



5-YEAR PROSPERITY PLAN **VOLUME 2**
SOUTHWEST MICHIGAN PROSPERITY REGION

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SOUTHWEST MICHIGAN REGIONAL PROSPERITY INITIATIVE Prosperity Committee

October 1, 2015

We of the Southwest Michigan Prosperity Region 8 – RPI Collaborative Committee are pleased to offer forth Volume 2 of our 5-Year Prosperity Plan. Volume 2 is the result of continued collaboration among the partners of Region 8, and our platform for demonstrating our efforts in collaborative decision-making in 2015. Volume 2 articulates action strategies developed to drive economic prosperity within our Region and introduces the regionally-significant projects selected for funding by the RPI in 2015.

The Regional Prosperity Initiative (RPI) grant offered us a unique opportunity to work together as a 7-county region to identify our strengths and to lay out a course to promote prosperity in southwest Michigan. In our second year as a Collaborative, the partners of Region 8 were determined to continue on the path to building trust and familiarity, aligning shared assets, and establishing the foundation for a long-term working relationship. We are proud of the progress made in the allocation of funds toward action focused on the prosperity of Region 8.

Our successes this year in gaining participation in the process by an expanded partnership and working as a region to both select and fund projects that are important to the success of the region can be attributed to the hard work of the Collaborative in Year 1 to meet the objectives of a new and evolving initiative and the persistence in Year 2 to ‘keep the ball rolling’.

The Collaborative believes in the premise of empowering locals to drive economic investment. We also believe that this investment will lead to greater quality of place and increase business and talent attraction in our region. We understand that when leaders in the business development, talent development and infrastructure development communities unite, a comprehensive regional economic development strategy can be realized.

The Region 8 – RPI Collaborative commits to continuing our work of regional collaboration to ensure that available resources are targeted where they will have the greatest impact possible for job creators and residents.

Respectfully,

Ben Damerow, Chair
Region 8 – RPI Collaborative

Michigan is an economic success story that would not be possible without collaboration by public, private and nonprofit sectors. Our shared accomplishments during the past two years underscore the need to work in partnership toward a common vision of economic prosperity. That is the goal of Governor Rick Snyder's Regional Prosperity Initiative.

— Regional Prosperity Initiative Website

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There are many anecdotal examples from around the nation (and the world) where university and community college partnerships were critical to the successes of regional economic development projects... (including relationships with workforce development entities and knowledge-based businesses)

The biggest challenge for regions is to get all of the stakeholders to the table and talking with each other on a monthly basis....

Regional Reinvention in Michigan, Planning & Zoning News

2014 REGIONAL PROSPERITY INITIATIVE

- ... signed into law as part of the FY 2014 budget (59 PA 2013)
- ... a voluntary competitive grant process offered to existing State Designated Planning Regions and Metropolitan Planning Organizations
- ... designed to encourage local private, public and non-profit partners to create vibrant regional economies

2014

RPI 2014 & 2015

2014 Region 8 qualified and received funding as a Regional Prosperity Collaborative and successfully met the Tier 1 requirements of the RPI

- ... Must include regional representatives from adult education, workforce development, economic development, transportation, and higher education organizations.
- ... Must develop a 5-Year Regional Prosperity Plan - - and adopt the Plan by a 2/3 vote of the Collaborative Committee.
- ... Must develop a performance dashboard and annual measurable goals.
- ... Must meet standard accountability and transparency requirements.

Additional 2014 Achievements:

- ... **Timeliness:** Completed the Tier 1 requirements by the grant established deadline
- ... **Accountability/Transparency:** Well-attended and documented monthly meetings by the Collaborative Committee
- ... **Collaboration:** A significant and tangible move from January through December toward thinking and acting as a single entity
- ... **Energy:** Unanimous support of the 5-Year Prosperity Plan and a Year 2 plan of action

2015 - Region 8 qualified and received funding to continue as a Regional Prosperity Collaborative for a second year. Having already met the Tier 1 requirements for both 2014 and 2015, the following Year 2 work plan was initiated:

- ... Expand participation in the Collaborative;
- ... Formalize the structure of the Collaborative for decision-making;
- ... Provide greater detail to adopted regional goals/opportunities;
- ... Adopt action strategies and select/fund specific projects for each Plan goal;
- ... Expand the regional asset inventory;
- ... Upgrade the regional dashboard in alignment with recently established parameters.

