

LABOR QUESTIONS

Availability

1. **What is the applicant to job ratio for hourly production positions in the community and MSA?**

Community: 10 applicants to 1 position
MSA: unknown

Please indicate source of information.

Survey of top employers, including one which hired 400 production employees in 2005.

2. **What is the labor draw within a 30 mile radius of your community? Note: List all counties within the labor draw and the source of the data.**

543,500 is the total labor force within Allegan, Ottawa, Kent, and Muskegon counties. The total labor force involved in manufacturing is over 140,000.

Source: Bureau of Labor Statistics, and the Michigan Department of Labor and Economic Growth, 2005.

3. **How many employers have more than 300 employees? Please list the ten largest employers within a 15 mile radius and include number of employees.**

Approximately 18 Employers with 300 or more employees in the Holland/Zeeland area

Herman Miller (office furniture)	4,500	non-union
Johnson Controls (auto electronics and interiors)	4,000	non-union
Haworth (office furniture)	2,500	non-union
Magna Donnelly (auto mirrors)	2,120	non-union
Gentex (auto mirrors)	2,100	non-union
Sara Lee (packaged meat products)	920	non-union
Tiara Yachts (luxury yachts)	750	non-union
Royal Plastics (plastic injection molding)	750	non-union
Howard Miller (clocks)	675	non-union
Challenge Manufacturing (auto stampings)	564	non-union

4. **What is the average rate of unemployment within the county?**

Ottawa County Unemployment is 4.5% as of May 2006. Please keep in mind that there have been cut backs locally since the peak of employment in early 2000. There are many highly skilled manufacturing employees that remain in the area currently working in other facets or out of the workforce altogether. In fact, 10,500 fewer people living in the Lakeshore area are working in manufacturing than five years ago—these people are returning to the manufacturing sector as job opportunities become available.

5. What is the unemployment rate of the labor draw area (30 mile radius)?

5.6%

6. What is the county net population change recorded on the last census or from a more recent data source?

Population

	1990	2000	Net Increase from 1990 to 2000	% Increase from 1990 to 2000	2005	Net Increase from 2000 to 2005	% Increase from 2000 to 2005
Lakeshore*	278,277	343,979	65,702	23.6	368,580	24,601	7.2
Michigan	9,295,297	9,938,444	643,147	6.9	10,120,860	182,416	1.8
U.S.	248,709,873	281,421,906	32,712,033	13.2	295,140,073	13,718,167	5.3

*Lakeshore includes Ottawa and Allegan Counties

Source: U.S. Census Bureau, 2005 Population Estimates, Census 2000, 1990 Census

7. How do employers recruit for hourly talent?

There are many ways the employers recruit; including the use of placing local newspaper ads, recruiting agencies, and temp-agencies. For large scale projects, including recent announcements by Gentex and Tiara Yachts, the newspaper coverage generates significant applicant interest.

Competitive Wage Data

8. Please indicate starting hourly wage rate and median hourly wage rate for the production positions of general assembler and Maintenance technician. (See attached form to obtain rates from actual employers)

Production: \$10 start; \$12 average
 Maintenance: \$16 start; \$19.50 average

9. What percentage of the labor force is a high school graduate within MSA, community, or county?

90.1% obtain high school degree or higher. See chart below

2005 EDUCATIONAL ATTAINMENT	OTTAWA	MICHIGAN	NATION
Population 25 years and older	151,871	6,454,327	188,950,759
High school graduates	49,167 32.4%	2,026,459 31.4%	55,856,936 29.6%
Some college, no degree	32,552 21.4%	1,482,787 23.0%	37,984,610 20.1%
College graduates	41,358 27.2%	1,493,706 23.1%	46,496,240 24.6%
Graduate or professional degree	14,052 9.3%	614,193 9.5%	18,830,644 10.0%
TOTAL	137,129 90.1%	5,617,145 87.0%	109,168,430 57.8%

Source: U.S. Census Bureau

10. Do employers operate on multiple shifts?

Yes, many operate multiple shifts.

11. What percent of the workforce is accustomed to physical labor within an assembly environment for the site county? Provide list of area employers that have physically engaging and standing work environments?

Nearly 35% of the workforce currently works in manufacturing. The workforce is accustomed to working in the type of environment that calls for physical labor and assembly skills.

12. Please indicate the percent of work force in manufacturing.

Nearly 35% of the workforce in the greater Holland/Grand Rapids area works in manufacturing. Although there is not a study available on Ottawa County specifically all indications are that the percentage would be much higher.

13. What is the typical absenteeism rate and turnover rate for top five manufacturers?

Averaged together local employers found that less than 2% absenteeism; less than 10% turnover of hourly staff; less than 4% turnover of salaried staff.

14. What is the most common manufacturing work week?

- 40 hours
- 40-45 hours occasionally
- 40-45 hours for multiple successive weeks
- 45-50 hours occasionally
- 45-50 hours for multiple successive weeks

How receptive is the labor market to working overtime?

Very receptive

Is the local labor market willing to work on Saturdays?

Yes

Unions

15. Do unions exist in the area? What is the prevailing attitude toward unions in the community?

Very few; they are seen as unnecessary organizations among our workforce. Three years ago our business leadership commissioned a comprehensive, detailed study into the worker attitudes towards unions and the Lakeshore work environment. The results were overwhelmingly positive and prove our community's unique position within the Midwest:

Worker Attitudes toward Union Free Environment:

- 41 percent of residents indicated they were not at all favorable to unions or union representation. Another 33 percent undecided on the issue, and only 25 percent were somewhat favorable or favorable.
- 40 percent said they would "definitely" vote no on a hypothetical union representation vote. 15 percent said they would "probably" vote no. Only 19 percent said they would "definitely" vote in favor of union representation.
- On questions regarding union representation, local business owners and leaders enjoy a remarkable level of credibility. People in the community view these leaders as a highly trustworthy source of information about these issues.
- A majority of survey respondents felt that greater union representation in the community would have a negative impact in factors such as quality of life, attractiveness of the community to new business, quality of employer/employee relationships and others.

Source: West Michigan Works survey developed by Wirthlin Worldwide, conducted by EPIC/ERM.

Name the union organizations and those headquartered in your community or area.

None.

16. Have there been any strikes or election attempts within last two years?

No elections or strikes have taken place in the last two years.

Diversity

17. What is being done to embrace diversity in the community, employers and colleges?

The Holland Area Chamber of Commerce offers a program called "Holland First". The goal of the organization is to "understand our community through the eyes of diversity". MI Works! offers on and off site ESL classes as well as promotes teaching current workers and managers Spanish. The Spanish and

Asian population is growing quickly and becoming an important part of our community. Herman Miller Inc. has been a global leader in attracting diverse talent and has been an influence on other employers in the area.

Services

18. Is there a state workforce development program and is there a nearby location? Area temp agencies? Area welfare center/services?

