a portion – up to \$1 million – of any single loan. One of the primary advantages of this program is that it allows long-term financing of permanent working capital, as well as real estate, building or equipment purchases.	
Taxable Revenue Bonds (TRBs)	MCL 125.2001- 125.2094	Taxable Revenue Bonds (TRBs) can be issued by the Michigan Strategic Fund or by local economic development corporations. These bonds are tax-exempt at the state and local level if purchased by Michigan taxpayers. These types of bonds can provide companies with potentially longer-term financing (perhaps 10 to 20 years) and are often at a fixed rate and lower cost than conventional financing. TRBs are not restricted by the U.S. Internal Revenue Service and can be used to finance projects of more than \$10 million. These bonds can be used as working capital and to finance commercial, pollution control, agricultural, and recreational projects.	Bond applicants need to meet the priority and target objectives of the MSF. Projects including commercial facilities and air and water pollution control facilities (not including solid waste disposal facilities that serve the general public) eligible prior to the 1986 Tax Reform Act are also eligible for this program. Facilities previously eliminated from tax-exempt financing, including industrial facilities exceeding \$10 million, for-profit nursing homes, recreational facilities, automobile sales and service facilities and restaurants, are also eligible.
Tourism Projects under CDBG	N/A	This program provides funds for tourism projects judged to be a “base industry” in a particular local area. Priority is given to projects with a leverage ratio of 2 to 1 or greater, costs per job created of \$10,000 or less, creation of ten jobs or more, and local government participation of 10% or more in infrastructure costs. 51% of jobs must be available to low and moderate income persons.	Local units of government
Urban Land Assembly Program	MCL 125.1851- 125.1861	This program provides loans to eligible municipalities in the acquisition and assembly of certain real property for revitalizing the economic base of cities experiencing distress and decline.	Local units of government with an unemployment rate more than 70% of the annual average statewide unemployment rate; growth in population less than 75% of the state's population growth rate based on the most recent figures published by the U. S. Census Bureau. A change in local state equalized value that is less than 50% of the state's five-year average as reported by the State Tax Commission.

Attachment E

Program/Statute Name	Statutory Reference	Description	Eligibility
Grants & Bonds, continued			
<p><i>(continued from previous page)</i></p> <p>Urban Land Assembly Program</p>			Local units that require assistance for land assembly for economic development projects are eligible for low-interest loans that can be used for the direct costs of land acquisition, demolition, relocation and site improvements necessary to make the land marketable.
Venture Capital	N/A	Venture capital is an alternate source of funding for higher-risk businesses that exhibit extraordinary potential for growth. To support the development of life science, high-tech and advanced manufacturing venues, the State of Michigan has acted aggressively to triple its available venture capital resources, increasing the total amount of venture capital available to \$2.5 billion. The Michigan Economic Development Corporation has developed a comprehensive directory of Michigan resources involved with venture funding, including more detailed profiles of venture funds and their interests.	

Sources: *Survey of Economic Development Programs in Michigan*, Citizens Research Council of Michigan, June 2007
 Lakeshore Advantage
 Legislative Council, State of Michigan
Grant and Loan Opportunities for Local Community Development, West Michigan Regional Planning Commission, May 2005
 Michigan Economic Development Corporation, <http://ref.michigan.org/medc/ttc/FundingOpportunities/vca/>
 U.S. Department of Agriculture, <http://www.rurdev.usda.gov/rbs/busp/rbeg.htm>



Macomb County Defining Business + Life

- + Home
- + Geographic Information
- + Relocating a Business
- + Expanding a Business
- + Starting a Business
- + Live, Work & Play

- Profile
 - + About MCPED
 - + Key Industries
 - + Investment Spotlights
 - + Business Climate
 - + Why Macomb (video)
- Business Services
 - + Business Consulting
 - + Classes & Seminars
 - + Small Business (SBTDC)
 - + Site Selection
 - + Financing
 - + Incentives
 - + Tax Exemptions
 - + Market & Economic Research
- Locational Advantages
 - + Workforce
 - + Education & Training
 - + Infrastructure
 - + International Access
 - + Partnerships
 - + Taxes
 - + Health Care
 - + Quality of Life
- Focus Macomb
 - + Focus Macomb Page
 - + Focus Macomb Recommendation
- Targeted Industries
 - + Targeted Industries Report
 - + Targeted Industries Presentation
- Auto Industry Presentation
 - + The U.S. Auto Industry - What Lies Ahead



Welcome to Macomb County Michigan

Whether you operate a small business, direct a Fortune 500 company, or are accountable for the success of an enterprise that lies somewhere in between, we invite you to explore this site and discover the many reasons why Macomb County is the right place to start, expand or relocate your operation.