2015 REGIONAL PROSPERITY INITIATIVE

- ... a boilerplate section was added by the legislature to 252 PA 2014 to guide the Regional Prosperity Initiative into the future
- ... Section 890 largely maintains the requirements of the program, with updated requirements for previous grant recipients
- ... authorizes the DTMB to implement an application process and method for grant distribution

2015

Year of Accomplishments

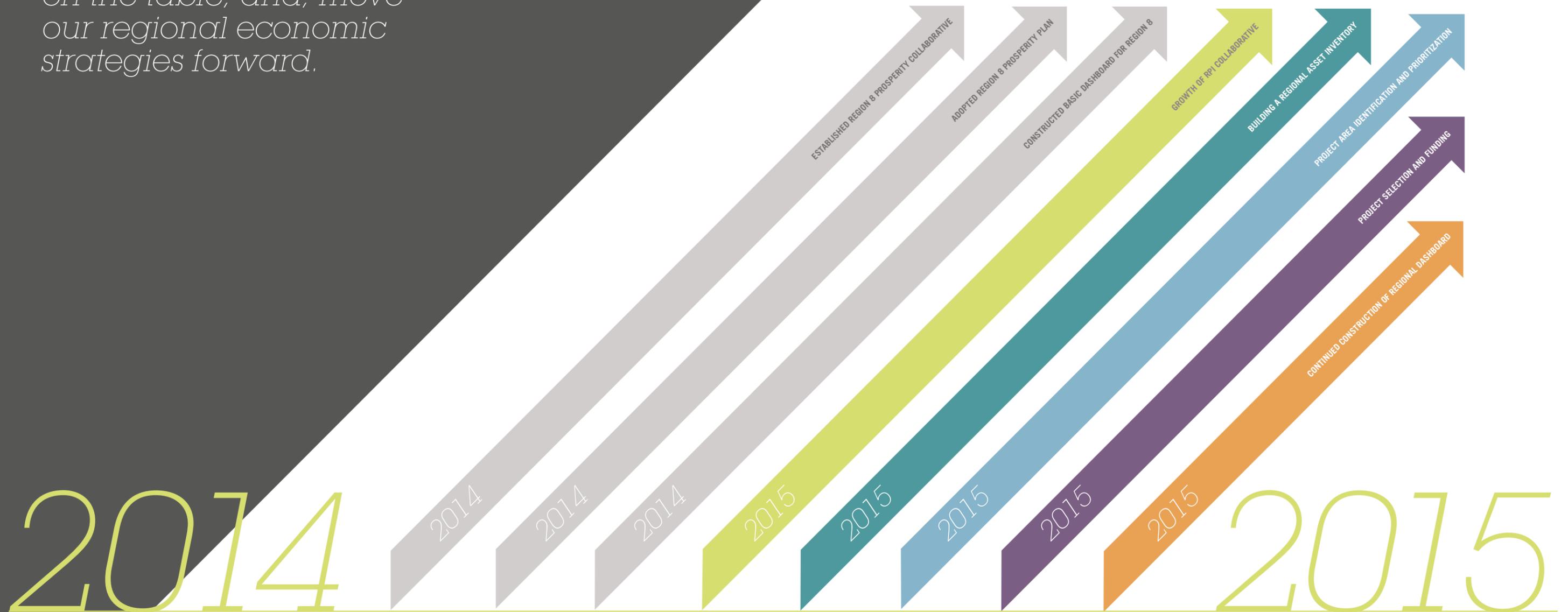
Beyond the required deliverables of the 2014 grant, Region 8 moved deliberately through 2015 with a focus on collaboration and targeted action that resulted in a year of progress and achievement.



Southwest Michigan is recognized as a region where successful, thriving, and innovative people, businesses, and communities prosper through sustainable practices and collaborative development.

Before the ink was dry on Volume 1 of the 5-Year Prosperity Plan, Region 8 had established an agenda for 2015 that would expand the Collaborative; involve more regional partners in the decision-making process; put regionally significant projects on the table; and, move our regional economic strategies forward.

2015 Time Line



The growth of the RPI Collaborative was multi-dimensional. Consistent with the evolving parameters of the Regional Prosperity Initiative, the sectors represented on the Collaborative Committee expanded. On a separate level, formal structure was given to the Collaborative Committee to allow effective decision-making. A Subcommittee Process effectively expanded regional partner participation and resulted in informed project selection.

Growth of RPI Collaborative

2015

2016



Expansion of RPI Collaborative

The Collaborative Committee was active in the partnership expansion effort and fully supported the Subcommittees' role in the decision-making process.