Michigan Works provides pre-screening services for local companies including WorkKeys. They also have the capabilities to assess and implement the initial hiring process/screening for qualified employee for a new company to the area. There are two Michigan Works Service Centers located in Ottawa County; the primary center is located at 121 Clover Street in Holland. A secondary center is located at 1830-G, 172nd Street in Grand Haven.

Please list the services.

Michigan's Talent Bank:

Which provides an easily accessible Internet-based labor exchange for employers and job seekers and includes both employer job listings and worker resumes. Michigan's Talent Bank is available to all Michigan residents, regardless of employment status.

Employer Services:

Which include labor exchange services, recruitment assistance, screening, referrals, job postings and, where appropriate, testing services.

Self-Serve Resource Rooms:

Which give employers and job seekers access to local and state labor market information, job seeking assistance such as resume writing, career information, including required skills and education and training as well as information about employment prospects in an industry.

Adult Programs:

Including assessment, career counseling, job search assistance, supportive services, and occupational skills training.

Youth Services:

Including many of the same services as adult programs, as well as career preparation, school to career transition, pre-employment and work maturity skills and support services, work experience, and remedial education.

Training Programs and Readjustment Services for Dislocated Workers:

Including rapid response, skills training, and basic readjustment services.

Federally Administered Programs:

Including programs focusing on target populations such as Veterans, Native Americans, and Migrant Workers.

Welfare Reform Programs:

Including Work First, Food Assistance Employment and Training, Non Custodial Parents, and Non Cash Recipients which provide job search assistance and training and appropriate supportive services to Department of Human Services participants referred by the Department of Human Services.

Area temp agencies:

Manpower
Office Team
Kelly Services
Employment Solutions
Paragon Recruiting
Professional Outlook, Inc.
Employment Group
Dynamic Corp
Beacon Professional Staffing, Inc.
Technical Professional Services, Inc.
Adecco
Forge Industrial Services, Inc.
Key Professional
Karl Associates

Area welfare center/services.

The Department of Human Services (DHS) works closely with the Michigan Works Agency and refers individuals in need of employment, training, education, and skills upgrading in order to reduce and/or remove their dependency on public assistance. The DHS office is located in Holland.

31. What training assistance is available in the area?

Ottawa County Michigan Works offers a variety of training options for job seekers and employers who qualify. For job seekers, the Workforce Investment Act (Adult, Youth, Dislocated Worker, and Displaced Homemaker) offers Individual Training Accounts (up to \$3500) and on-the-job training programs to qualified individuals. The Michigan Works Service Center offers free GED and English as a Second Language instruction. The Work First and Food Assistance Program offer training, tuition, and skills upgrading to individuals receiving public assistance. For employers, Michigan Works offers Incumbent Worker training funds which are federal dollars targeted to specific employers or industries that are experiencing a decline and have the potential to undergo layoffs, or are experiencing a skills gap that impacts their ability to compete, retain workers, and expand. Michigan Works also assist companies in applying for and managing Economic Development Job Training Grants available through the Michigan Economic Development Corporation.

COMMUNITY QUESTIONS

Education

K-12

32. What is the average standardized test score?

The Michigan Educational Assessment Program (MEAP) Test is a standardized test given to high school students in Michigan. The MEAP Test was initiated by the Michigan Board of Education and measures academic achievement in the areas of reading, writing, mathematics, science, and social studies. Lakeshore area schools have consistently and significantly outpaced the statewide averages. See the following chart for state and local MEAP results as well as other state and local standardized test results.

State Test Results, Regional Comparison	State of Michigan	Lakeshore Schools
MEAP 2002		
Passing Rate (%)	52.9	62.1
Excelling Rate (%)	13.5	19.4
Participation Rate (%)	87.8	91
ACT 2002		
Average Score	21	22
Participation Rate (%)	57.2	64.8
PSAT 2002		
Combined Score	146	154
Participation Rate (%)	32.6	36.3
Advanced Placement (AP) 2002		
Scores 3 or Above (%)	57.6	68.8

Source: Standard & Poors School Evaluation Services, Fall 2003

33. Average ACT/SAT score? How does it compare to state average?

ACT

Black River Public Schools	25.0
Holland Christian Schools	23.2
Holland City School District	21.3
West Ottawa Public School District	22.8
Zeeland Public School District	22.5
State of Michigan (public schools)	21.3

SAT

Black River Public Schools	1765
Holland Christian Schools	– n.a.
Holland City School District	– n.a.
West Ottawa Public School District	1175

Zeeland Public School District	– n.a.
State of Michigan (public schools)	1130

34. Percent of HS students who graduate? Is this inclusive of both public and private?

Black River Public Schools	– n.a.
Holland Christian Schools	100.0
Holland City School District	78.0
West Ottawa Public School District	82.4
Zeeland Public School District	97.7
State of Michigan (public schools)	86.3

35. Percent of HS students who go on to college?

The lakeshore region has a high percentage of students that continue on to higher education. In 2005 the percentage of students who went on to earn an Associate’s Degree or a Bachelor’s Degree was greater than the state average. For example, in Zeeland Public High Schools, approximately 72% of students continued on to college and in Holland Christian High School, a private school, 85-95% of graduates go on to college, depending on the year. See educational attainment chart provided for questions 17 and 18 for more details.

36. Where do you rank in sports in the state (FB, BB, etc.)?

In the 2005/2006 school year, Holland Christian, a Class B/Division 2 high school, was Girls Tennis State Champs, Boys Baseball Quarter Finalists, and Girls Soccer Semifinalists. Zeeland High Schools have an exceptionally strong swimming program in addition to a strong volleyball team, football team (Zeeland West), and basketball team (Zeeland West).

Band/music rankings?

Black River Public Schools, for example, had been winning “Division One” rankings (the highest rank) in district competitions for High School Band, Orchestra, or Symphonic Band every year since 2000. Holland Christian Schools also typically receive “Division One” rankings and Zeeland bands generally win “1” or “2” rankings in nearly all competitions and also has a full orchestra program in place.

37. Have any local teachers received state or national recognition?

Holland Christian:

Gary Dewey: Fulbright Scholar, Airspace Systems Educator Lead for NASA

Mike Phelps: Top 8 National Basketball Coach of the Year

Zeeland Public Schools:

Steve Yasick: Awarded the Woodie Flowers Award for his innovative work with the Zeeland Robotics Program. Mr. Yasick led the Zeeland High School team to a third place finish at the national FIRST Robotics program.

38. Are there character development programs in place or to be implemented?

Yes, most of the schools do have some type of character development program in place. All Zeeland School buildings require teacher character education in the classroom. The theme used this past year, "Give Me 5", focused on five of the 40 developmental assets proven to help children lead safe and productive lives. Zeeland Public Schools also participate in the Zeeland Action Coalition and has an active YADA (Youth Against Drug Abuse) in place in the two high schools

39. What is average classroom size, teacher to student ratio by age of student?

Black River Public Schools	12.0
Holland Christian Schools	18-28 depending on age/grade
Holland City School District	17.5
West Ottawa Public School District	17.8
Zeeland Public Schools	18.1
State on Michigan (public schools)	18.1

40. What is average cost of private schools?

Holland Christian – for the 2006-2007 school year (financial aid is available)

Kindergarten:	\$3,990
Grades 1-6:	\$5,920
Grades 7-12:	\$6,285
Young 5's program:	\$1,080
4-year old preschool	
3 day:	\$864
2 day:	\$600
3-year old preschool:	\$524

41. Are there before and after school programs? Explain.

The schools often provide childcare for students before and after school hours such as the Lakeshore Little People's Place or Zeeland's Z-Kids Programs. After school Programs in areas such as Spanish, art, dance, martial arts, are

offered at some elementary schools, and many extra-curricular programs for 6th-12th graders are offered at all of the schools.