“Macomb County is at the center of the economic transformation in Michigan.”
The Detroit News, December 2005

Located within the Detroit metropolitan region, Macomb's exceptional location, abundant resources, effective partnerships and innovative mindset combine to form the ideal environment for success in business and life.

Contact Us

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- >> [Call 586-469-5285](tel:586-469-5285)



Attachment G



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The Oakland County Economic Development Team will help you prosper in our dynamic market by providing customer-focused services designed to meet your unique business needs.

With a market of 240,000 plus businesses in the region it is easy to see why people and businesses prosper here. Over 900 foreign businesses representing 28 countries make our region a true international business location.

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L. Brooks Patterson

"As Oakland County Michigan's top elected official, please accept my personal invitation to interact with one of the most innovative and user-friendly business development web sites anywhere." [more...](#)

Attachment H

Financial Contributions to Economic Development Agencies (Comparable Counties)

	Ottawa County (Current)	Direct Economic Development Services		Indirect Economic Development Services						
		Macomb County	Oakland County	Grand Traverse County	Ingham County	Kalamazoo County	Kent County	Livingston County	Muskegon County	Washtenaw County
County Department/Local Agency that Receives County Funding for Economic Development Services	Ottawa County Economic Development Office	Department of Planning and Economic Development	Department of Economic Development and Community Affairs	Traverse Bay Economic Development Corporation	Michigan State University Extension Office (MSUE) ¹	Southwest Michigan First	The Right Place (non-profit agency)	Economic Development Council of Livingston County (non-profit agency)	Muskegon Area First	Ann Arbor Spark
Annual Funding Received from County General Fund for Economic Development Services	\$51,576	Not available ²	Not available ²	\$20,000	\$68,000 - \$78,000	\$75,000	Not available ³	\$66,000	\$35,000	\$200,000
Number of Employees Providing Economic Development Services	1.0 FTE	6.0 FTE ⁴	11.0 FTE ⁵	14.0 FTE ⁶	1.5 FTE	8.0 FTE ⁷	12.5 FTE ⁸	3.0 FTE	7.0 FTE ⁹	15.0 FTE ¹⁰
Primary Economic Development Services (X indicates service provided)										
Business Attraction	X	X	X	X	X	X	X	X	X	X
Business Retention	X	X	X	X	X	X	X	X	X	X
Incentives and Financing	X	X	X	X	X	X	X	X	X	X
Comprehensive Plan/Strategic Planning		X	X	X	X	X	X	X	X	X
Site Analysis and/or Selection	X	X	X	X		X	X	X	X	X
Workforce Development		X	X	X		X	X	X	X	X
Support Services/Technical Assistance	X	X	X	X	X	X	X	X	X	X

¹ Ingham County has one full-time employee, paid through MSUE, who is also the County's staff person for the Economic Development Corporation and the Brownfield Redevelopment Authority

² In Macomb and Oakland Counties, Economic Development services are provided by a County Department that has several other functions included within one operating budget

³ The amount of County General Fund dollars contributed to The Right Place from Kent County's General Fund was not available

⁴ Excludes the Director and Deputy Director of the Department of Planning and Economic Development

⁵ There are 11.0 FTE dedicated solely to business retention/attraction efforts. Several other employees provide research, marketing, and financial assistance for Economic Development efforts, but are not completely dedicated to Economic Development

⁶ This number represents the total number of FTEs employed at Southwest Michigan First and not necessarily the number of FTEs dedicated solely to providing economic development services in Kalamazoo County

⁷ This number represents the total number of FTEs employed at The Right Place and not necessarily the number of FTEs dedicated solely to providing economic development services in Kent County

⁸ This number represents the total number of FTEs employed at Grand Traverse Economic Development Corporation and not necessarily the number of FTEs dedicated solely to providing economic development services in Grand Traverse County

⁹ This number represents the total number of FTEs employed at Muskegon Area First and not necessarily the number of FTEs dedicated solely to providing economic development services in Muskegon County

¹⁰ This number represents the total number of FTEs employed at Ann Arbor Sparks and not necessarily the number of FTEs dedicated solely to providing economic development services in Washtenaw County

Attachment I

Tools for Economic Development (Preliminary)

Data Compilation and Technical Analyses:

Targeted Industries Report

A Targeted Industries Report is used to identify and focus the efforts of a successful, coordinated economic development program. This type of report is utilized to develop coordinated marketing and branding strategies in order to attract specific industries.