EXISTING SERVICE SECTORS

Adult Education
Economic Development
Higher Education
Transportation
Workforce Development

ADDED SERVICE SECTORS

Air Transportation
Career and Technical Education
Emergency Manager
Foundations
Health Care
K-12 Education
Local Government
Logistics (Freight)
Private Business
Rail Transportation
Regional Planning Agency

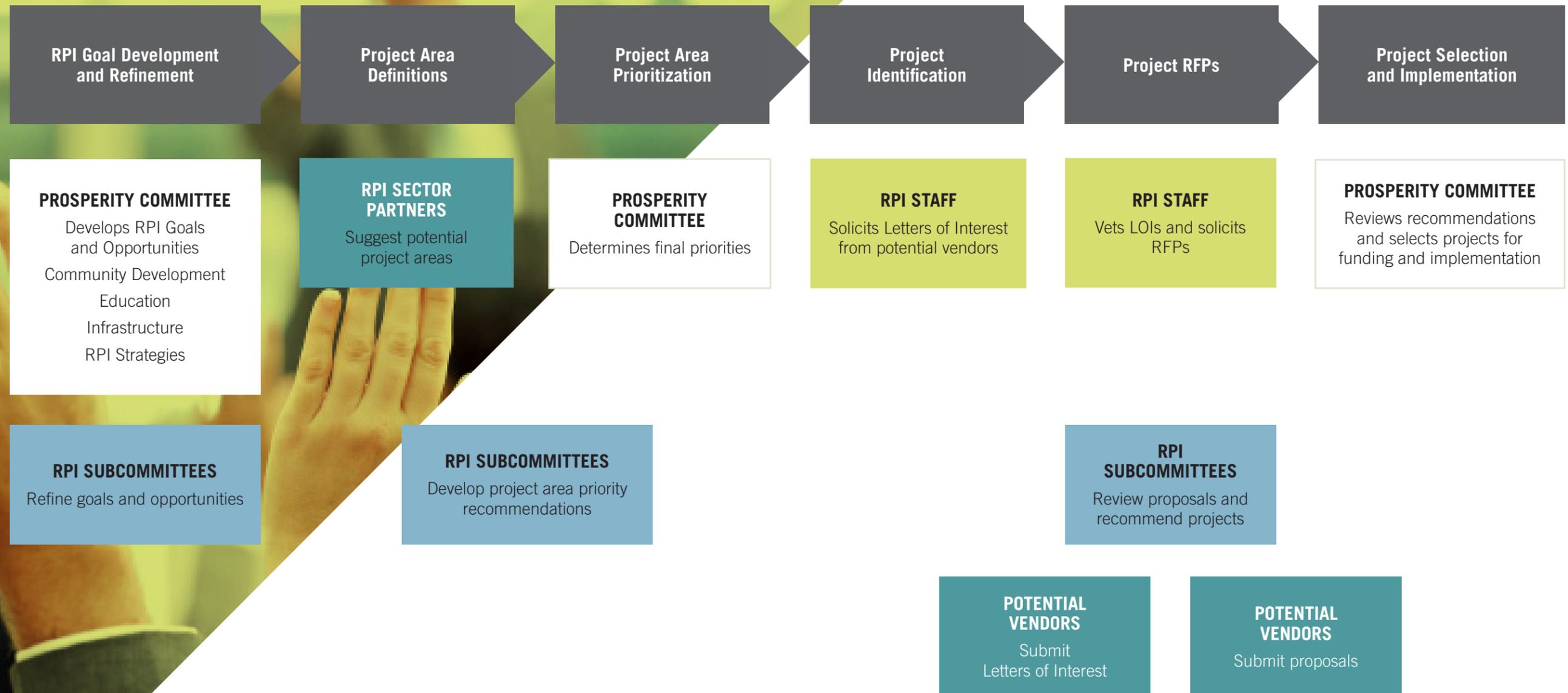
Committee

SERVICE SECTOR	NAME	ORGANIZATION
Adult Education	Michael Evans Lynn Johnson Juanita Miller	Kalamazoo Literacy Council Bangor Adult Education Centreville Public Schools
Economic Development	Jill Bland Jan Frantz Vicki Pratt	Southwest Michigan First Battle Creek Unlimited Cornerstone Alliance
Higher Education	Barbara Craig Luann Harden Jan Karazim	Bertrand Crossing Campus, Lake Michigan College WMU Southwest Kellogg Community College
Transportation	Dennis Berkebile Roberta Welke	Kalamazoo County Road Commission Michigan Department of Transportation – Southwest Region
Workforce Development	Ben Damerow Todd Gustafson	Kalamazoo-St. Joseph Michigan Works! Berrien-Cass-Van Buren Michigan Works!/Kinexus
MPO	Pat Karr Jon Start	Battle Creek Area Transportation Study Kalamazoo Area Transportation Study
SMPC	Ron Reid	SMPC Board
SWMPC	Richard Remus	SWMPC Board