42. What is age of the school facilities? Are they air conditioned?

There has been a high demand for the building of new schools as the population continues to grow. All the public schools are air conditioned. There has also been a surge in the private and charter schools as well. Many of these schools have moved into renovated buildings over the last five-ten years and continue to expand.

POST HIGH SCHOOL/EMPLOYEE TRAINING

43. What degree types or types of education do nearby colleges or campuses specialize in? Are they public/private; affiliation?

Hope College – A private four year liberal arts school founded in 1851.

Hope College has the following programs: General Education, Art & Art History, Athletic Training, Biology, Chemistry, Communication, Computer Science, Dance, Economics, Management, Accounting, Education, Engineering, English, Environmental Studies, Geological and Earth Sciences, History, Interdisciplinary Studies, International Studies, Kinesiology, Mathematics, Modern and Classical Languages, Music, Natural Sciences, Nursing, Philosophy, Physics, Political Science, Psychology, Religion, Sociology and Social Work, Theater, and Women's Studies.

In the America's Best Colleges 2003 guide published by U.S. News and World Report for its success in teaching through active learning Hope ranked fourth nationally in the "Undergraduate research/Creative projects" category, behind only the likes of Stanford, MIT and Cal-Berkeley. In addition, the guide in 2006 included Hope among the top 100 liberal arts colleges in the nation.

Grand Valley State University – Located just 20 minutes from Holland; Grand Valley State University was chartered by the Michigan legislature in 1960 in response to the need for a public; four-year college in the state's second largest metropolitan region. Allendale, Michigan is home to Grand Valley's main campus, established in 1960, situated on 1,237 acres 12 miles west of Grand Rapids. Classes are also offered at the university's Pew Campus in Grand Rapids, Meijer Campus in Holland, and through centers at Muskegon and Traverse City established in cooperation with local community colleges. GVSU has an enrollment of 22,565 total students, including 3,662 graduate students with a faculty and support staff of over 1,500.

The Holland Campus offers undergraduate programs in Criminal Justice, Elementary Education, General Business, Sociology, and General Education Courses. Graduate programs offered are: Masters of Business Administration, Masters of Education, and Masters of Public Administration.

Davenport University – Offering Master’s, Bachelor’s, and Associate’s Degree programs focusing on business, technology, and health professions.

ITT Technical Institute – The Grand Rapids Campus offers Associate’s Degree programs in Information Technology, Electronics Technology, Drafting & Design, Business, and Criminal Justice.

HOUSING

Current

44. What is the average construction cost per square foot for homes built within the past 2 years?

\$110/sq. ft. including land

45. Average selling price of a home last year? Last 2 years?

The average home pricing for new construction is \$180,000 for 2,400 square feet habitable space with two car garage. This does not include land costs, connection fees, closing costs, etc.. Construction costs have not fluctuated dramatically in the past five years.

46. Average price of a new lot?

Lots range from rural character to urban living. Average prices range from \$35,000-\$45,000 for a 15,000-25,000 square foot lot.

47. Range of home prices?

New homes range from \$150,000 to \$1 million plus. Holland is very much a niche market regarding housing demand and community needs. The recent Parade of Homes set a record with 74 homes and condominiums represented with a range from \$99,000 for a 1,200 square foot condo, to a \$2 million plus estate with 10 acres on a golf course. Total entries estimated at \$30 million in products with out the land.

48. Number of homes sold in the last year?

Housing permits for new construction totaled 906 for 2005 and 918 for 2004 with nearly 40 percent of the permits being pulled by the homeowner.

49. How many homes are currently on the market? Average time that new homes are on the market?

Total inventory available currently is approximately 100 plus units of single family and condominiums. Average time homes are on the market can range from two months to seven months. The 2006 softness in Michigan's economy and job creation has extended speculation to as much as a year depending on variables such as location, price point, and rises in interest rates.

50. What programs are in place to improve the condition and/or availability of housing?

Housing demand in most strata is being met by home building in West Michigan. Affordable housing is a challenge as code regulations and land use legislation negatively impact the cost threshold housing.

51. How many housing developments have been established in two years?

Several housing developments were begun in 2004 before Michigan's economic recession was evident. One noteworthy development features 1,100 home sites with condominium and single family dwellings. Projected completion of all phases has been altered significantly.

52. What is your assessment of your community's housing situation?

Holland is a niche market with economic benefits derived from two major metro markets, i.e., Detroit and Chicago. West Michigan's economy has been progressive in the past decade with Ottawa County experiencing 27 percent population growth in the past decade. Home building in Ottawa and parts of Allegan and Muskegon is recovering from a slowdown in the past two years. As long as people want to locate near the Great Lakes State's natural resources, the Holland area will continue to grow and a correlation to the quality of lifestyle offered throughout the region.

53. Percent of residents who own their own home?

Ottawa County boasts a 72% home ownership rate (includes all retirees and active mortgages).

54. What is the availability of rental units (Poor – Excellent)?

Excellent

55. Average rental unit costs per month (2 bdrm and 3 bdrm)?

\$700-\$850/month

56. Percentage of renters in the community?

28%

Planned improvements

57. Describe current quality of life improvement projects.

The network of pathways, connecting neighborhoods to each other and Lake Michigan, continues to expand further into the community, extending what is already Michigan's largest pathway system. Our award winning downtown continues to prosper and grow, with the most recent addition being a waterfront restaurant. This project is one of the earlier efforts to transform the industrial portion of the waterfront to a more accessible place for the public.

58. What community projects are people most proud of?

Downtown. With hometown stores mixed with national retailers, our downtown is the pride and joy of the community. Beginning 20 years ago with the visionary leadership of one of our top business leaders, the downtown has realized over \$150M of private sector investment. This is supported by public improvements that include a state-of-the-art snowmelt system that heats the streets and sidewalks during the winter. Our downtown is truly one of a kind and has proven to be a real drawing card as our corporate citizens attract talent from across the globe.



Downtown Holland

59. How are funds raised for community improvement projects? Public vs. private funding?

Our community has a strong history of public-private partnerships that result in winning situations for all parties. Prudent, long term investment on the part of the public has been used to leverage significant private sector investment.

Philanthropy is also a major driver of our success. We enjoy the second highest level of philanthropic funding in the nation, second only to Salt Lake City, Utah. Across our community you will see public art, incredible public facilities, baseball diamonds and soccer fields all supported by the generosity of our community.