In July 2006, Macomb County, Michigan completed a Targeted Industries Report in which traditional industry segments in the County were compared with U.S. projections for employment growth in those industries. The results of that analysis revealed Macomb's greatest areas of economic and employment assets are currently in Manufacturing and Healthcare; two broad industry sectors that are projected as high employment growth areas over the next 8-10 years by the U.S. Department of Labor. These data are utilized to develop a successful business attraction plan that targets these specific industry sectors to the County.

Emerging Sectors Analysis

An Emerging Sectors Analysis identifies promising, new industries such as biotechnology, alternative energy, and other high-tech sectors, and prioritizes them by which is most likely to consider expanding their services to a given area. This is typically fulfilled by the development and implementation of a coordinated strategy to promote and attract the emerging sector businesses.

Oakland County, Michigan implemented an Emerging Sector Strategy in 2004 designed to attract high-tech business from around the world to the County. An Oakland Business Review article indicated that the County experienced more than \$795 million in combined investment from both emerging and traditional sectors between January 2007 and November 2007, and emerging sector companies comprised 85% of that investment (\$680 million).

Industrial Property Searchable Database

An Industrial Property Database provides an up-to-date inventory of available industrial properties in a given area. The searchable database allows businesses that are interested in relocating or expanding to identify available properties by selecting key site characteristics.

The Oakland County and Macomb County Departments of Planning and Economic Development work in conjunction with professional commercial and industrial brokers in their respective areas to maintain searchable, web-based databases of available industrial and commercial property.

Infrastructure Analysis

An Infrastructure Analysis is designed to provide an inventory of existing infrastructure, identify needed infrastructure, as well as determine future infrastructure needs based on population and economic growth trends. This type of analysis includes an assessment of transportation networks (e.g. highways, roads, rail, transit, air, and ports), telecommunications (e.g. broadband), and utilities (e.g. electricity, gas, water and sewer). The results of this type of comprehensive analysis are used to create a coordinated, countywide business retention and attraction program.

Market Analysis

A Market Analysis provides an analysis of the demographic and socio-economic trends of a given area and to provide recommendations for future development. This type of analysis includes an assessment of population density, education levels, ethnicity, age,

income, health, as well as available housing stock and traffic counts. Along with analyzing data for the targeted area, data from local comparison areas are also analyzed to provide a baseline for measuring the success of development in a targeted area.

Cost of Doing Business Study

Cost is a major consideration when a company chooses a state, county, or city to be located in. A Cost of Doing Business Study assesses the advantages or disadvantages in attracting and retaining businesses to a given area as compared to other areas. On average, areas with a low cost of doing business have greater job growth than those areas with a high cost. This type of study typically measures wage costs, taxes, electricity costs and real estate costs for industrial and office space and can be utilized to enhance business attraction and retention efforts.

Analytical Tools

Geographic Information System (GIS) Mapping

GIS is a valuable tool that can be utilized to promote economic development by facilitating access to data about infrastructure, land use, transportation, business, and demographics. A summary of the types of analyses that can be conducted utilizing GIS is as follows:

- Display available infrastructure, technology, and utility services
- Display aerial photography and topography
- Identify land use and zoning
- Obtain property information
- Identify and map existing businesses by industry sector
- Map proximities to existing markets
- Identify traffic counts

ExecutivePulse™

ExecutivePulse™ is a web-based application that can be utilized for business retention and attraction services. Highly customized reports can be quickly and easily created to sort, chart, and analyze large amounts of data for economic development efforts. Some of the reports and analyses that can be generated by this system is as follows:

- Analyze factors that impact the local economy
- Conduct year-to-year trend analyses of the economy
- Conduct economic comparisons between jurisdictions
- Generate a list of firms based on specific factor
- Ability to create, save, and retrieve company profiles

