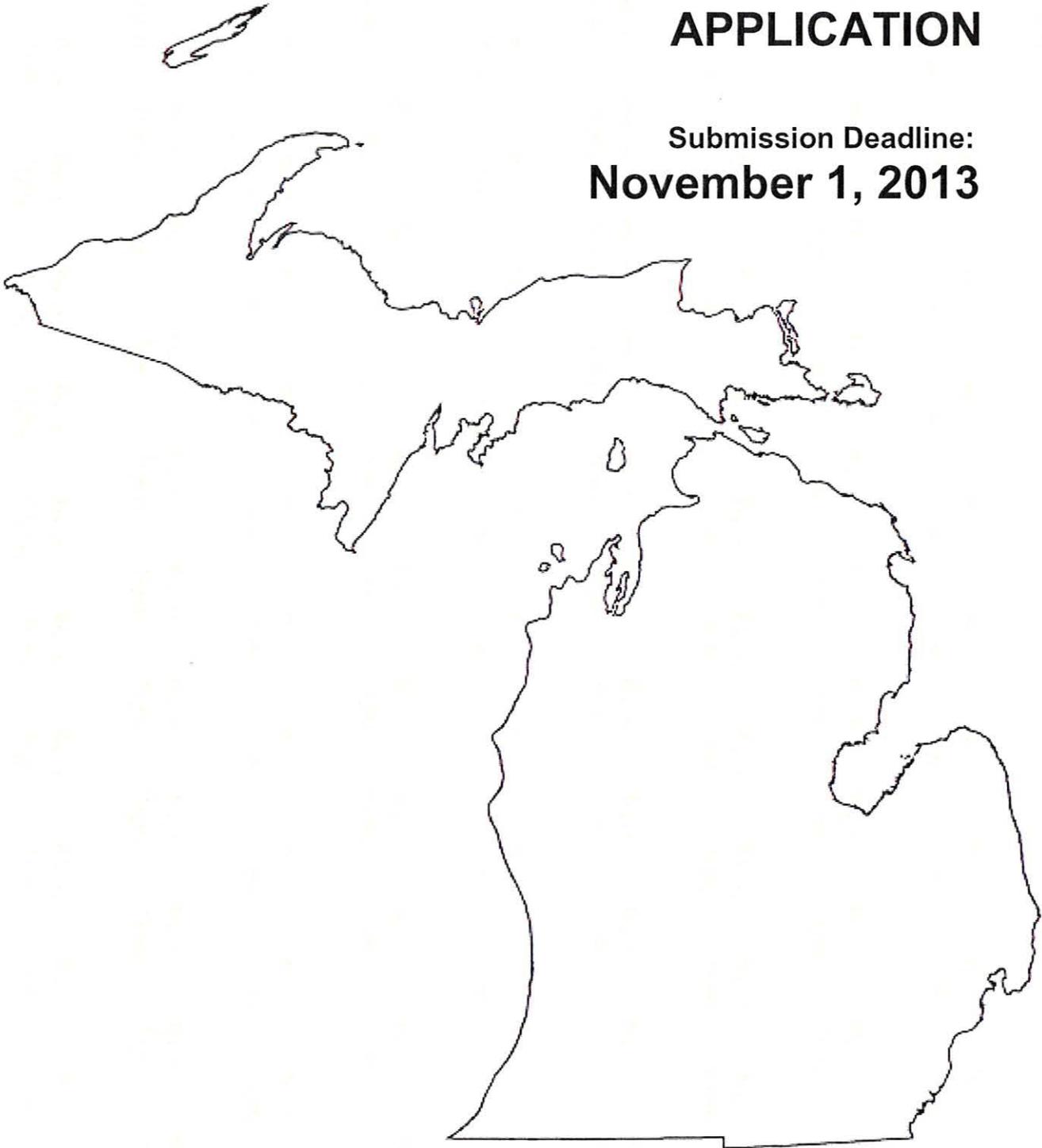


REGIONAL PROSPERITY INITIATIVE APPLICATION

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. *(New)*
- 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). *(New)*
- 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). *(New)*
- 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
wycoffs@michigan.gov

Chris Harkins
 Legislative Liaison and Policy Advisor
 Dept. of Technology, Management and Budget
harkinsc1@michigan.gov

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	

APPLICATION MADE FOR: East Central Michigan Prosperity Region (ECMPR) DATE: 10-31-2013
(NAME of REGION)