Infrastructure/Transportation

60. What is the budgeted, and actual, spending on roadway and street improvements?

The Ottawa County Road Commission agency plans to improve 16.1 miles of primary roads at a cost of about \$6.5 million for 2006. The County effort is supported by additional capital spending by each of the cities and townships, bringing total annual road construction funding well into the \$10's of millions.

78. Are state/local/federal funds available for improvements?

Yes, funding is available through application and planning process. Sizable projects throughout the community are consistently supported by grant funding.

79. Provide information about public transportation options and rates?

Max Transit offers three fixed busing routes throughout the Holland area. The buses arrive at each stop every 30 minutes and one-way fares are \$1 for adults. The buses also offer demand response service for the disabled, seniors, and those whose origin is more than ¼ mile from a designated stop (with 24 hours notice), and for adults, a one-way fare is \$2

Amtrak has a train station within walking distance of downtown Holland. This station is served by the daily route from Grand Rapids to Chicago. Depending on the date and time, fares are around \$25. Special weekend and summer deals are also available.

The Greyhound Bus Terminal is located in the same building as the Amtrak train station. Fares vary, but a ticket from Holland to Chicago is around \$40.

Also available is Red's Taxi Service in Holland.



Amtrak service to Chicago

80. How many miles to the nearest municipal airport? What is the length of the runway?

Tulip City Airport is within 2 miles of the proposed site. It has a 6,262 X100 ft runway with a fully functional ILS system and ASOS that can accommodate most any size jet.

81. How many miles to the nearest commercial airport?

Less than 30 miles away the Gerald R. Ford International airport provides over 120 daily non-stop flights.

Health and Dependant Care

82. Are there adequate day care options for the labor draw? Provide list daycare providers? Please indicate if there are day care providers in the area which are open for 2nd / 3rd shifts, and weekends?

Within Ottawa County, active, licensed providers include:

366 Family Daycare
37 Group Home Daycare
32 Childcare Centers
11 School Age Programs

Of these, 246 provide 2nd shift care, 233 provide 3rd shift care, and 34 provide weekend care.

The following are several listed provider centers:

Appletree Christian Learning Center (2)
Calvary Reformed Church Camp
Grace Christian Child Care Center
Head Start
Imagination Station

Lakeshore Little People's Place (2)
Little Acorn Day Care
Rainbow Child Development Center
Saugatuck Christian Reformed Church Latchkey
Whispering Pines Daycare Group

**84. How many miles to the nearest hospital? 3.5 miles Clinic? 2 miles
Please describe the health care services available (# of doctors, # of
beds, surgical services provided, etc.).**

From the site, the nearest hospital is 3.5 miles, and the nearest clinic is 2 miles.

The Holland Hospital is scheduled to complete a \$50M expansion by 2007. The project will add 90,000 sq ft. with the construction of a new emergency department and child-birth unit. Specialties and services offered by Holland Hospital are: behavioral health, birth center, cancer care, cardiology/vascular services, sleep disorders, women's health, emergency care, gastroenterology, joint replacement center, orthopedics, mammography, and pain management. The hospital has a medical staff of 260, hospital staff of 1,550, 205 beds, 34 medical specialties, and 8,500 surgeries (Dec. 2005 Annual Estimates).

Different areas of surgical service include Pre-Admission Testing (PAT), Same Day Surgery (SAS), Intra-Op, and the Post-Anesthesia Care Unit (PACU). General Surgery addresses almost any area of the body, including head, neck, breast, abdomen, arms and legs, as well as internal systems such as gastrointestinal, vascular and endocrine systems. Common surgical procedures include appendectomy, breast biopsy, Cesarean section, cholecystectomy (gall bladder surgery) and others.

Zeeland Community Hospital is building a new \$36 million facility to replace its current 50-year-old facility. The new 114,000-square-foot hospital, which recently opened this spring (2006), has expanded space in every department, with a focus on outpatient surgery. The new 57 beds will be in private rooms to be more family-friendly so that families can stay with patients. The new hospital will also have an expanded emergency department for more efficiency.

Recreation

84. What community celebrations do you have?

Tulip Time Festival – Celebrating Dutch heritage, this festival has been held every year since 1929. With fireworks, parades, Klompen Dancers and thousands of Tulips, this festival has been ranked the third largest town festival and the fifth largest annual festival in the United States.

Tulipanes – A festival held annually since the year 2000, celebrating Latino culture through music, art, and films.

Saugatuck Waterfront Film Festival – Features independent films and is held in the resort village of Saugatuck, Michigan. The festival takes place each June with thousands of filmgoers, actors, producers and directors come from all over the country to view independent films from all over the United States.

Holland Summer Concert Series – Every Friday night from June through August there are bands that play in the gazebo in Centennial Park near the downtown.

Art in the Park – Held the first Saturday of August in Centennial Park, this juried show offers handcrafted articles including paintings, photography, pottery, woodworking, and more.

Ottawa County Fair – Held annually, the fair brings a week of music performances, rodeos, races, contest, and much more.

Downtown Summer Concert Series – Hosted downtown in Centennial Park, this series brings 8 shows total, one every Friday evening.

Dutch Winterfest – A two week festival kicked off by a parade of lights. The festival celebrates Dutch folk tradition with everything from an open-air European Christmas market to a visit from Sinterklaas.

Farmers' Market – The Farmers' Market is within walking distance of downtown Holland and is open on Wednesdays and Saturdays from 8:00 am to 5:00pm during the summer. Over 50 vendors participate in this market and provide freshly harvested produce, flowers and plants. The majority of products sold at this market are locally grown. Baked goods, cheese, eggs and meats are also available. Every Saturday morning Market Demonstrations are offered, topics ranging from organic gardening to cooking out of the garden, and more.

PumpkinFest – Family oriented food, fun and entertainment can be had by all ages at the annual PumpkinFest in Zeeland that celebrates the harvest time at various Zeeland locations each year for four days in October. The festival includes events such as “Dinner on Us” a dinner downtown for which hot dogs are provided by merchants for 1200 to 1500 residents. Great affordable family fun.

Day of the Young Child - Day of the Young Child is a day to highlight the needs and rights of young children and their families. A dedicated group of parents and teachers volunteer their time to plan an event that provides

families with a fun-filled day of activities ranging from storytelling and arts and crafts, to viewing of the DARE truck and other vehicles and tours of city facility buildings.

85. Is there river or lake access: Boat ramps? Beach areas?

The City of Holland sits right on Lake Michigan, there are many boat ramps and plenty of beach access. Lake Macatawa, an inland lake connected to Lake Michigan by a channel, has a number of boat ramps including public ramps at Dunton Park, Kollen Park, and South Side Boat Ramp, in addition to others. Public beaches include the expansive sandy beaches at Holland State Park, Tunnel Park, and Kirk Park (all of which have restroom and picnic facilities) as well as other smaller public and private beaches. Lake Macatawa itself, which is 6 miles long, has a maximum width of 1.2 miles, and a surface area of 1700 acres, is fed into by the Macatawa (or Black) River and Pine Creek. Macatawa Lake has swimming areas at Holland State Park and fishing areas at Kollen and Dunton Parks. The lake is enjoyed by boaters for both fishing and water activities/sports.

