

REGIONAL PROSPERITY INITIATIVE APPLICATION

Submission Deadline:
November 1, 2013



The Regional Prosperity Initiative Application Form was developed to facilitate the application process for regional collaboration within designated regions throughout Michigan, as illustrated on the attached map.

The following checklist outlines the sequence of steps to complete an application:

- ☑ Study the Regional Prosperity Guidance and boilerplate to understand the requirements and purpose behind the new approach to regional collaboration and whether you are eligible to apply on behalf of your partnership.
- ☑ Note any additional requirements beyond the prerequisites of the grant application form (e.g., letters of support, application deadlines, etc.).
- ☑ Fill out the application form completely.
- ☑ Applications must be accompanied by a cover letter (no more than one page) in which you state your request and proposed use of funds. This letter should be signed by your director and your board president.
- ☑ The application for which you are seeking approval is a collaboration with other agencies; include letters of support from the collaborating agencies. (A resolution of support from the lead applicant and a letter of support from each co-applicant are due at the time of submission.)
- ☑ Complete the narrative section on page six. Please, no more than four pages total (type no smaller than twelve point, margins no smaller the one inch).
- ☑ Enclose your organization’s incorporating documents and pertinent memorandums of understanding.
- ☑ Enclose a list of current board members (include member affiliations and any other pertinent information).
- ☑ Enclose a list of key organizational staff, including titles and main functions.
- ☑ Enclose the most recent audited financial statement (if available).
- ☑ Enclose your organization’s current year operating budget.
- ☑ Enclose a detailed budget of the project for which funds are being sought (if applicable).
- ☑ Application is due to DTMB by November 1, 2013. Submit by e-mail: harkinsc1@michigan.gov.

Additional questions may be directed to:

Sara Wycoff
 Strategic Advisor
 Executive Office of Governor Rick Snyder
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Chris Harkins
 Legislative Liaison and Policy Advisor
 Dept. of Technology, Management and Budget
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GLOSSARY OF TERMS/ACRONYMS:

| | |
|--|---|
| CDC: Collaborative Development Council | MPO: Metropolitan Planning Organization |
| CEDS: Comprehensive Economic Development Strategies | MWA: Michigan Works! Agency |
| EDA: Economic Development Administration | RPA: Regional Planning Agency |
| FTE: Full-time Equivalent | SPDR: State Planning and Development Regions |
| MEDC: Michigan Economic Development Corporation | |

Guidance for Regional Funding Applications and Expectations

1. What is the total amount of your funding request? Please provide an itemized list of what you intend to do with that funding. Include a timeline, information about any funds you will plan to leverage in your effort and how you intend to measure success.

| REGIONAL PROSPERITY COLLABORATIVE FUNDING REQUEST | | | | | | | |
|---|-------------------------|---|---------|---------|-----------------------|----------|---|
| ACTION | AMOUNT REQUESTED | TIMELINE | | | MEASURE(S) OF SUCCESS | | |
| | | Jan-Mar | Apr-Jun | Jul-Sep | | | |
| Development of the Western U.P. Regional Prosperity Plan <i>Includes:</i> <ul style="list-style-type: none"> • <i>Staffing</i> • <i>Travel and per diem</i> • <i>Monthly meeting expense</i> • <i>Publishing</i> | \$135,000 | <table border="1" style="width: 100%; height: 40px;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%;"></td> <td style="width: 33%;"></td> </tr> </table> | | | | 6 Months | <ul style="list-style-type: none"> • Completion of plan |
| | | | | | | | |
| | \$110,000 | | | | | | |
| | \$10,000 | | | | | | |
| | \$10,000 | | | | | | |
| | \$5,000 | | | | | | |
| Phased Alignment of WUPPDR and the Keweenaw Economic Development Alliance (KEDA) and expansion of KEDA services throughout the Region <i>Includes:</i> <ul style="list-style-type: none"> • <i>WUPPDR staffing</i> • <i>Central KEDA staffing</i> • <i>Satellite KEDA staffing</i> | \$80,000 | <table border="1" style="width: 100%; height: 40px;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%;"></td> <td style="width: 33%;"></td> </tr> </table> | | | | 9 Months | <ul style="list-style-type: none"> • Expansion of economic development services (counties served) • Actions taken to implement economic development plan • Memorandum of Understanding |
| | | | | | | | |
| | \$20,000 | | | | | | |
| | \$30,000 | | | | | | |
| | \$30,000 | | | | | | |
| WUPPDR Staffing <i>Includes:</i> <ul style="list-style-type: none"> • <i>Planning</i> • <i>Coordination</i> • <i>Implementation</i> • <i>Administrative duties</i> | \$30,000 | <table border="1" style="width: 100%; height: 40px;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%;"></td> <td style="width: 33%;"></td> </tr> </table> | | | | 9 Months | <ul style="list-style-type: none"> • Provision of staff assistance |
| | | | | | | | |
| | | | | | | | |
| Regional Prosperity Website and Dashboard | \$5,000 | <table border="1" style="width: 100%; height: 40px;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%;"></td> <td style="width: 33%;"></td> </tr> </table> | | | | 9 Months | <ul style="list-style-type: none"> • Completion of website and dashboard |
| | | | | | | | |
| | | | | | | | |
| TOTAL | <u>\$250,000</u> | | | | | | |