NAME OF APPLICANT ORGANIZATION:

East Michigan Council of Governments

YEAR INCORPORATED: Not incorporated – created in 1970 by USDOC/EDA

ADDRESS: (include street address if different)

3144 Davenport Avenue
Suite 200
Saginaw, MI 48602

Is the name above the same as it appears on the IRS Letter of Determination? Yes No N/A

If not, explain: _____

CHIEF EXECUTIVE’S NAME & TITLE: Sue Fortune, Executive Director

CONTACT’S NAME & TITLE (if different): _____

CONTACT TELEPHONE NUMBER: 989-797-0800 EMAIL ADDRESS: sfortune@emcog.org

NUMBER OF FTE POSITIONS: 4

OPERATING BUDGET TOTAL FOR CURRENT FISCAL YEAR:

Fiscal Year: 2013 2014
From To

SOURCES OF INCOME:

Government	Federal	<u>58%</u>	Fees/Earned Income	<u> </u> %
	State	<u>31%</u>	Individual Contributions	<u> </u> %
	County	<u>11%</u>	Corporate and/or Foundation Grants	<u> </u> %
	City/Township/Village	<u> </u> %	Special Events	<u> </u> %
			Memberships	<u> </u> %
			Other	<u> </u> %

Are you applying for (check one of the following):

Regional Prosperity Collaborative Regional Prosperity Council Regional Prosperity Board
(TIER ONE) (TIER TWO) (TIER THREE)

Are you applying for funds to complete a feasibility study for the purpose of developing a strategy to move to a different tier (check one of the following):

YES NO

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.

Funding Request:

EMCOG is requesting \$250,000 in RPI funding for the period March 1, 2014 – December 31, 2014.

Funds will be used to enable the lead agency EMCOG to meet the requirements of a regional prosperity collaborative as defined by the Regional Prosperity Boilerplate. These funds will be used to provide EMCOG with administrative and program staff support for the project, the hiring of a consultant to complete tasks identified in an approved RFP, travel, meeting expenses and those other costs associated with completing a five year prosperity plan for the East Central Michigan Prosperity Region (the eight (8) counties of Arenac, Bay, Clare, Gladwin, Gratiot, Isabella, Midland and Saginaw).

The East Central Michigan Prosperity Plan will be incorporated into the regional CEDS by integrating and aligning workforce development, higher education, adult education and transportation into our community and economic development strategies as EMCOG will also be preparing the 5 year revised CEDS during the same time frame. A seamless integration process is anticipated.

Activities/Tasks: (See timeline and Measures of Success for tasks - attached)

1. Prosperity Collaborative Formation
 - 1a. Recruit Collaborative membership
 - 1b. Organize and hold meetings of the Collaborative in accordance with OMA
 - 1c. Establish Collaborative operating procedures
 - 1d. Website enhancement for RPI processes
 - 1e. Prepare and distribute monthly news updates
 - 1f. Determine Steering Committee (representing each of the required participants) for RFP process and consultant contract
 - 1g. Collaborative determination of next steps beyond 2014
2. Regional Prosperity Plan Background Development
 - 2a. Consultant selection for development of Prosperity Plan
 - 2b. Steering Committee initial meeting with consultant
 - 2c. Prepare inventories and an environmental scan of the Prosperity Region
 - 2d. Identify, gaps, strengths and opportunities
 - 2e. Consultant facilitates meetings with the Steering Committee/Collaborative to development draft goals, objective and strategies
3. Adoption of Regional Prosperity Plan
 - 3a. Consultant prepares Draft plan based on findings in Task 2 for review by Collaborative
 - 3b. Conduct meetings/workshops throughout Prosperity Region 5 for draft plan input/revisions
 - 3c. Draft plan available for public comment
 - 3d. Plan adoption

4. Dashboard development and updates
 - 4a. Determine the dashboard organization and structure (evaluate available public dashboard formats)
 - 4b. Select Dashboard developer
 - 4c. Dashboard Creation
 - 4d. Dashboard updates
 - 4e. Dashboard integration into the Prosperity Plan
 - 4f. Dashboard placement on website

Use of Funds:

**EMCOG – Regional Prosperity Grant (Prosperity Region 5)
BUDGET BREAKDOWN**

Category	Task Explanation	RPI Funding
Staffing:	EMCOG staff time	\$ 50,000
Consulting	Hire Strategic Planning consultant	\$150,000*
Travel	Consultant and EMCOG staff, including venues	\$25,000
Supplies	Copies and other materials and final report printed and bound	\$10,000
Regional Prosperity Website and Dashboard development	Develop Prosperity Collaborative web-based interface with a performance dashboard to be integrated into the Prosperity Region 5 Plan**	\$ 15,000
TOTAL PROJECT REQUEST:		\$250,000

*This is a not to exceed amount and will be determined by RFP responses.