86. Hiking, biking, walking, trails? Any state natural resource improvement funding?

Bike & Walking Trails

The Holland area offers an extensive network of bike & walking paths.

Winstrom Park, on the north side of Lake Macatawa, features a bike path with picnic areas, hiking trails and excellent wetland views. Dunton Park, at the east end of Lake Macatawa, offers picnic areas and waterfront boardwalks.

Window on the Waterfront has staging areas at each end of its one-mile trail and offers a scenic pathway along the Macatawa River. The James Street path connects the city of Zeeland to paths along the Lakeshore. Other popular staging areas include Tunnel Park, Holland State Park, Wendt Park, and the Ottawa County Fairgrounds.

The bike path along Lakeshore Drive runs nearly twenty miles between Holland State Park and Grand Haven. There are several beachfront parks along the way, including Kirk Park and Tunnel Park. Lake Michigan can also be accessed at James Street and Riley Street. These areas are well maintained but offer no facilities.

Parks

The 13 county parks in addition to the **Holland State Park** and other private parks offer many outdoor recreational opportunities to area residents. For example, **Dune Ridge Trail**, part of **Kirk Park**, has a 2 mile hiking system and nature trail through wooded dunes right on the lakeshore. Other nature trails can be found at **DeGraaf Nature Center**, **Lakeview City Park**, **Paw**

Paw Park, VanRaalte Farm, and Window on the Waterfront. In addition, the county offers various programs, field trips, and activities at the parks on a regular basis during the summer. Several of these parks are directly on the lakeshore and have beach access

87. List camping, tennis, swimming, golfing, etc. opportunities.

Camping - Holland State Park, with lots right on the beach or in the wooded overflow area, Oak Grove Campground Resort, Inc., within walking distance of both Lake Macatawa and Lake Michigan, Dutch Treat Campgrounds and Recreation, and Drew's Country Camping offer daily, weekly, and/or seasonal camping.

Tennis – There are multiple public outdoor tennis courts throughout the city. Hope College DeWitt Tennis Center and Moran Tennis Club have courts and facilities for the Holland Tennis Club and for others.

Soccer – Holland and the surrounding townships have outdoor soccer facilities and leagues open to the public. The Soccer Stop & More is a year-round, indoor/outdoor soccer facility with 49,000 sq. feet of indoor space as well as two outdoor fields. The Soccer Stop & More is home to the Dutch Masters Soccer Academy and the Hollandia Soccer Club.

Cross-Country Skiing – Pigeon Creek Park, VanRaalte Park, and Dunes State Park have facilities for cross-country skiing as well as other winter activities such as sledding and snow-shoeing.

Swimming – In addition to our sandy beaches, swimmers can visit Bouws Pool (an outdoor municipal pool), or The Holland Community Aquatic Center's 8 lane, 50 meter pool with indoor water playgrounds, zip lines, and other activities; in addition to an instructional pool, a spa pool, a vortex pool with water cannons, and a therapy pool. These recent additions to the center's original 6 lane pool and diving area also include a fitness room, locker rooms, and a multi-purpose meeting room

Golfing - Several of Holland's golf courses include: The Links at Rolling Meadows, Clearbrook Golf Club, The Ravines Golf Club, West Ottawa Golf Course, Winding Creek Golf Club, Macatawa Legends, Laketown Golf & Conference Center, Holland Country Club and Diamond Springs Golf Course.

Wuskawhan is a private course which was named #5 best course in the State of Michigan overall and #3 best private course by Golf Digest Magazine.

88. What is availability of health / recreation centers? What is the annual membership cost for a single membership and a family membership?

Holland Community Aquatic Center – The \$12.5 million municipal center was funded by the sale of bonds and a voter-approved millage. Full adult resident rate is \$240 per year while the non-resident rate is \$340 per year. Family packages are also available. Aquatics International, a Los Angeles-based magazine, judged entrants in nine categories and ranked Holland's aquatic center at the top of its class. It was ranked on the basis of the center's programs, facilities, growth rate, community involvement, mission statement and ability to meet goals.



Jim Kaat Baseball Complex – Newly opened youth baseball facility named after Jim Kaat, who was a major league pitcher for 25 years who grew up in Zeeland. It was funded through a community fundraising effort netting the needed \$1.6 M to construct it.

The Matt Urban Sports and Recreation Complex (outdoor, free) – Picnic area, restrooms, shelters, playgrounds, basketball courts, soccer fields, softball/baseball diamonds, and volleyball courts.

Family Fitness Center – Single annual membership \$48 plus \$125 initiation fee, family annual membership \$98 plus \$175 initiation fee.

Ultimate Fitness & Health – Single \$45 a month, husband/wife \$55 a month with each child under age 18 for \$10 and 18-25 years \$15.

Contours Express Ladies Fitness – Single \$149 annually or \$42 monthly after \$99 enrolment fee, family – n.a.

**Powerhouse Gym
Curves** (2 locations)

89. Are there youth and adult leagues/programs?

Through the recreational departments of Holland Charter and Park Townships and The City of Holland, many recreational and educational activities are coordinated year round. Holland Recreation offers a wide variety of leagues

and classes for both youth and adults year round. Other recreation programs are offered by the Holland Area Arts Council, and Hope College Sports Camps.

90 . Are there cultural and civic organizations?

The Holland Museum

The Holland Museum recounts the history of Holland starting with the arrival of the Dutch in 1847. The museum has featured various prestigious exhibits in the past, for example an exhibit featuring the works of Norman Rockwell. The museum also offers events and featured speakers.

Knickerbocker Theater

The Knickerbocker Theatre, built in 1911, is located on Eighth Street in Downtown Holland. Acquired by Hope College in 1988 this historic theatre is open to the public and presents a variety of films, generally classics or independent films, and plays host to numerous cultural events throughout the year.

Cappon House

Built in 1874, the Cappon House Museum was the family residence of Isaac Cappon, one of Holland's most prominent early citizens. The museum tells the rags-to-riches story of this poor Dutch immigrant who became a wealthy and influential community leader and father of sixteen children with fine hand-crafted woodwork, bronze hardware, original family furnishings produced by Michigan manufacturers, and family photo gallery.

Holland Civic Theater

Holland Civic Theatre presents live theatre throughout the year, contributing to the cultural life of the community.

Park Theater

Located in downtown Holland across from Centennial Park, Holland's historic Park Theatre, a 1920s movie house, is home to the Windmill Chorus, a local organization of barbershop singers. Upon completion of renovation plans, the theatre will also become a performing arts and community center.

Holland Area Art Council

The Holland Area Arts Council, a civic organization with a 17,000 sq. foot downtown Holland facility, has three galleries showcasing both local and regional artists. The Arts Council also coordinates many community activities and offers more than 150 classes each year. These classes are in both visual and performing arts, such as dance, music, drama, pottery, photography for

example. More than 1,600 students ranging from pre-school aged children to senior citizens benefit from these classes annually.