Subcommittee

COMMUNITY DEVELOPMENT	EDUCATION	INFRASTRUCTURE	RPI STRATEGIES
Juanita Miller Barbara Craig Greg Jason Latham Todd Gustafson Corey Carolla Jon Start Richard Remus	Michael Evans Luann Harden Jill Bland Ben Damerow Kim Bell Becky Rocho Linda Snyder Dave Campbell Pam Kingery Mike Hoffner Barb Craig Jan Karazim Jennifer Searls	Lynn Johnson Jan Karazim Jan Frantz Dennis Berkebile Pat Karr Ron Reid	Corey Carolla Barbara Craig Luann Harden Jason Latham Richard Remus

RPI Partner / Subcommittee Process



The Subcommittees were used to help build an inventory of regional assets relating directly to the goals of the 5-Year Prosperity Plan. The Subcommittees helped developed the surveys and served as champions of the process to compile the needed information.

The Regional Asset Inventory was used to identify gaps and direct the selection of regionally-significant projects designed to further the goals and economic strategies in the Plan. The Inventory was also tapped to inform the Regional Dashboard.

Building of Regional Asset Inventory

2015

2016

Building Inventory of Regional Assets related to Community Development, Education, Infrastructure, and RPI Strategies

Use of Regional Partner Subcommittees to Develop and Champion Regional Surveys to Build Asset Inventory

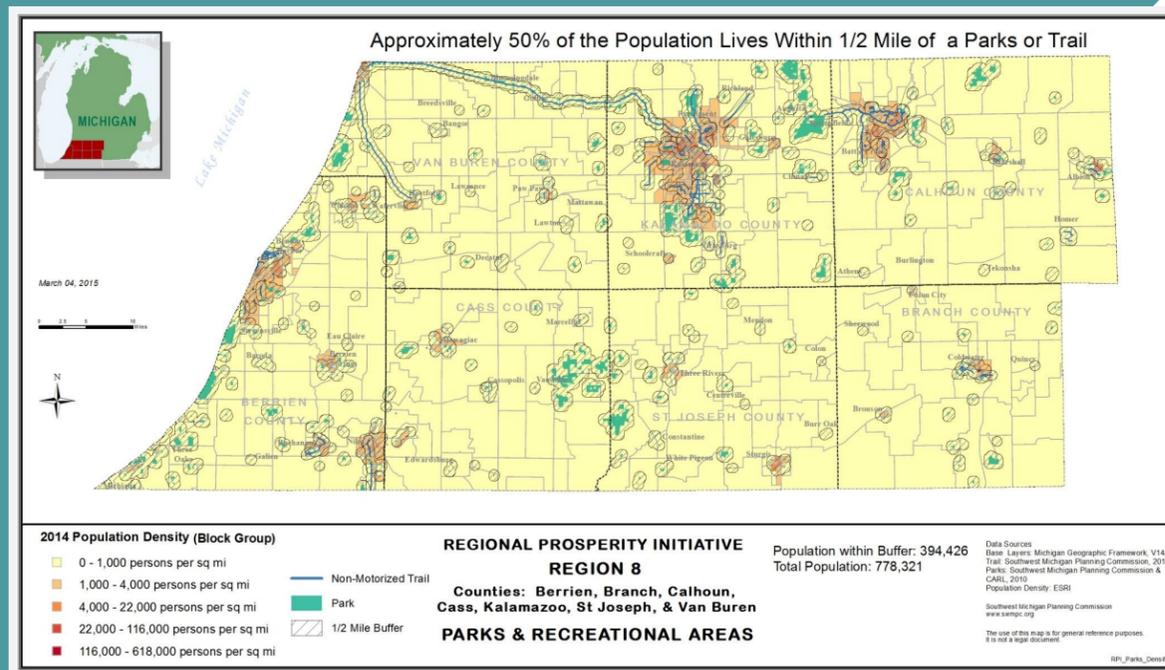
Use of Asset Inventory to Identify Service/Facility Gaps and Direct Project Selection

Use of Asset Inventory to Inform Regional Dashboard

Asset Map Project Sample

The inventory of parks and trailways within the region provided the foundation for a project proposal for regional trail support.