Workforce & Innovation Technical Solution (WITS)

WITS is a web-based software solution that combines core and enhanced datasets with Geographic Information Systems (GIS) mapping and labor intelligence to aid in economic development and workforce-related decisions. A brief list of the capabilities of WITS is as follows:

- Create reports of local or regional industries
- Create regional assessment reports and maps that include information on basic demographics, educational attainment, housing and income, and employment
- Create regional profiles of current and forecasted employment
- Identify where industry clusters are currently seeking skills and competencies and where future growth of industry sub-clusters will create additional demand

Attachment J


Ottawa County Economic Development Corporation Board	
Name	Representing
Jim Kieft	Business & Industry
Phil Kuyers	Ottawa County Board of Commissioners
Laurie Larsen	Local Government
Ed Mayo	Education
Bill Raymond	Michigan Works/Community Action Agency
Ken Rizzio	Ottawa County Economic Development Office
Roger Rycenga	Ottawa County Board of Commissioners
Brad Slagh	Ottawa County Treasurer
Al Vanderberg	Ottawa County Administrator

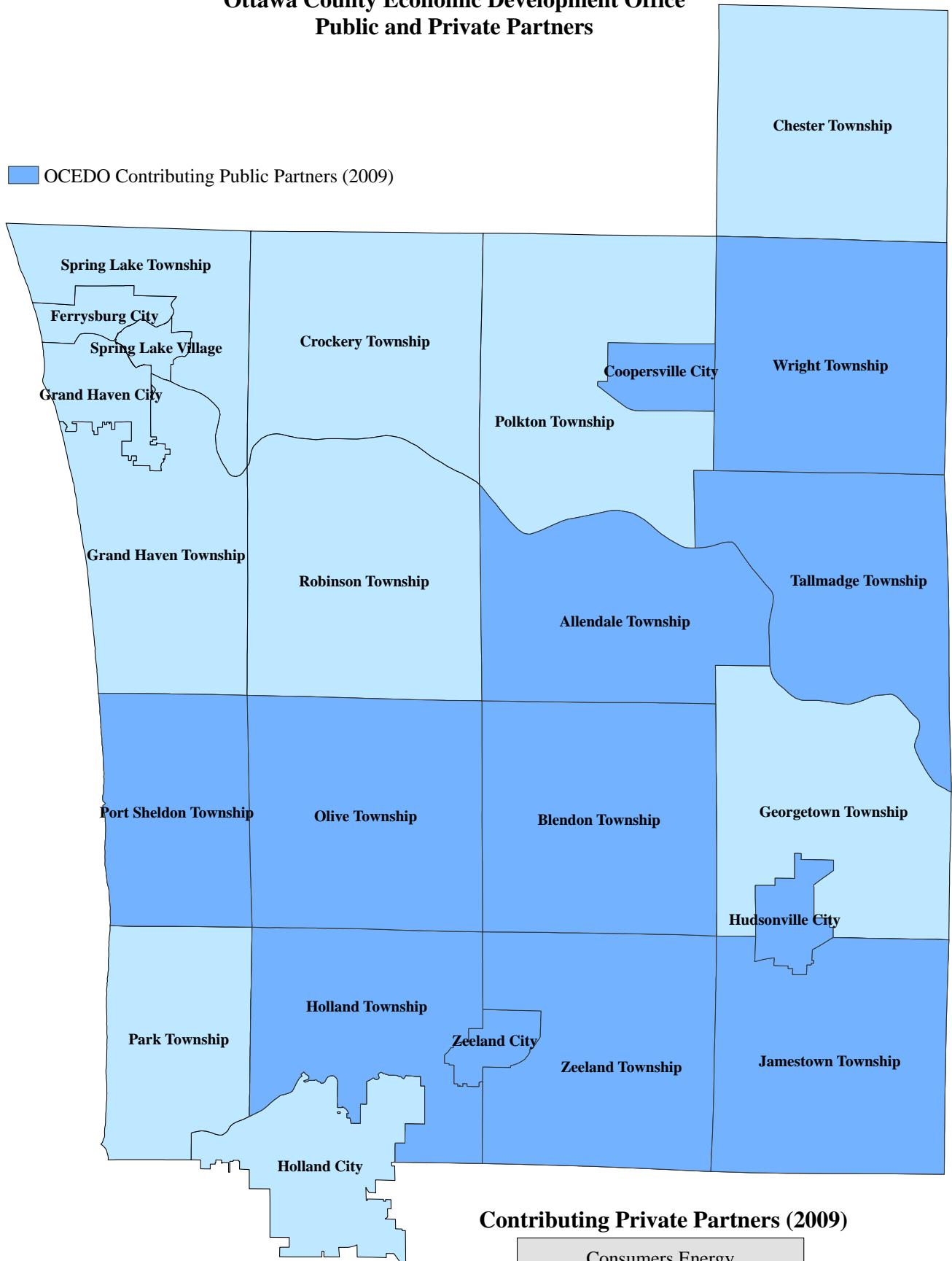
Ottawa County Economic Development Office Board of Directors		
Name	Representing	Business/ Local Unit of Government
Steve Patrick, Chairman	Cities	City of Coopersville
[Vacant Position], Vice Chairman	Townships	-
Jim Kieft, Treasurer	Business & Industry	Nicholas Plastics, Inc.
Karen McCarthy, Secretary	Utilities	Consumers Energy
Ken Assink	Business & Industry	ITW-TIM
Paul Livernois	Utilities	Michigan Gas Utilities (MGU)
Les Hoogland	Cities	City of Zeeland
Phil Kuyers	Ottawa County	Board of Commissioners
Pauline Luben	Cities	City of Hudsonville
Glenn Nykamp	Townships	Zeeland Charter Township
Roger Rycenga	Ottawa County	Board of Commissioners
Ken Sommerdyke	Business & Industry	Byron Bank
Ken Rizzio	OCEDO, Executive Director	OCEDO