Cappon House



Holland Museum



Farmer's Market

91. What are the semi/pro leagues in nearby area?

Hope College athletics offer the best opportunity to witness sporting events in the community. Holland Blast semi-professional Basketball, Grand Rapids Hoops Professional Basketball, The Edge semi-professional soccer, Firewomen women's soccer league, Whitecaps Class A minor league baseball for the Detroit Tigers, Rampage Arena Football, Griffins minor league Hockey team for the Detroit Red Wings.

Retail

92. What is the most recent addition to the retail sector?

Home Depot is under construction slated to be open by late Fall. We have recently attracted a Best Buy and Pets-Mart. The national clothes retailer Jos A. Banks has located a site in our downtown that opened in early 2006. Our steady increase in population and good outlook to continue that in the future attracts the larger retailers. What attracted them here?

93. Why have the last several retail businesses closed?

The West Shore Mall has had retailers come and go as it continues to evolve as the market moves away from indoor shopping centers.

Why did they leave?

Like many stand alone malls around the country, people seem to favor the open air concepts over the traditional enclosed settings. Nearly all retailers who have left the mall have found new locations with the Holland-Zeeland market.

94. Vacancy rate? How long does an empty retail space take to fill?

For the downtown corridor the retail (first floors) have a vacancy rate of 1%; while office (upper floors) have a vacancy rate of 3%.

Source: Holland Downtown Development Authority (DDA)

City wide the overall vacancy rate for retail is 8.2%; rate for office was unpublished

Source: Focus Properties

95. Where do residents shop (provide retail sales tax of county for three years)?

Residents have many shopping options. The unique shops downtown make for a pleasant experience and a place to find unique gifts. There is also a modern mall in nearby Grandville that has all of the latest name stores & trends and is just 15 minutes from Holland. Daily service by Amtrak makes shopping in Chicago an easy day trip.

The retail sales tax information is unavailable.

96. Provide listing of hotels and include age.

Residence Inn by Marriott
631 Southpoint Ridge Road – 616.399.6900
78 rooms, all suites
Built in 2003

***This hotel is located less than 1 mile for the proposed site.*

Best Western
2888 West Shore Drive – 616.994.0400
80 rooms, 3 floors
Built in 2001

Comfort Inn
422 E. 32nd Street – 616.392.1000
71 rooms
Built approximately 1998

Country Inn
12260 James Street – 616.396.6677
116 rooms
Built approximately 1990

Days Inn
717 Hastings Ave. – 616.7001
60 Rooms
Built approximately in 1990

Econo Lodge
409 US 31 – 616.392.7073
80 Rooms

Approximately built in 1995

Fairfield Inn by Marriott
2854 West Shore Drive – 616.786.9700
64 rooms
Built in 1997, completely remodeled within the last year

Hampton Inn
12427 Felch Street – 616.399.8500
178 rooms
Built in 1999

Haworth Inn & Conference Center
225 College Ave. – 616.395.8500
50 rooms
Built in 1998

Holiday Inn Express
12381 Felch Street – 616.738.2800
118 rooms
Built in 2002

Holiday Inn & Conference Center
650 E. 24th Street – 616.394.0111
168 rooms
20 years old

Microtel Hotel
634 Hastings Ave. – 616.392.3235
83 rooms
Built in 2005

97. What restaurants do you have (provide listing)?

Locally owned restaurants

84 East Pasta, Etc.: Homemade pasta dishes

8th Street Grille : Burgers, sandwiches and soup

AlpenRose Restaurant & Pastry Shop : Traditional German style meals

Beechwood Inn Restaurant : Sports bar

Boatwerks: Newly opened restaurant right on Lake Macatawa; near downtown.

Crazy Horse Steakhouse & Saloon : Steaks, burgers, soup & sandwiches.

JJ Finnegan's Food & Spirits : American cuisine.

New Holland Brewing Pub & Restaurant: Hand crafted award winning beer, & specialty pizza, sandwiches, and salads.

Ottawa Beach Inn: A local favorite serving burgers and fish specials, located just outside the State Park.

Pietro's Trattoria: An Italian restaurant.

Russ' Restaurant: One of the oldest restaurants in town. They serve comfort food and homemade desserts.

The Curraugh: Traditional Irish Pub

The Piper Restaurant: Lakefront dining overlooking the marina

Till Midnight: gourmet dinners & deserts

Uhnks: Japanese restaurant & sushi

Via Maria: Italian Restaurant with an award winning outdoor garden patio.

Butch's Dry Dock: Wine bar and restaurant; Deli by day, fine dining by night.

Pereddies Deli & Restaurant : neighborhood Italian restaurant

Chain & National Restaurants

Applebee's, Ruby Tuesday, Logan's Roadhouse, Panera Bread, IHOP, Quizno's, Jimmy Johns, Johnny Carinos, Starbucks.

Crime

98. Do you have crime prevention programs in the schools? Neighborhood watch?

We have a full-time officer in Holland High School for purposes of safety, crime prevention and class participation. We have a full time officer in the Holland Middle School for purposes of safety, crime prevention and teaching the SAVE (Substance Abuse Violence Education) program to 6th graders. We also have a part-time officer assigned to teach safety programs in the Elementary schools.

Neighborhood Watch has been active in the Holland area for many years and currently has 25 participating neighborhoods.

99. What is the situation with gang activity?

Gang activity was prevalent in the mid to late 90's. After a very aggressive enforcement effort and collaboration from community groups, gang activity has significantly been reduced with many of the gang leaders being successfully convicted and sent to prison. Gang presence and activity has subsided greatly from 2000 to present.

100. How do law enforcement officials interact with the community and their constituencies?

The Police Department has six officers assigned to specific neighborhoods in an effort to build positive relationships with residents, business owners and local industry.

The department offers a program called "Citizens Police Academy" which has been active for 10 years. It is a ten week program where participants meet one evening per week and learn about how the criminal justice process works in the Holland area.

The department hosts the "Commission on Police Community Relations." Members come from various organizations in the community, such as Hope College, Boys/Girls Club, non-profits as well as citizens. The purpose statement of the Commission says "Assist the police department in developing strong partnerships with community members and organizations."

The department offers educational classes to business and industries which help make them aware of the issues that may affect their employees. As an example, the Police Department recently taught the Human Resources and supervisory staff of Tiara Yachts awareness and educational classes regarding the dangers and signs of those who may be involved in the use of methamphetamines.

101. What is the crime rate? Is it increasing or decreasing? How does it compare to national & state crime rate?

During the last five years, we have seen "Part I" crimes (serious crimes) decrease from 3,635 in 2000 to 3,222 in 2005.