| FEASIBILITY STUDY FUNDING REQUEST | | | | | |
|--|------------------|----------|---------|---------|---|
| ACTION | AMOUNT REQUESTED | TIMELINE | | | MEASURE(S) OF SUCCESS |
| | | Jan-Mar | Apr-Jun | Jul-Sep | |
| Upper Peninsula Economic Development Alliance (UPEDA) Staffing <i>Contract with UPEDA to complete a joint Feasibility Study for the entire Upper Peninsula totaling \$150,000; \$50,000 from each of the three U.P. regions.</i> | \$50,000 | | | | <ul style="list-style-type: none"> • Completion of study • Definition of actions to attain Stage Two • Determination of the feasibility of Stage Two |
| High-Definition (HD) Video Conferencing Sites <i>Video equipment to aid in the development of the feasibility study. Coordination with existing Michigan Works! standard-definition (SD) video sites.</i> | \$16,000 | | | | <ul style="list-style-type: none"> • Establishment of Sites • Meeting attendance via Videoconference • Time/cost savings |
| WUPPDR Staff Support | \$9,000 | | | | <ul style="list-style-type: none"> • Provision of staff assistance |
| TOTAL | \$75,000 | | | | |

2. List all partners participating in this application. Please specifically denote those that are required partners as identified in the boilerplate language. Please outline any additional prospective partners you will be approaching to participate in this effort.

Confirmed Partners (4)

Keweenaw Economic Development Alliance
 Upper Peninsula Economic Development Alliance
 Central Upper Peninsula Planning and Development Regional Commission
 Eastern Upper Regional Planning & Development Commission

Prospective Partners (48)

CDC

Village of Baraga
 Village of L'Anse

Adult Education (Required)

Copper Country Intermediate School District
 Gogebic-Ontonagon Intermediate School District

Higher Education (Required)

Finlandia University
 Gogebic Community College
 Michigan Technological University

Economic Development (Required)

Baraga County Chamber of Commerce
Dickinson Area Partnership
Keweenaw Chamber of Commerce
Keweenaw Economic Development Alliance
Lake Gogebic Area Chamber of Commerce
MTEC SmartZone
Northern Initiatives
Upper Peninsula Economic Development Alliance
UPWard Initiative

Workforce Development (Required)

Eastern Upper Peninsula Workforce Development Board/Employment and Training Consortium
Michigan Technological University – Innovation and Industry Engagement
Michigan Works! – Central Upper Peninsula
Michigan Works! – Western Upper Peninsula
Six-County Employment Alliance

Transportation (Required)

Baraga County Road Commission
Gogebic County Transit
Houghton County Road Commission
Indian Trails *(also Private Enterprise)*
Iron County Heritage Trail
Michigan Department of Transportation – Ishpeming Transportation Center
Michigan Department of Transportation – Superior Region Office

Pre-K – 12 Education

Baraga Area Schools
BHK Child Development Board
L'Anse Area Schools

Healthcare/Human Services

Aspirus Keweenaw Hospital
Copper Country Mental Health Services
Michigan Department of Human Services – Houghton/Keweenaw/Baraga Counties
Portage Health
U.P. Community Services Inc. *(also Transportation)*
Western Upper Peninsula Health Department

Private Enterprise

Eagle Mine
Extreme Tool and Engineering
GE Aviation Houghton UDC
L'Anse Manufacturing, Inc.
Upper Peninsula Engineers and Architects
Upper Peninsula Power Company
Waste Management, Inc.