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. (*denotes required partners)

***Workforce Development:** Michigan Works! Great Lakes Bay Region, Michigan Works! Central Area Michigan Works! Consortium, Michigan Works! 7B Consortium, ***Higher Education:** SVSU, Delta College, Davenport University, Mid-Michigan Community College; ***Adult Ed:** Education and Training Connection (Midland County and Saginaw Public Adult Education programs), Gladwin Adult Education, Bay Arenac ISD, Carrollton Public Schools (OMNI Adult and Alternative Education), Clare Pioneer Adult Education; ***Transportation:** Bay City Area Transportation Study (BCATS MPO) – Bay, Midland Area Transportation Study (MATS MPO) – Midland, Saginaw Metropolitan Area Transportation Study (SMATS MPO) – Saginaw; ***Economic Development:** Great Lakes Bay Region 5 Development Collaborative (EDC's from throughout the 8 counties of the Prosperity Region), Arenac County EDC, Bay Future, Inc., Gladwin County EDC, Greater Gratiot Development Corporation, Middle Michigan Development Corporation, Midland Tomorrow, Saginaw

Future, Inc.; ***Private Sector:** MI-SBTDC (Delta College), Great Lakes Bay Regional Alliance (42 member board of leaders), Bay Area Chamber, Dow Chemical, Nexteer Corporation, Saginaw Chamber of Commerce; Great Lakes Bay Manufacturer's Association; **Municipal:** City of Alma

EMCOG has also reached out to the following entities for letters of support (see attached)

City of Bay City, Bay County, City of Saginaw, Saginaw County, City of Midland (presentation scheduled for 2/1/14), Midland County, Northwood University, Baker College, Aleda E. Lutz VA Medical Center, Saginaw Chippewa Indian Tribe of Michigan

Additional partners may be identified as the Regional initiative progresses.

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 – all of the counties to be served are shown as Prosperity Region 5 on the Michigan Prosperity Region Map; Arenac, Bay, Clare, Gladwin, Gratiot, Isabella, Midland and Saginaw.

EMCOG began work in the region by providing input, overviews and presentations of the project to the three MPO groups, the EMCOG Regional Economic Development Team, the Region 5 Development Collaborative (which includes required economic development partners) and the EMCOG Full Council (which includes municipal representation from the eight (8) counties of Prosperity Region 5). EMCOG hosted a very well attended informational session with State of Michigan representatives in Saginaw. The project has the support of local elected officials, economic development professionals, transportation agencies, workforce development, Adult Education and higher education from throughout the 14 county Region and specifically from the eight counties of Prosperity Region 5. Going forward we will building upon those relationships as well as expanding outreach efforts to other stakeholders including large and small private sector employers, other Regional transportation organizations, foundations, etc.

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.)

The East Michigan Council of Governments (EMCOG) will be the applicant and fiduciary for this initiative. EMCOG is a 14 county multi-purpose, multi-jurisdictional Regional Planning Commissions located in east central Michigan. Each of the eight (8) counties in Prosperity Region 5 is located within the EMCOG planning region. EMCOG was designated as a USDOC/EDA Economic Development District in 1970 and a state regional planning agency in 1972 under P. A. 281 of 1945 as amended and reorganized as a Council of Governments in 2009. Membership is voluntary. While EMCOG's 14 counties (Arenac, Bay, Clare, Gladwin, Gratiot, Huron, Iosco, Isabella, Midland, Ogemaw, Roscommon, Saginaw, Sanilac, Tuscola and the Saginaw Chippewa Indian Tribe of Michigan) have a population of 773,597, Prosperity Region 5 (with 8 counties: Arenac, Bay, Clare, Gladwin, Gratiot, Isabella, Midland and Saginaw) has an estimated population of 573,504 or 5.8% of Michigan's population.