When comparing crime rate scores in our state and nationally, Holland is grouped together with both Muskegon and Grand Rapids. On a scoring scale from 1 – 10; our scoring rate is "3." The average score for all U.S. cities is also "3." Compared to other cities in Michigan, Bay City/Saginaw is "3", Flint is "4", Kalamazoo/Battle Creek is "4", Benton Harbor is "4", and Detroit is "4". (Data from www.bestplaces.net/crime/)

I02. What are the most common crimes or challenges and what are you doing to address this?

The most difficult issues facing us today are related to domestic and family matters. This would include assaultive behavior, child sexual abuse, matters dealing with juvenile behavior such as run-a-ways, and issues dealing with drug and alcohol abuse. To address these matters, we offer a variety of programs and are involved in several combined enforcement efforts. As an example, we are part of a multi-county drug task force run by the State Police. We are also members of the Children's Advocacy Center, working as a team to investigate child abuse cases. We also offer educational programs through our schools and through the Police Commission to educate the community on issues of concern.

I03. Are there firearms or weapon regulations?

The firearms regulations we follow are set forth by the statutes of the State of Michigan. A person may purchase a long gun or rifle if they pass criteria set forth by the State. These checks are made by the seller of the rifle. Handguns have stricter regulations in that a person must obtain a permit to purchase through their law enforcement agency before purchasing a handgun. In order to carry a pistol a person must obtain a concealed weapons permit by applying for a permit from the gun board in the county they live in.

The City of Holland has an ordinance that prohibits a firearm from being fired within the City limits unless they are in an authorized rural or farm area.

I04. What measures and procedures are in place for security & safety against terrorist threats?

The City of Holland joined forces with the Ottawa County Sheriff's Office Emergency Management Division as it relates to Homeland Security matters. Throughout the past few years we have complied with all regulations required by Homeland Security in order to obtain grant funding. During this process, assessments of Holland were completed to determine if any facility or operation would be considered a terrorist target. As a result, no area in Holland was deemed a target. Through grant funding, a county-wide hazardous material response team was developed, a mobile command center was purchased, and all officers were supplied with first response haz-mat suits and gear. Also, in recent years the City of Holland Emergency Response Plan was completely reviewed and updated.

In 2004, the Holland Police Department moved into a new state-of-the-art police facility. Besides being the base of operations for the police department, it includes a training center as well as an Emergency Operations Center.

Infrastructure Questions

Utilities

105. List utility providers and rates.

Electric: Because this building has primary-metering and the customer owns the transformer, they are eligible for a 3% discount on their kWh consumption, and \$.45/kWh discount on their demand charge. With a typical usage pattern of a large Industrial customer, they could expect to pay approximately \$0.0625 - \$0.065 per kWh overall.

Water: Water rates vary by season, but are still among the lowest in the state.

\$0.78/100 cubic ft for Nov – April

\$0.94/100 cubic ft for May- Oct.

Fire Protection:

4 inch \$5.66 /mo

6 inch \$9.10/mo

8 inch \$19.86/mo

10 inch \$44.06/mo

12 inch \$71.40/mo

Wastewater: Customers are billed according to the amount of water metered throughout the year.

106. What high-speed wire services are available? High speed Internet? Fiber optic services? TI or services?

Fiber optic service was installed to this building several years ago and fiber construction is complete. High speed Internet and other services are available through the area providers. There currently is an ATM connection to this building.

Construction and site requirements

107. What approvals (site plan, building permits, etc.) are necessary in order to modify or make additions to structure?

The Michigan Building code will apply for a modification or an addition less than 40% of the existing building or under 10,000 sq ft. (Also, Mechanical, Electrical, and Plumbing signs are a separate land use permit.) Site plan review by Planning Commission (PC) is required for

any additions or expansions of structures in the C-1, C-2, C-5, I-1, or I-2 zoned districts, if the addition or expansion equals forty (40) percent or more of the present building or the addition or expansion equals or exceeds ten thousand (10,000) square feet.

108. What is the timing of required approvals? What are the meeting dates/cycles of the organizations that need to grant approvals? How long can organizations hold approvals? What is public comment time, if necessary? (City council? City or county zoning? County supervisors? Other ordinances?)

For projects not requiring site plan review, a code plan review can be expected to be completed and returned to the architect for comments, clarifications or corrections in approximately 3 weeks. After response, permits can usually be approved within a few days. For site plan review, the Planning Commission (PC) meets twice a month, and applications must be received 21 days before the meeting. New state law requires public notice (for comment) 15 days in advance of the meeting, so the deadline is important. Site plan approvals are good for 18 months and can be extended. Any zoning variances, if needed, will take 3-6 weeks, depending on the timing of the application and the meeting date. A 15-day public notice is mandatory. Zoning Board of Appeals (ZBA) actions for construction are good for one year; all other actions run with the life of the property. A soil erosion permit from the county will be required if the project is disturbing 1 acre or more of land or is within 500 feet of water. Air discharge permits from the State may be required.

109. Do you require permits for interior upgrades such as new plant offices?

Yes. Any work that involves structural changes, exiting changes, adding or removing doors, windows, or walls, change of use, plumbing, mechanical, electrical, or plumbing requires a permit. Cosmetic work, paint, carpet, etc. is exempt from the permit requirements. (Michigan Codes)

110. What procedure is necessary to obtain certificate of occupancy?

The question regarding the Certificate of Occupancy is difficult to answer, because a "Certificate of Occupancy" under the state construction code means a document indicating the work completed under a permit or permits has been inspected and approved by a registered inspector. As used in the real estate trade, a "Certificate of Occupancy" is often used as a phrase meaning a document from a jurisdiction authorizing a new owner/tenant to move into an existing structure. The City of Holland only issues the Certificate of Occupancy upon final inspection after work under a permit has been completed. No certificate is required for change of occupancy. Under the State Construction Code, changing the use of a building from one type of occupancy to a different type of occupancy requires a building permit for code compliance review. The building at 1201 Industrial Drive is in the "F" use

group. A new use in the same group does not require a permit, code review, or "Certificate of Occupancy."

111. What building codes govern construction?

The Family of Michigan Construction Codes. The current edition is 2003; however, it is anticipated that the State will adopt the 2006 version by this time next year. I cannot predict a more accurate date. The design specifications are as follows: frost depth 42", basic wind speed 90, ground snow load 50#.

112. What covenants or restrictions are in place for existing industrial parks (dock locations, exterior finishes, landscaping, parking, signs, etc.).

No covenants that we are aware of; signs are subject to the zoning ordinance.

ECONOMIC DEVELOPMENT/ INCENTIVES

113. Does the state, region, community or private sector have financial incentives? What are they? Are funds yet available?

Yes. Michigan communities offer generally the same tax incentive packages, though our community has provided more incentives than any other in Michigan for three years running—our governmental leaders are 100% pro-business. One unique program is the ability to waive 100% of property taxes on new equipment for up to 12 years. This tool has been used to help foster investment in new, cutting edge technology, helping our companies stay ahead of the competition. Additional incentives include real property tax abatement, infrastructure grant funding, job training, and Michigan Single Business Tax Credits. At the appropriate time, a more detailed incentive package will be provided, but rest assured that the incentive package you will receive will be significant and approved in a timely fashion.

