

#### GRAND VALLEY METROPOLITAN COUNCIL

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SAND LAKE • TALLMADGE TOWNSHIP • WAYLAND • WYOMING

October 1, 2013

# Regional Prosperity Initiative:

This letter is on behalf of a coalition of organizations in Region 4 to request the Regional Prosperity Initiative Grant Tier I. The coalition includes the Grand Valley Metropolitan Council, Macatawa Area Coordinating Council, West Michigan Shoreline Regional Development Council and West Michigan Regional Planning Commission. Additional coalition members include representation from higher education, adult education, and economic development. The fiduciary for the grant will be the Grand Valley Metropolitan Council. The Metro Council's mission is to advance the current and future well-being of our metropolitan area by bringing together public and private sectors to cooperatively advocate, plan for, and coordinate the provisions of services and investments which have environmental, economic and social impact. As such, its mission correlates perfectly with the intent of the Regional Prosperity Grants.

The requested grant would be used to fund an initiative to create a collaborative and cooperative region-wide organization with the objectives of:

- Creating the Steering Committee & dashboard for the organization so that it can sustainably work towards its goals
- Create a communications architecture, including regional meetings & presentations
- Conduct an environmental scan of work already being done/existing collaborations, analyze and benchmark
- Conduct three region-wide conversations involving stakeholders and develop five regional economic initiatives
- Determine funding for the five initiatives

Budget \$250,000

- Grant administration -10% (\$25,000)
- Plan architecture, consultant, meetings, economic Analysis, goals & dashboard 50% (\$125,000)
- Organizational development / communications strategy 40% (\$100,000)

West Michigan is well-known throughout the state for its collaborative nature. It is our hope that this initial Tier I grant would be the catalyst for further collaborative activities, as well as serve as a template for other regions.

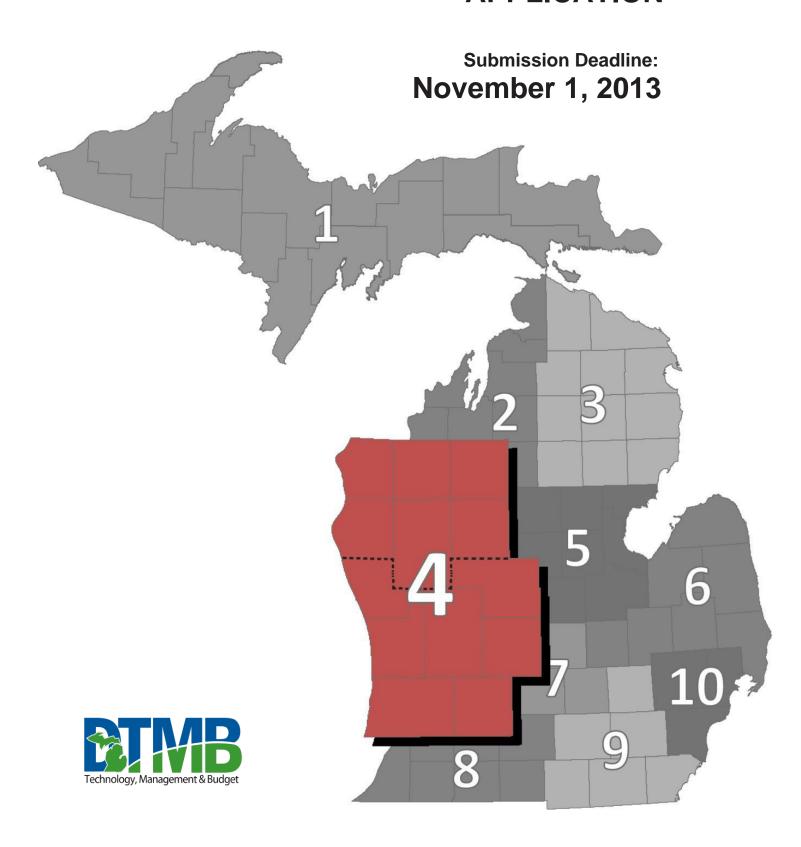
Sincerely,

John W. Weiss Executive Director Sincerely,

James R. Buck

Chairman

# REGIONAL PROSPERITY INITIATIVE APPLICATION



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:

- X 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.
- X Note any additional requirements beyond the prerequisites of the grant application form (e.g., letters of support, application deadlines, etc.).
- X Fill out the application form completely.
- X The fiduciary for the grant will be the Grand Valley Metropolitan Council (GVMC). 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).
- X Enclose your organization's incorporating documents and pertinent memorandums of understanding.
- X Enclose a list of current board members (include member affiliations and any other pertinent information).
- X Enclose a list of key organizational staff, including titles and main functions.
- X Enclose the most recent audited financial statement (if available).
- X Enclose your organization's current year operating budget.
- X Enclose a detailed budget of the project for which funds are being sought (if applicable).
- X Application is due to DTMB by November 1, 2013. Submit by e-mail: harkinsc1@michigan.gov.

Additional questions may be directed to:

Sara Wycoff Chris Harkins

Strategic Advisor Legislative Liaison and Policy Advisor

Executive Office of Governor Rick Snyder Dept. of Technology, Management and Budget

wycoffs@michigan.gov harkinsc1@michigan.gov

### **GLOSSARY OF TERMS/ACRONYMS:**

CDC: Collaborative Development Council	MPO: Metropolitan Planning Organization
CEDS: Comprehensive Economic	MWA: Michigan Works! Agency
Development Strategies	
<b>EDA</b> : 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: Region 4 DATE: October 1, 2013

# Region 4

# NAME OF APPLICANT ORGANIZATION:

Grand Valley Metropolitan Council	
YEAR INCORPORATED: 1990	Tax ID#: <u>382958726</u>
ADDRESS: (include street address if diff	ferent) Is the name above the same as it appears on the IRS Letter of
678 Front Ave. Ste 200	• •
Grand Rapids, MI 49504	If not, explain:
CHIEF EXECUTIVE'S NAME & TITLE:	John W. Weiss, Executive Director
CONTACT'S NAME & TITLE (if differen	t <b>)</b> :
CONTACT TELEPHONE NUMBER: 616 john.weiss@gvmc.org	
NUMBER OF FTE POSITIONS: 16	
OPERATING BUDGET TOTAL FOR CURR	ENT FISCAL YEAR:
Fiscal Year: 10/1/13 From	<u>9/30/14</u> <b>To</b>
SOURCES OF INCOME:	
Government Federal <u>74%</u>	Fees/Earned Income%
State <u>0%</u>	Individual Contributions <u>%</u>
• ——	Corporate and/or Foundation Grants <u>%</u>
City/Township/Village24%	Special Events%
	Memberships <u>%</u>
	Other 2 _ %
Are you applying for (check one of the	e following):
Regional Prosperity Collaborative ⊠ Region (TIER ONE)	nal Prosperity Council  Regional Prosperity Board (TIER THREE)
strategy to move to a different tier (ch	•
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.

Total Request - \$250,000

- Creating the structure & dashboard for the organization so that it can sustainably work towards its goals
- Create communications architecture, including regional meetings & presentations
- Conduct an environmental scan of work already being done/existing collaborations, analyze and benchmark
- Develop five regional economic prosperity initiatives through the efforts of three regional stakeholder sessions involving 150 200 people
- Determine funding for five initiatives

Budget \$250,000

- Grant Administration 10% (\$25,000)
- Plan Architecture, Consultant, Meetings, Economic Analysis, Goals & Dashboard 50% (\$125,000)
- Organizational Development / Communications Strategy 40% (\$100,000)

#### **Timeline**

**November 1, 2013**- Application Due Date

November 2-December 31, 3013- Creation of 25 Person Steering Committee

- Election of Sector Representatives
- Nominations of At-Large Members
- Develop 1<sup>st</sup> Steering Committee Agenda
- Create Contact List for Regional Prosperity Alliance (estimated 200 participants)

#### **January 2014**-Award of Grant

**January-March 2014- Monthly Steering Committee Meetings** (All Monthly Steering Committee Meetings will be followed by both Dashboard Updates and a Regional Prosperity Update Newsletter)

- Election of At-Large Members
- Election of Officers
- Establish Future Meeting Dates and locations