EMCOG's mission is to foster stable and diversified economies in the east central region of Michigan utilizing collaborative relationships with local governments, public/private partners and other regions. Member services include implementation of programs ranging from economic development, regional food assessment plans, hazard mitigation, asset management, transportation planning, rural task force management and EDA RLF administration. The Council provides local technical assistance with master plans, recreation plans and zoning ordinances to member units as many have no planning staff. EMCOG serves as the sub-state regional clearinghouse for federal and state funded programs.

In 2014, the Council will manage twelve federal, state and local grants. USDOC/EDA is EMCOG's federal host agency and in 2013 the organization's Planning Partnership grant was renewed for an additional 3 years. EMCOG's relationship with MDOT began in the 1970's and continues today. The organization is an active member of the three MPO transportation planning groups in the Prosperity Region 5, administers the Regional Rural Task Force process and recognizes the importance of transportation improvements as a key element of a comprehensive economic development initiative.

EMCOG is governed by a 25 member Full Council consisting of representatives from the 14 county region that are either appointed or volunteer. The Board consists of public and private sector, workforce development, citizens, tribal government, economic development professionals, higher education, and others. The Board has an Executive Committee and two formal Council sub committees including the Regional Economic Development (RED) Team/CEDS Team focused on the CEDS and the Transportation, Land Use & GIS (TLAG) Committee.

In 2009-2010, EMCOG developed a Growth Strategy as part of MSU's Land Policy Institute's Michigan Prosperity Initiative request to Michigan Association of Regions members. The results were incorporated into the CEDS beginning in 2011. Major goals, objectives, assets and strategies were identified as part of that activity. In 2012, the EMCOG Council and RED Team participated in two full day Asset Based Community Development training sessions. The results, while part of a long-term strategic plan, will be integrated into the Prosperity Region 5 Plan.

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.

Prosperity Region 5 is a very diverse area with urban, suburban and rural communities and is home to a Fortune 50 corporation as well as other significant global headquarter facilities and generations of manufacturing talent and expertise. It's an area that has dozens of advanced manufacturing companies in automotive, chemical, plastics, renewable energy and food processing businesses. The Dow Chemical Company, Nexteer Automotive, Dow Corning Corporation and Hemlock Semiconductor are four of the top ten largest employers in the region. These companies and their customers and suppliers have a major impact on Prosperity Region 5 and its workforce.

Prosperity Region 5 boasts of having the state's top tourist destination, over 170 miles of trails for hiking and biking, 350 parks, and four season recreational activities. It's an area with skiing, 59 public and private golf courses, 162 unique annual festivals and dozens of high quality art galleries and museums. Many residents live in Prosperity Region 5 because of its proximity to well-paying jobs and a great quality of life with big city arts and cultural amenities and access to Lake Huron and other regional lakes.

Prosperity Region 5 serves as a hub of state-of-the-art healthcare facilities and medical research capabilities. With specialties in the areas of neurosciences, cardiovascular health, neonatal, radiation oncology and many other fields, our six hospitals provide healthcare to most of mid and northeast Michigan as well as the Thumb area. These hospitals comprise 4 of the top 10 largest employers in the region.

The higher education infrastructure in Prosperity Region 5 is well-developed and growing. Four universities and three colleges provide comprehensive higher educational opportunities and technical skills programs to meet the needs of the new economy. Central Michigan University, Saginaw Valley State University and Northwood University have main campuses in the region and Davenport University has regional campuses here. Alma College is a selective private college and Delta College and Mid-Michigan Community College offer career degree and certificate programs and are recognized as some of the best colleges in the country.

All, or parts of, three Michigan Works! Agencies: Central Area Michigan Works!, Great Lakes Bay Michigan Works!, and Region 7B Michigan Works!, are well represented in the Region along with major service providers like Education & Training Connection, Bay-Arenac ISD Adult & Continuing Education and Carrollton Schools OMNI Adult Education.

Prosperity Region 5 has strong infrastructure assets with electric power generating facilities, modern water and sewer systems and an extensive transportation system with

I-75, US 127, US 23, US 10 and dozens of highways. Five airports are located in the region with MBS International Airport served by Delta and United Airlines, opening a new \$55.0 million terminal in the fall of 2012. The Saginaw River shipping channel provides linkage from commercial port facilities in the country to the St. Lawrence Seaway and ultimately to the Atlantic Ocean. Class I rail transit is also available for the U.S. Canada and Mexico through regional service carriers such as Saginaw Bay Southern & Lake State Railway, Genesee & Wyoming and Great Lakes Central. With its connections to the world, Prosperity Region 5 is endowed with a multi-model transportation infrastructure that offers opportunities for future growth.