114. Does the community work with other area ED organizations? Have there been successful projects/partnerships in the past using financial incentives?

Collaboration and cooperation are a hallmark of our regional economic development efforts. We have provided substantial assistance to recent major projects, including the Haworth HQ expansion, Tiara Yachts' decision to relocate work from North Carolina to Holland, and Gentex's decision to locate a new plant and R&D center in Zeeland over Georgia. Our workforce advantages combined with an aggressive incentive package helped close the deal in each case.

115. Is there new legislation? Please describe?

The State of Michigan continues to add programs and incentives to further improve the business climate. In fact, the state's current business tax, the Single Business Tax, is set to expire at the end of 2009 and efforts are underway to expedite the expiration of this tax.

Beyond taxes, Michigan has also taken the bold step to greatly increase the standards within our public education system, requiring students to take additional math and science courses before they graduate.

116. What is the vision for your community? What needs to take place to reach this vision?

Our vision is simply to be the best community in the Midwest to grow a business and raise a family. We feel we are well on our way. Our passion for this big vision is evident in the actions we have taken over the years that

continue to this day. From our investment in our schools, second to none bike path system, award winning Aquatic Center, first of its kind early childhood development programming, to the care and commitment towards our downtown, we are unrelenting in providing first-class amenities for families.

We understand that the foundation of any community seeking to provide a quality family life is the availability of quality job opportunities. We have supported business unlike any other community in Michigan—we have provided more tax incentives than any other county for three years running, despite being only the eighth largest county in the state. More important than incentives, our workforce is committed to their employers. Our workforce recognizes that a cooperative, supportive relationship provides greater opportunity for win-win success. The support of the workforce, combined with extraordinary leadership, has led to our community being truly unique.

West Michigan is a global leader in LEED Certified, sustainable, environmentally-friendly building design. The Holland/ Grand Rapids area is ranked 7th for largest concentration of “Green Building” projects in the U.S.

LAKESHORE WORKFORCE

The workforce has a history of seeking win-win relationships with employers. Many employers have helped foster this relationship by offering quality work environments, advancement opportunities, and performance-based financial rewards.

Within 30 minutes of the Holland/Zeeland area site there are 64,000 manufacturing employees. Your business can be confident it will find a talented workforce in Holland.

Major Manufacturing Employment Sectors:

Auto components	20.8%
Furniture	16.3%
Fabricated Metal	12.9%
Electronic Equipment	8.2%
Food Processing	7.8%
Machinery	7.0%
Plastics	4.8%

Source: State of Michigan 202 file

Wages:

Looking at key positions in the West Michigan area the following are the average wages:

Occupational Title	Hourly Mean	Annual Mean
Team assemblers	\$13.45	\$27,980
Computer-controlled machine tool operators, metal and plastic	\$14.56	\$30,280
Machinists	\$17.22	\$35,820
Tool and die makers	\$23.10	\$48,050
Metal workers and plastic workers, all other	\$13.75	\$28,600
Production workers, all other	\$12.14	\$25,260
First-line supervisors/managers of helpers, laborers, and material movers, hand	\$21.18	\$44,050

Source: Bureau of Labor Statistics May 2004

Unionization:

Our local companies have a reputation of being worker friendly. This cooperative attitude has kept union activity to a minimum. In general, unions are seen as unnecessary organizations among our workforce. Manufacturing companies in the Grand Rapids-Muskegon-Holland region have an average unionization rate of 13% *. The following pages contain the tracking of union activity by the National Labor Relations Board for 2003 and 2004. As you can see, Ottawa County had one election, won by the company, over the last two years.

**According to the Union Membership & Earnings Data Book
Bureau of National Affairs*

Worker Attitudes Toward Union Free Environment:

- 41 percent of residents indicated they were not at all favorable to unions or union representation. Another 33 percent undecided on the issue, and only 25 percent were somewhat favorable or favorable.
- 40 percent said they would "definitely" vote no on a hypothetical union representation vote. 15 percent said they would "probably" vote no. Only 19 percent said they would "definitely" vote in favor of union representation.
- On questions regarding union representation, local business owners and leaders enjoy a remarkable level of credibility. People in the community view these leaders as a highly trustworthy source of information about these issues.
- A majority of survey respondents felt that greater union representation in the community would have a negative impact in factors such as quality of life, attractiveness of the community to new business, quality of employer/employee relationships and others.

Source: West Michigan Works survey developed by Wirthlin Worldwide, conducted by EPIC/ERM.

Workforce Availability Example:

One of the community's top manufacturing companies offers this recent experience:

- 400 new production positions filled in 2005 *(75% with two years of tech training or four year degree)*
- 4,000 online applications
- 1,000 people interviewed
- Less than 2% of those people filling jobs failed a drug screen test
- Enjoys 98% scheduled time
- Less than 2% absenteeism
- Less than 10% turnover of hourly staff; less than 4% turnover of salaried staff

The following pages include Michigan Union activity, a detailed description of the labor force, local education details, and an Ottawa County letter outlining available workforce assistance.

LAKESHORE COMMUNITY

The Holland area is close to major U.S. markets throughout the Midwest. Located just a few hours from Detroit, Chicago, Cleveland, and Toledo, it is within a day's drive of half the country's population, half its manufacturing base and nearly half its retail sales.

Advanced Manufacturing:

- Automotive News' has awarded the Pace award 10 times to local automotive suppliers, only one other region can claim more awards. The Pace award recognizes companies that have demonstrated value-driven innovation in product, technology, process and management practices
- The area is home to companies that are the world leaders in electrochromics/ automotive mirrors; precision alloy metal forming; color recognition technology; engineered plastics; engine cooling systems.
- The West Michigan region ranks 1st in manufacturing employment in the U.S. among markets of 500,000 or more workers.
- We have the seventh largest concentration of "Green Building" projects in the U.S. along with a renewable energy research facility: the Michigan Alternative Renewable Energy Center.

Innovation Is In Our Culture:

A large part of our region's success is due to the ability of area companies to commercialize new ideas.

- The Holland/ Grand Rapids area ranks 6th among the worlds top 125 knowledge economies;
- The area joins Boston-Cambridge, Hartford, Rochester, San Francisco, San Jose and Seattle as one of the global leaders in building a sustainable, knowledge based economy.

- The Holland/Grand Rapids area is 16th in the world for the number of patents registered per capita according to the 2005 World Knowledge Competitiveness Index.

The Area:

With a concentration of exceptional companies along the shores of Lake Michigan, the Holland community enjoys the ability to work in an area where many vacation. The beaches of Lake Michigan, vibrant downtowns, outstanding schools, two hospitals undergoing major construction projects, Michigan's most extensive bike-path system, the arts and culture offerings of Hope College and other area museums—we are a place like no other.

As some of the pictures will highlight, we have a business community unlike most communities of our size. Business owners and their employees take great pride in their work and their facilities. The following pages include detailed demographics and pictures of the greater Holland community.