Miscellaneous

Gogebic County Forestry and Parks Commission
Gogebic Range Solid Waste Management Authority
Michigan State Senator Tom Casperson/Upper Peninsula State Legislators
United States Senator Carl Levin

WUPPDR Member Units of Government (11)

- Baraga County
- Gogebic County
- Houghton County
- Iron County
- Keweenaw County
- Ontonagon County
- City of Hancock
- City of Houghton
- Village of Ontonagon
- Calumet Charter Township
- Portage Charter Township

Other Units of Government (10)

- City of Crystal Falls
- City of Iron River
- City of Ironwood
- Village of Calumet
- Village of Lake Linden
- Village of South Range
- Hancock Township
- Spurr Township
- Wakefield Township
- Lac Vieux Desert Band of Lake Superior Chippewa

(See attached letters and resolutions of support.)

3. Are the proposed counties to be served in accordance with the regional prosperity map? If not, why not? How do you intend to begin to work in the region outlined in the aforementioned map going forward?

Yes, proposed counties to be served are in accordance with the regional prosperity map.

Work in the Region is already in progress. WUPPDR has discussed and planned collaboration with its partners in preparation for this application. WUPPDR has long-term relationships with all partners indicated, but closest collaborative efforts have been with KEDA. The WUPPDR Executive Committee and KEDA Board have met together and come to an understanding about the relationship described in the following narrative.

Numerous other prospective partners have been informed about these efforts, are in support, and will be contacted after a foundation has been completed among the confirmed partners (KEDA, UPEDA, and Central and Eastern U.P. Prosperity Regions).

We request that you limit the length of your answers for the following questions to no more than a total of four pages.

1. LEAD APPLICANT ORGANIZATIONAL BACKGROUND:

Include organizational mission statement and purpose, organizational qualifications, history of accomplishments, governance, area and population served, and role of volunteers. (As this is collaboration, describe the lead agency and its relation to others involved.)

See attached pages following.

2. IDENTIFICATION OF REGIONAL ASSETS:

Identify the defining assets of your region (geography, economy, education, talent, transportation, etc.) and explain why your organization, with your co-applicants, is uniquely qualified to bring all of the appropriate partners together to leverage the region's assets to create, strengthen and support regional economic prosperity.

See attached pages following.

3. NEEDS STATEMENT:

Explain the need for a collaborative economic strategy in your region. Identify the needs you will address. Acknowledge similar existing projects or agencies, if any, and explain how your proposal differs, and what effort will be made to work cooperatively.

See attached pages following.

4. ADDITIONAL INFORMATION:

Please address anything else about your organization or project you think is relevant to the proposal.

Not Applicable

RPI Narrative Question 1

Since 1968, WUPPDR's mission has been to foster stable and diversified economies in the Western Upper Peninsula. The region includes Keweenaw, Houghton, Baraga, Ontonagon, Gogebic, and Iron Counties and serves a population of 82,668. The organization is governed by the WUPPDR Commission, which includes representatives of eleven member governments that meet eight times annually. For 45 years WUPPDR has addressed collaborative regional planning, functioned as an information services agency, provided community technical and planning assistance, and identified economic development opportunities.

WUPPDR is involved in almost all sectors of the economy and has administered and implemented millions of dollars worth of projects to further the organization's mission. WUPPDR has had a leading role in developing or providing four high tech incubators; industrial parks; renaissance zones; water and sewer infrastructure; historic, housing, land use, and business plans; trails and byways; road asset management for roads; forest improvement districts; geographic information systems services; housing rehabilitation; and many other projects and services.