3. NEEDS STATEMENT: (rewritten)

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.

Prosperity Region 5's single greatest need is to coalesce around a shared vision. Many, but not all, of the counties, cities and townships have strategic plans, however, some are single purpose, while others are outdated or in the process of being implemented. There are many excellent examples of cooperation, but we could not find one, region-wide effort that included the many factors impacting the region's prosperity.

Three years ago, the eight (8) county-wide economic development organizations formed a regional collaborative and have been working together on development related initiatives. These have included pilot projects to prepare communities for solar installation, renewable energy related activities, region-wide customer relationship software implementation, a region-wide website that offers 24/7 data on available industrial and commercial sites and buildings as well as the capability to generate business reports. This partnership is a great model for collaboration, but has a single purpose related to economic development. We are proposing an expansion of this effort to include organizations that impact the area's ability to be successful in economic development. These include public sector leadership, infrastructure related organizations and those that prepare the workforce – all under the leadership of EMCOG - for the purpose of creating a sustainable vision for regional prosperity.

The Prosperity Region 5 Plan will be a collaborative private/public initiative that seeks to guide an eight-county area that has weathered economic ebb and flow and a lagging recovery into one that is diversified, robust and sustainable. Recognizing that competition in today's global economy increasingly occurs at the statewide level, and that a regional approach to economic viability can only happen through a collaborative approach, we will seek out a qualified national consultant to help support the development of our plan. Our approach will be to blend best practices from a national perspective, with our own unique regional assets and develop an executable plan for economic development, transportation, workforce training and education.

EMCOG will gather representatives of the county-wide economic development organizations, three MI Works offices, county transportation planning organizations, higher education, adult education and city/county government leaders (city/county board chairpersons and city/county administrators). The goal of the initial gathering of these leaders will be to provide an overview of the planning process, timeline and participation requirements/responsibilities. The intended outcome is to gain broad-based support and participation. A core group, representative of required stakeholder groups, will serve as a steering committee for the planning activity and ultimately strategy implementation.

To begin this initiative, we will issue a national request for proposals and choose a qualified individual or firm to facilitate the process. We will specifically target our selection criteria on identifying an individual or firm with a deep understanding of national best practices and one that can relate to the mixed agricultural/industry base that we have in our region. The successful proposer will be expected to gather and analyze information on Prosperity Region 5 and provide the steering committee with an environmental scan of both the region as well as the factors that may impact the overall economy. They will conduct a SWOT analysis and facilitate meetings to identify ways to strategically position Prosperity Region 5 for a sustainable future. The firm will also work with the steering committee to establish performance measurements, benchmarks and milestones that will measure Prosperity Region 5's progress.

A long term regional prosperity plan will then be developed by the consultant with review and direction by the steering committee, and include a detailed action plan with specific deliverables, including ways to collaborate and eliminate the duplication of services. The plan will be based on a series of planning meetings held locally within the region to ensure equitable input. Specific, national best practices will be identified around the following concepts: how do we upgrade the skills of adults in our region who are either unemployed or underemployed? How do we encourage and foster a connection between higher education and the regional labor force? How do we more effectively connect that labor force to available jobs? How do we ensure synchronicity between higher education and the jobs of the future? What role can/does transportation play in increasing the transport of commodities including value added goods and exports in our region including the potential for increased rail and water shipping? How can we better assist existing industry to ensure regional retention and expansion and what are best practices for attracting new businesses and industry to the region?

As part of the process, the strategic planning firm will engage the steering committee and the broader public and private sector to help identify and describe the economic development potential and ways to grow and diversify the economy. In addition to the partners outlined above, special efforts will be made to reach out to organizations from throughout the 8-county Prosperity Region. These would include organizations such as the Great Lakes Bay Regional Alliance (a 42 member private sector board), the area manufacturer's associations, CVB's and other economic development related groups.

The outcome will be an economic development strategic plan with actionable goals and objectives, responsible parties, implementation steps and timelines. Ultimately, the goal is to develop a plan that mobilizes regional leaders around a sustainable common vision.

A Performance dashboard will also be developed for integration into the 5-year Plan. Measurables will be reported annually to the East Central Prosperity Region's Collaborative, uploaded to the website and made available to the private and public sector.

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