The inventory of solid waste disposal sites and landfill capacities drove a project proposal for region-wide recycling plan/program.



PROJECT:

Monetary support for shovel-ready projects that are focused on the KRVT or trails that tie into our existing regional trail system.



Landfill Capacities & Lifespans

Facility	Remaining Capacity	Capacity Used in 2014	Projected Years of Remaining Capacity	Calculated Yrs of Remaining Capacity
C & C Expanded	2,311,822	507,705	4	5
Forest Lawn	641,648	387,991	2	2
Orchard Hill	17,630,087	229,055	77	77
Southeast Berrien	4,854,326	986,187	23	5
Westside Recycling & Disposal	37,735,372	376,392	115	100

PROJECT:

Create a region-wide recycling plan . . . including the coordination of recycling strategies/programs among southwest Michigan communities.

2015

The Subcommittee Process was also effectively used to involve regional partners in the project selection process.

Project Selection

2015

2016

Collaborate to form Subcommittees that consist of Regional Partners related to each Prosperity Plan Goal (Community Development, Education, Infrastructure, RPI Strategies)

Regional Partner Subcommittees Review and Strengthen Prosperity Plan Goals/Opportunities

Regional Partner Subcommittees Generate and Prioritize Regionally Significant Project Areas

RPI Collaborative Selects Priority Project Areas

Regional Partner Subcommittees Request Letters of Interest (LOIs) and Generate Requests for Proposals (RFPs) for Regionally Significant Projects within Priority Project Areas

RPI Collaborative Committee Approves Funding for Selected Regionally Significant Projects

The Subcommittees provided depth and expertise in the refinement of the goals and opportunities set forth in Volume 1-Prosperity Plan.

COMMUNITY DEVELOPMENT

Improve the livability of our region's communities to attract and retain talented workers

1. Create a more diversified transportation system

- Create walkable neighborhoods
- Encourage new transportation patterns that support efficient multi-model transportation options
- Support community development that is transit-oriented

2. Encourage development of additional recreational opportunities and amenities

- Encourage the development of additional public spaces in urban, suburban, and rural environments
- Promote existing and support development of new trails and natural areas (e.g., parks, recreation areas, rivers, and lakes)

3. Encourage increased access to housing options regarding density, cost, style and location

- Region-wide Target Market Analysis (better data for that demonstrates the desires of seniors and millennials)
- Mock real estate development
- Education for developers and financiers (housing and demographic trends, community desires)
- Education for community leaders (demolition, land use and zoning, code enforcement)

4. Support sustainable development

- Develop infrastructure that can be sustained financially and environmentally over the long term
- Maintain or improve environmental quality

EDUCATION

Promote talent development and retention to encourage growth and sustainability in all facets of the local economy

1. Promote accessibility and opportunities to participate in education and skilled training programs

- Tailor programs to market demands

2. Promote the coordination, and encourage a larger number, of in internships, apprenticeships, across the region and across the continuum of learners

- Regional clearinghouse and website that publicly houses internship/apprenticeship opportunities
 - a. MI internship/apprenticeships website (June ?, 2015)
 - b. College, secondary education and under-skilled workers
- Webpage with links to existing opportunities
- Inventory existing opportunities
- Connect interns to job opportunities

3. Encourage a culture of learning

- Provide opportunities for all learners
- Encourage, and promote the personal and regional economic benefits of, lifelong learning
- Promote digital literacy

4. Encourage infrastructure development and interconnectivity to better support education, training, and employment

- Increase mobility: transit and non-motorized
- Increase access to technology: broadband and access to equipment

4. Support work of existing organizations in the following areas:

- Adult education
- Credential acquisition
- Career exploration
- Functional literacy
- Skilled trades
- Employers

INFRASTRUCTURE

Encourage expansion and improvement of regional infrastructure

1. Advance the effective and efficient transportation of goods

- Support regionally impactful infrastructure opportunities for the movement of freight (e.g., completion of US-31, US-131 BR/US-131 Interchange Upgrade, three lanes of traffic on I-94 through the region)
- Recognize intermodal freight transportation opportunities (e.g., rail transportation, reliever port for Chicago and Detroit)
- Promote maintenance and improvement of the freeway system and connecting roads
- Promote maintenance and improvement of state and local roads
- Encourage aviation to better support business
- Take advantage of our existing water infrastructure along the Lake Michigan shoreline for the transportation of freight (e.g., freight harbors on Lake Michigan)