Attachment K

Ottawa County Economic Development Office Public and Private Partners

 OCEDO Contributing Public Partners (2009)



Contributing Private Partners (2009)

- Consumers Energy
- DTE Energy
- SEMCO Gas Company
- Michigan Gas Utilities
- Byron Bank
- GVSU
- West Michigan Community Bank

Attachment L

Ottawa County Economic Development Office – Anticipated Revenue (2009)

Revenue Account Name	Proposed FY09 Revenue (Non-County Employee)
Local Government Contributions	
Ottawa County	\$ 51,576
Allendale Twp	5,091
Blendon Twp	0
Coopersville City	2,310
Crockery Twp	0
Georgetown Twp	0
Holland Twp (CDBG Adm.)	3,750
Hudsonville City	2,695
Jamestown Twp	1,540
Olive Twp	1,925
Port Sheldon Twp	1,155
Tallmadge Twp	1,925
Wright Twp	0
Zeeland City	6,160
Zeeland Twp	3,080
Other Twps	0
Total Local Government Contributions	81,207
Private Contributions	
Consumers Energy	2,750
DTE Energy	2,750
SEMCO Energy	1,500
Michigan Gas Utilities	1,500
Byron Bank	1,500
West Michigan Community Bank	750
Other Banks	1,000
Total Private Contributions	11,750
Other Contributions	
GVSU/MI-SBTDC	10,000
Interest – Savings	150
Total Other Contributions	10,150
Fees-for-Service Contributions	
Grant Writing Fees	15,455
Tax Abatement Fees	9,645
Total Fees-for-Service Contributions	25,100
Total Revenues	\$ 128,207

Attachment M

In-Kind Contributions (Ottawa County)

In-Kind Contributions

Administrative

Secretarial; Legal; Auditing; Bookkeeping; Bank Fees

Technology

Geographic Information Systems (GIS) Mapping; Computer Support; Website Development and Updates; Telephone; Trainings; Laptops and Digital Projectors

Other

Fax; Office Space; Facilities (Conference and Meeting Rooms)