RPI Narrative Question 2

Geography

WUPPDR has a land area of 6,026 square miles. The Region contains the State's counties with the lowest total population, lowest population density, and third-largest land area. The vast majority of land is forested and undeveloped. The land includes two national parks, a 953,000-acre national forest, and many thousands of acres of commercial forestland. The public access and scenic and recreational opportunities offered by these lands are vitally important to tourism, which is today the Region's key economic driver. The Region has been nationally recognized for numerous outdoor sports, including mountain biking in the Keweenaw Peninsula and downhill skiing at resorts throughout the Region. Hunting and fishing are ingrained in the local culture and help to attract outside visitors.

Economy/Talent

The service industry is the largest employer in the Region and is intertwined with tourism. Other traditionally important industries the Region closely identifies with are forestry and mining. Forestry continues mainly through a number of small logging operations, but, since most harvested timber is directly exported from the Region, the economic impact is relatively low. Mining is just now beginning a resurgence after being the primary driver of the regional economy from the mid-19th to mid-20th Century. Gogebic County will be the site of the first new copper mining operation in decades. Manufacturing also has a role, with existing industrial parks in high demand and pockets of specialized workers creating unique fabricated parts. Other primary industries in the Region are largely public or nonprofit: government, healthcare, and education.

There are efforts to increase value-added productive industry in the Region, particularly for wood products. Already, mills create wooden sports floors using locally harvested timber. Also utilizing local timber will be a chopstick factory under development in Ontonagon County. And not all wood products are physical: Work has been underway to utilize dormant lands to grow biofuel crops for energy production.

In spite of these positive developments, workforce training is needed to satisfy employer needs in a changing economy. Michigan Works! operates effective programs to address this need, and the agency works with WUPPDR to coordinate solutions on a regional level.

Education

Educational opportunity in the Region is great, with the nationally renowned Michigan Technological University, a private liberal arts university, and two community colleges. The universities are located in the Houghton Micropolitan Area, which is the greatest concentration of population and wealth in the Region. Michigan Tech is the largest single employer in the Region. Michigan Tech graduates are an important input to the MTEC SmartZone, a high-tech business incubator in Houghton/Hancock.

The high-quality secondary school system in the Region provides a well-prepared stock of graduates to the colleges and universities. The Houghton and Calumet High Schools were recognized by U.S. News and World Report in 2013 as the 27th and 51st best, respectively, in the State. WUPPDR works closely with the Intermediate School Districts and higher education institutions in the Region on projects of mutual interest.

Transportation and Infrastructure

The Region has a solid base of infrastructure upon which to build. Commercial airports, which provide for both cargo transfer and passenger service, are located at or near the three corners of the Region. Current and historic rail lines and corridors provide a base for expanding service throughout the Region, and research is being performed at Michigan Tech to promote this. An extensive network of State and Federal highways connects major population centers. Long-distance passenger bus service is available along two major highways, and public transit services operate in two cities and two counties. Cellular and broadband internet services are available in some parts of the Region but are lacking in remote rural areas.

WUPPDR's Qualifications

As an Economic Development District of the Economic Development Administration (EDA), WUPPDR prepares a Comprehensive Economic Development Strategy (CEDS). The CEDS examines economics of the Region from the point of view of WUPPDR and its membership, examining the Region's strengths, weaknesses, opportunities, and threats and identifying planned projects to expand and improve the regional economy. Many of WUPPDR's activities are conducted in furtherance of this broad strategy. WUPPDR's other work involves such diverse areas as transportation planning, recreation planning, infrastructure and housing development, and maintenance and distribution of data and statistics upon request.

WUPPDR has considerable visibility and name recognition in the Western Upper Peninsula. WUPPDR is well known to be involved and experienced in many different projects and activities in the Region; has close relations with many agencies and organizations, including State Government; and is the best information resource available for everything from contact information to planning documents to geographic information systems data. If one of these resources is not readily available, chances are that WUPPDR will be able to create or obtain it. On a broader level, WUPPDR has the foundation to corale and coordinate resources more efficiently and with less duplication than any other organization. WUPPDR can thus rise above the segmented categories of service providers that may otherwise communicate and search for opportunities only with others in their areas of interest.