2. Advance the effective and efficient transportation of people

- Promote maintenance and improvement of the existing freeway system and connecting roads
- Encourage passenger rail as a viable transportation option for inter and inner regional movement
- Encourage aviation to better support passenger transportation
- Promote coordination of regional mass transportation (e.g., use existing transportation asset inventory)
- Promote non-motorized transportation options

3. Assist in cultivating a comprehensive telecommunication system

- Promote region-wide access to telecommunications (broadband, cellular)
- Encourage improved speed and quality of telecommunications infrastructure

4. Explore and promote a sustainable and economically competitive approach to energy supply

- Promote competitive reliability and cost of energy
- Promote a diversified and sustainable energy portfolio

5. Facilitate a collaborative approach to municipal infrastructure

- Promote coordinated administration of regional water and sewer infrastructure to achieve competitive rates
- Encourage coordinated water and sewer infrastructure planning

Updated Goals/ Opportunities

RPI STRATEGIES

Advance regional communication and collaboration

1. Further RPI organizational development

- Establish bylaws
- Examine membership and structure
- Connect sectors via communication, collaboration, and information sharing
- Establish RPI as clearinghouse (network versus an extra step)
- Create regional brand, identity, and image
- Establish criteria for addressing policy issues

2. Encourage collaboration among public and nonprofit sectors

- Develop or replicate organizational collaboration model for Region 8 to meet needs in a cost-efficient way
- Develop a platform for regular information sharing among the five sectors (learn what others are doing; process for regular information sharing meetings)
- Encourage coordinated strategic asset management across all seven counties
- Explore tribal strategies
- Collaborate on state and federal grants and projects to ensure projects are shovel-ready (e.g., letters of support)
- Encourage emergency management at a regional level

3. Strengthen the interface between the Regional Prosperity Plan and local plans

- Develop a model for creating plans that fit within the regional strategy
- Align with state and federal agencies to inform them about RPI goals
- Encourage individual municipal strategies are tied to the regional prosperity plan (including planning)

The Subcommittee Process was at the heart of the Collaborative project selection. The asset inventory and refined goals/opportunities were used by the Subcommittees to define Project Areas. These were then presented to regional partners with requests for project proposals that would align with the specific Project Areas. The Subcommittees worked to prioritize all project proposals for Committee approval.

Priority Project Areas

COMMUNITY DEVELOPMENT

- No common media system within southwest Michigan to communicate.
- Contaminated/blighted property redevelopment; create “redevelopment-ready” property.
- Regional parks/recreation system plan (potentially including non-motorized pathways).
- Promote a system that supports the growth, processing, purchase, and distribution of regional food.

EDUCATION

- Infrastructure development and inter-connectivity to better support education, training, and employment.
- Support work of, and develop a communication conduit for, existing education organizations to coordinate internships and apprenticeships.
- Rebuild and focus assets on developing infrastructure for reaching adult illiterate population.
- Promote the coordination, and encourage a larger number, of internships, apprenticeships, and across the region and across the continuum of learners within the outside the formal school structure.

INFRASTRUCTURE

Top Tier

- Region-Wide Recycling.
- Create a region-wide solid waste master plan and/or a region-wide recycling plan.
- This project would also include coordination of recycling strategies and programs among communities in southwest Michigan.

Second Tier

- Telecommunication (mostly broadband).
- Identify telecommunication gaps and help to fill them.
- This could empower many to pursue higher levels of education or employment opportunities. It could also enable telemedicine.
- Encourage funding for the expansion of I-94.
- Evaluate the economic impact of current capacity of I-94 and contrast that with the economic impact of an expanded I-94.
- Lobby local, state and federal officials and legislators for funding.
- Map the water and sewer systems in southwest Michigan.
- Create a digital inventory of the sewer and water systems in southwest Michigan.
- Potentially include capacity in the maps.

RPI STRATEGIES

- Facilitate interconnectivity between partners of the Regional Prosperity Initiative.

The projects awarded funds in 2015 were selected based upon the following criteria:

- Critical in achieving a goal of the Prosperity Plan
- Supports the building and maintaining of regional collaboration
- Geographic scope
- Potential for early success to build momentum
- Access to funding

These first projects to gain the support of the partners of the Region 8 – RPI Collaborative are success stories of the Initiative and represent the ability of Region 8 to understand the power of a common vision and strategy for economic prosperity.