Attachment N

Ottawa County Economic Development Office - Budget Comparison

Expense Account Name	Current Annual Budget (Non-County Employee)	Proposed Annual Budget (County Employee)	Difference in Cost Between Current and Proposed
Salary, Fringes, and Support Staff			
Salary	\$ 66,787	\$ 68,306	\$ 1,519
FICA and Unemployment Taxes	5,854	5,464	(390)
Dental & Eye Care Fund	1,000	834	(166)
Health Insurance (HMO)	10,841	11,994	1,153
Retirement (SEP/MERS)	14,750	9,775	(4,975)
Life Insurance	200	209	9
Long and Short-term Disability	0	279	279
Retirement (457)	0	3,300 (max)	3,300 (max)
Sub-Total (Director's Salary and Fringes)	99,432	100,161	729
Support Staff (Intern)	3,500	Reallocation	(3,500)
Sub-Total (Intern)	3,500	Reallocation	(3,500)
Total Salary and Fringe Benefits	102,932	100,161	(2,771)
Miscellaneous Expenses			
Travel/In-State (O & M)	2,700	2,700	0
Travel/Out-of-State	500	500	0
Leased Vehicle	3,400	3,400	0
Computer Equipment ¹	0	1,546	1,546
Equipment	500	500	0
GIS Data and Aerials	625	In-kind	(625)
Contractual – Web Site	500	In-kind	(500)
Leased Office Space	2,400	In-kind	(2,400)
Telephone ²	1,300	1,476	176
Fax	25	In-kind	(25)
Postage	600	600	0
Photocopying	125	125	0
Audit	4,000	In-kind	(4,000)
Insurance ³	5,500	In-kind	(5,500)
Subscriptions/Publications	225	225	0
Conferences/Training	400	400	0
Memberships	1,100	1,100	0
Board/Executive Committee	550	550	0
Corporate Report	625	625	0
Bank Service Charges	200	In-kind	(200)
Total Miscellaneous Expenses	25,275	13,747	(11,528)
Total Expenses	\$ 128,207	\$ 113,908	\$ (14,299)

¹ Includes desktop computer, monitor, software, and printer

² Includes desktop phone and blackberry

³ Includes workers compensation, car insurance, and liability insurance

Attachment O

Workload Allocations (OCEDO Director, Economic Development Specialist and Part-Time Support Staff)

Category	Current Estimated Percentage of Time	OCEDO Director		Full-time Economic Development Specialist	Part-time Support Staff
		Total Estimated Percentage of Time	Difference in Percentage Between Current and Proposed	Total Estimated Percentage of Time	Total Estimated Percentage of Time
Administration	25%	5%	20% decrease	-	-
Business Attraction	5%	5%	no change	-	-
Retention Visits	20%	30%	10% increase	-	-
Incentives and Financing ¹	40%	50%	10% increase	-	-
Comprehensive Economic Development Plan/Strategic Planning	0%	5%	5% increase	20%	10%
Workforce Development ²	0%	0%	no change	-	-
Support Services and Technical Assistance ³	10%	0%	10% decrease	10%	20%
Land Use and Infrastructure Planning	0%	0%	no change	15%	-
Innovation and Incubation	0%	0%	no change	-	-
Countywide Data & Research	0%	0%	no change	30%	50%
Countywide Coordination ⁴	0%	5%	5% increase	10%	10%
Site Analysis & Selection ⁵	0%	0%	no change	5%	-
Brownfield Redevelopment Authority	0%	0%	no change	5%	5%
Land Bank Authority	0%	0%	no change	5%	5%
Total	100%	100%	-	100%	100%

¹ Grant writing, tax abatement applications, etc.

² Referrals are made to MI Works! and the MEDC (Bill Kratz) for Economic Development Job Training Grants (EDJTs)