RPI Narrative Question 3

Despite its myriad areas of activity, WUPPDR is not all things to all people. There are many other organizations – governmental, business, and nonprofit – that fulfill particular roles. These organizations are fragmented and have overlapping responsibilities and service areas. The issues to be addressed, however, go well beyond structural inefficiencies in agencies and services. A collaborative private-public economic strategy and central organization are needed to bring together entities in the Western Upper Peninsula Prosperity Region to create a road map – the Prosperity Plan – to diversify and strengthen all parts of the regional economy.

In a time of dwindling resources, increasing competition, and broader national and global economic impacts, numerous organizations have had to change their areas of focus. Though WUPPDR has not changed its overall mission, the organization is beginning to shift focus from project-based grants to more stable, continuing needs. Support of State Government agencies and initiatives will continue to be important. However, the new economy necessitates that WUPPDR work to fill one particular gap in its services: the direct business assistance component of economic development. This is best done in partnership with an existing entity with a history in that role.

One partner in the Initiative that has already been part of the conversation with WUPPDR is the Keweenaw Economic Development Alliance (KEDA), which currently serves three counties. The two have begun to plan for a phased alignment, with the ultimate goal of providing **both organizations' services to the entire Western U.P.** In a Region that almost entirely lacks local economic development organizations, the arrangement will expand resources for small business development; aid in attracting, retaining, and developing new employers; and make possible a seamless interface between employer needs and workforce needs. WUPPDR will begin by sharing office space and other resources with KEDA and will then house a KEDA director under WUPPDR's day-to-day oversight, with an eventual goal of merging the two organizations.

WUPPDR has also begun to invite other relevant organizations in the Western U.P. to take part in collaboration. Using funds granted by RPI, WUPPDR will meet one-on-one and hold monthly group meetings with these organizations. These communications will be made transparent and kept up-to-date through an online dashboard.

The three regions in the Upper Peninsula Prosperity Alliance are **working together** in their applications for the Initiative in order to create an overriding structure for broader coordination. Collaboration of the three regions will be accomplished through meetings facilitated by the Upper Peninsula Economic Development Alliance (UPEDA). UPEDA, along with Michigan Works!, is a major implementer of UPWard Initiative, an Economic Opportunity Study for the Upper Peninsula and Wisconsin Border Region. The study defined seven detailed focus areas and strategies to address critical economic needs in the U.P.: Higher Education, Education & Workforce Training, Business Growth & Development, Tourism, Infrastructure, Natural Resources, and Healthcare. The three Prosperity Regions' applications for RPI will approach these strategies from a more manageable level and help to further the study's vision.

Aside from direct, business-oriented economic development, the diversity of organizations involved in RPI will help address the following needs of the Western U.P. Prosperity Region as outlined in the CEDS:

- Inter-regionalism across the U.P. and with Wisconsin border regions and the Lower Peninsula of Michigan: *In collaboration with UPEDA, the U.P. Prosperity Alliance, UPWard Initiative, private business*
- Improved transportation infrastructure in the form of re-established rail service, development and improvement of Lake Superior ports, and expansion of air service: *In collaboration with MDOT, Michigan Tech, UPWard Initiative, private business*
- Improved telecommunications infrastructure: *In collaboration with private business*
- Lower-cost energy and other utilities: *In collaboration with private business & municipal utilities*
- Increased availability of business lending and financing: *In collaboration with KEDA, SBTDC, EDOs, MEDC, private business, chambers of commerce*
- Year-round (as opposed to seasonal) workforce mentality: *In collaboration with Michigan Works! & private business*
- Workforce skills training as an alternative to higher education: *In collaboration with Michigan Works!, higher education, private business, UPWard Initiative*
- Promotion of rural community development and placemaking: *In collaboration with MEDC/MSHDA, MDOT, MSU Extension, USDA Rural Development, local governments, private business*
- Promotion of cultural and natural resource-based tourism: *In collaboration with DNR, MEDC, USFS, U.S. Park Service, chambers of commerce, CVBs, private business*

The problems of the Western U.P. Prosperity Region are well-known, and many solutions have already been identified by numerous regional studies. The main hindrance to accomplishing these objectives has been lack of collaboration. The actions and frameworks described in this proposal will make it possible for WUPPDR and its partners to finally do what hasn't been possible. WUPPDR is ready and willing to take on this challenge, and we appeal for the chance and resources to do so.