2015

2015 Projects

RPI COLLABORATIVE AWARDS \$ TO THE FOLLOWING REGIONALLY SIGNIFICANT PROJECTS:

Community Development

\$ _____

Local Business Builder Food Production and Retail Program
 Regional Database of Agriculture Producers and Consumers and a Food Hub Coordinator
 Recreation Plan for Region 8
 Galesburg Section of Kalamazoo River Valley Trail
 Albion Community Food Center
 Start Up Support for (269) Magazine
 Sprout Local Food Marketing Campaign

Education

\$ _____

Community Literacy Initiative
 Community Based English Language Learners Program
 DaVinci Traveling Museum Exhibit

Infrastructure

\$ _____

Lorem ipsum delores...
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RPI Strategies

\$ _____

Regional Communication Software

2015 Projects Descriptions

COMMUNITY DEVELOPMENT

Local Business Builder Food Production and Retail Program:

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Regional Database of Agriculture Producers and Consumers and a Food Hub Coordinator:

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Recreation Plan for Region 8:

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EDUCATION

Community Literacy Initiative:

Valica; hor auctora in terfiris, sulla et fuidero publicermis. Cupicie natiam mantemus vehebat. Od sim et quem dea etratiam, quam auderet effrem opondientia confena, st fecri publient? O tifeccure conte, ut gra? An vitiae converemorei se consus, consullaberi in simo maximiur hora viri senirmilnem re adduc tam ina, Catil horions crestraci imiusa arbisquam ad nos in se culiam tere renatum nius? Otimmo huctaritus num inemurs es cae quam strum qui fures potiam nonsum terri iam es hostiem reis aves cotis haliachil hostiuret fore for labissi

Community Based English Language Learners Program:

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DaVinci Traveling Museum Exhibit:

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INFRASTRUCTURE

Lorem Ipsum

Cupicie natiam mantemus vehebat. Od sim et quem dea etratiam, quam auderet effrem opondientia confena, st fecri publient? O tifeccure conte, ut gra? An vitiae converemorei se consus, consullaberi in simo maximiur hora viri senirmilnem

RPI STRATEGIES PROJECTS

Regional Communication Software:

Develop a software tool that will allow RPI partners to share in project management, communication, and the distribution of important information that will help to form future partnerships. This tool will be used to invite organizations within the Region to participate in projects that match their organizational goals and strategies. This tool will also allow for projects to be conducted and regular updates provided without cumbersome face to face meetings.

The Regional Dashboard represented an early hurdle for Region 8. As a result, targeted efforts were made in 2015 to ascertain desired dashboard parameters and production options that would be cost-effective and allow for ease of use and maintenance. Region 8 has been working with Purdue University in the development and successful launch of the dashboard.