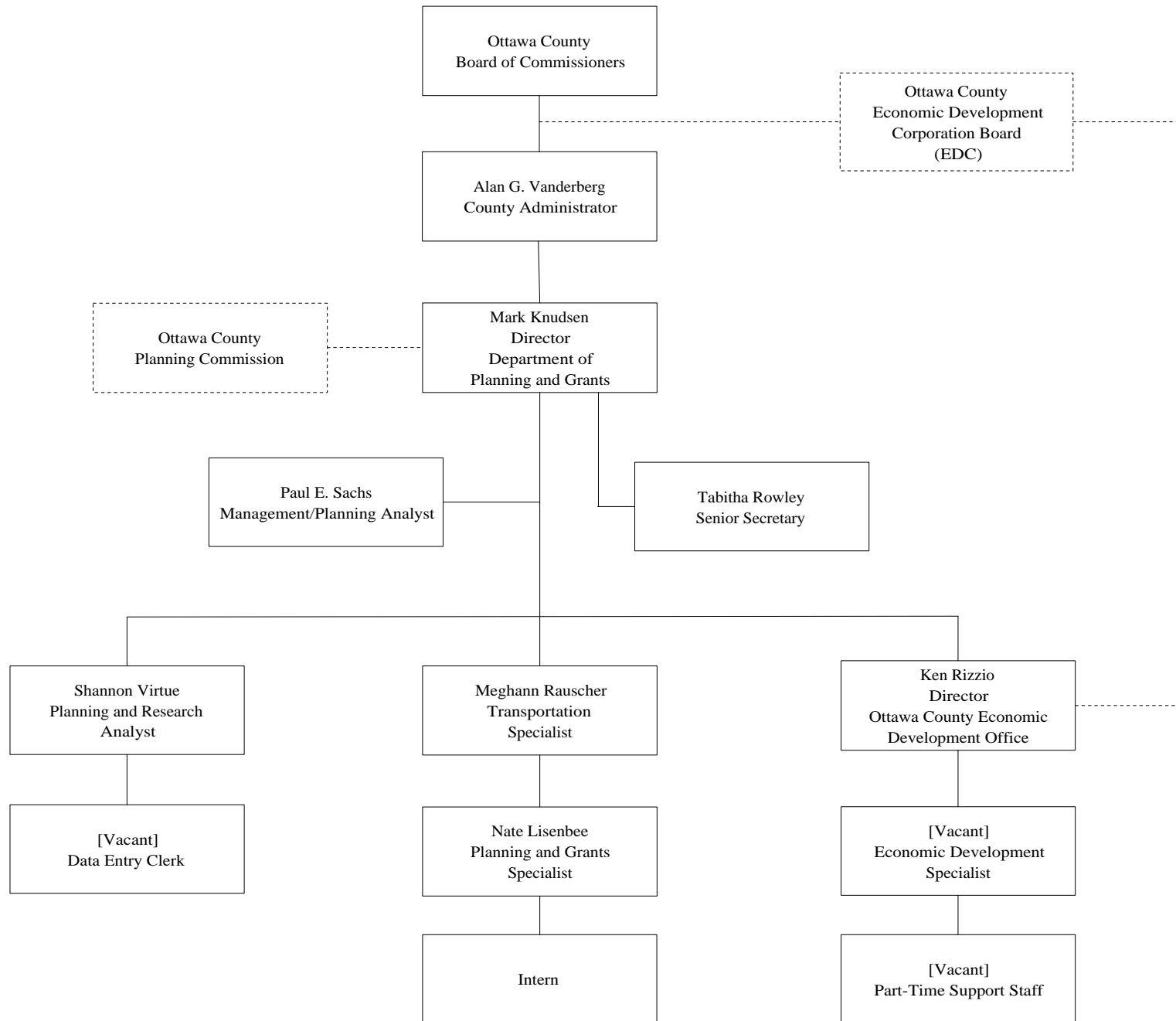
³ Miscellaneous services provided to clients, businesses & the general public (MI-SBTDC short-term requests)

⁴ Message Coordination, Meetings, Collaboration, Marketing

⁵ GIS Maps, Infrastructure and Technology Availability

Attachment P

Organizational Chart - Department of Planning and Grants



Attachment Q

Intangible Benefits (Ottawa County)

Intangible Benefits

Continuity Plan

- Ensures uninterrupted services in the event of an extended absence

Connectivity with County

- Improves communication with County policy makers
 - Provides a mechanism to ensure that all economic development activities are collectively reported to the County Board
-

Attachment R

Resource Reallocation

Amount of Available Resources (\$)	Source of Available Resources	Proposed Reallocation of Available Resources
\$14,299	Cost-savings as a result of transitioning the Director of the Ottawa County Economic Development Office to a County Position	Purchase ExecutivePulse ¹ software package and hire part-time support staff to assist with economic development activities
\$25,000	This allocation was initially approved by the County Board of Commissioners for business attraction activities and is included in the 2009 budget for the Planning Department	Perform business attraction activities and complete special projects directly pertaining to economic development (e.g. Comprehensive Economic Development Plan)
\$75,422	This is the salary and fringe benefits of an existing Planning and Grants Specialist (FTE) Position in the Planning Department	Reassign this position to serve as a fulltime Economic Development Specialist
<hr/> Total Proposed Reallocation for Economic Development: \$114,721 <hr/>		

¹. ExecutivePulse software is an upfront cost of \$7,000, and \$1,000 each year thereafter.



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