Dashboard Development

2015

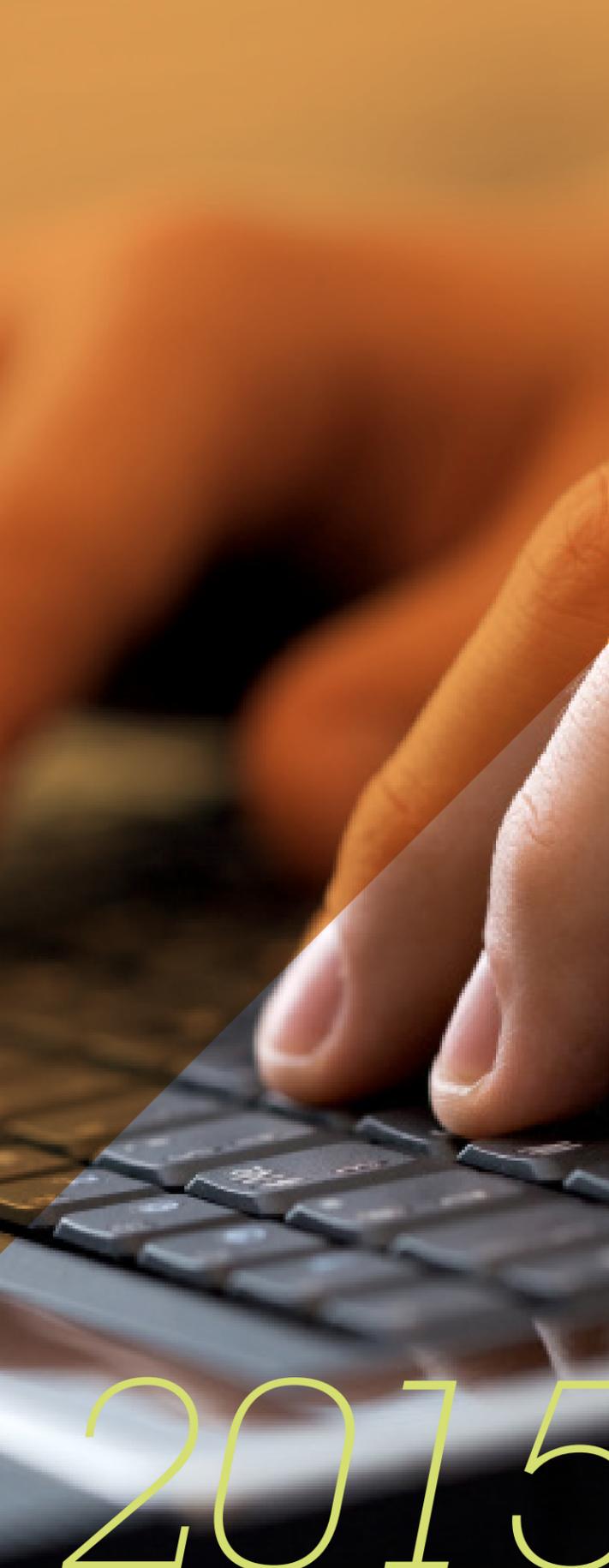
2016

RPI Staff Works with State Regions to Identify Dashboard Parameters

Use of Asset Inventory to Build and Improve Regional Dashboard

Collaboration with Regions 3 & 4 on Dashboard Development

Successful Launch of Regional Dashboard



Sample Dashboard Content

waiting on this

2015

The Region 8 – RPI Collaborative is energized by the successes of 2015 and prepares to gauge the readiness for the ‘next steps’. With the adoption of the 5-Year Prosperity Plan – Volume 2 and the expenditure of funds on supported action strategies . . . the Collaborative will explore how best to continue its work toward fostering regional economic prosperity.

2015

YEAR 1

In addition to meeting RPI Tier 1 requirements, the Region 8 RPI Collaborative experienced several fundamental successes key to working within the Regional Prosperity Initiative.

- Regional partners worked hard to find the unique role that the RPI Collaborative could fill in Region 8 and see the work of the Collaborative in the context of existing regional collaboration.
- Familiarity and trust was built both between regional partners and the organizations they represent.
- The Collaborative focused on building the foundations on which Year 2 action strategies would be based . . . for successful long-term working relationships.

YEAR 2

Region 8 continued through Year 2 as an RPI Collaborative (Tier 1) with a focus on developing and funding action strategies of regional significance that implement the 5-Year Prosperity Plan. With the adoption of Volume 2 of the Plan that sets forth identified action strategies, the Collaboration will:

- Communicate and Disseminate the 5-Year Prosperity Plan – Volumes 1 & 2
- Fund and Monitor Selected Projects
- Initiate RPI Strategies Project: Regional Communications Software
- Determine ‘Next Steps’

YEAR 3 ... AND BEYOND

The RPI Collaborative will focus its ‘next steps’ discussions on the following:

- The future of the Collaborative
- Expenditure of funds not earmarked for selected projects
- Asset Inventory needs (ie. Talent Asset Map, etc.)
- Measuring progress/impact of action strategies

Next Steps

Appendix: Region 8 Asset Inventory

COMMUNITY DEVELOPMENT

- Community Development Investment Programs
 - Non-Motorized Transportation System
 - Parks and Rec Areas
- % Renter Units Affordable to 80% HAMFI
- Natural Areas

EDUCATION

- School Districts
- Educational Attainment Residents 25+ w/ H.S. Diploma or Higher
- Educational Attainment Residents 25+ w/ Assoc. Degree or Higher
- Educational Related Institutions

INFRASTRUCTURE

- Intercity Bus Service
- MI Railroad System
- MI intercity Passenger Rail System
 - Freight Movement
 - Projected Freight Movement
 - Freight Mode Distribution
 - Areas w/out Broadband
- Crowdsourced User Feedback
- Active Solid Waste Landfills
- MI Landfill Capacities & Lifespans
- MI Landfill Imported Waste by Origin
 - Energy Production

RPI STRATEGIES

- Broadband Available by Type