- Steering Committee Goals and Objectives
- Begin Work on Long-Term Communications Strategy
- Plan the Plan –Determine Process and Outcomes for 5 year Prosperity Plan
- Determine Need to Retain Outside Consultants, Facilitators, etc.
- Develop Agenda for First Regional Prosperity Alliance General Session
- Develop Public Communications Framework and Dashboard
- Begin Development of the Five Year Prosperity Plan including Regional Economic Analysis
- Conduct First Regional Prosperity Alliance General Session-March 2014
  - o Introduction of All Partner Organizations
  - Presentation by Host Community
  - Update from Steering Committee of Progress on Communications Strategy and 5 Year Prosperity Plan
  - o Discussion of Criteria for Projects of Regional Economic Significance

**April-June 2014-Monthly Steering Committee Meetings** (All Monthly Steering Committee Meetings will be followed by both Dashboard Updates and a Regional Prosperity Update Newsletter)

- Further Develop Permanent Communications Strategy and Methods
- Further Refine Goals and Objectives
- Analyze Results of First Regional Prosperity Alliance General Session
- Plan Second Regional Prosperity Alliance General Session
- Develop Strategy for Long-Term Program Sustainability
  - o Long –Term Communication Strategies
  - o Financial Sustainability (grants, contributions, foundations, membership)
  - o Regional Participation and Continued Involvement
- Further Develop Regional Analysis and Formulate Economic Development Goals and Objectives
- Conduct Second Regional Prosperity Alliance General Session-June 2014
  - o Introduction of All Partner Organizations
  - Presentation by Host Community
  - Update from Steering Committee of Progress on Communications
     Strategy and 5 Year Prosperity Plan.
  - o Create Shortlist of Projects of Regional Economic Significance

**July-September 2014- Monthly Steering Committee Meetings** (All Monthly Steering Committee Meetings will be followed by both Dashboard Updates and a Regional Prosperity Update Newsletter)

- Prepare Final Permanent Communications Strategy and Methods
- Prepare for Third Regional Prosperity Alliance General Session
- Analyze Results of Second Regional Prosperity Alliance General Session
  - Develop and Evaluate Costs/Implementation Analysis for Proposed Projects
  - Gather Information on Proposed Projects of Regional Economic Significance in preparation for final list
  - o Further Development, and create Final Draft of the 5 Year Prosperity Plan

## • Conduct Third Regional Prosperity Alliance General Session-September 2014

- o Introduction of All Partner Organizations
- Presentation by Host Community
- o Present for Approval the 5 Year Regional Prosperity Plan
- Present for Selection and the Approval the Projects of Regional Economic Significance
- Evaluation of Process and Feedback on Program-know our strengths and learn from our mistakes.

**October-December 2014- Monthly Steering Committee Meetings** (All Monthly Steering Committee Meetings will be followed by both Dashboard Updates and a Regional Prosperity Update Newsletter)

- Analyze Results of Feedback and Evaluation Tools
- Make Adjustments to the Steering Committee and Process as Necessary
- Take Actions Necessary to facilitate long-term financial, communication and regional participation and sustainability
- Plan the New Plan for 2014

#### We Will Measure Success By:

- Balanced representation of sectors
- Ratio of grant funding raised to Prosperity grant
- Number of people involved
- Folding in other benchmarks partner entities / other regions currently use
- Creation of ongoing communications program: newsletters, meetings, networking, etc.
- Hours participants spend working together
- Jointly supporting each other's grant efforts
- Potential meetings with surrounding councils
- Number of endorsements by regional partners of 5-year plan
- Development of potential list to benchmark region
- Successful development and potential implementation of 5 prosperity initiatives
- Creation of interest to continue prosperity initiative work into the future
- Completion of the grant requirements

**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.

In the development of the Steering Committee all the targeted sectors will be represented. The Steering Committee will lead the effort to develop the 5 Year Prosperity Plan. A 25 person Steering Committee will be serving as the policy board and oversee the effort. In order to create the Steering Committee and insure they are inclusive and representative of each of sectors and geographies, efforts have already begun for the groups to select their own representatives. This effort will be completed prior to the award of the grant in anticipation of success and maximizing available time.

Another key element of our Prosperity Plan will be the facilitated effort to conduct a **Regional Dialogue and Develop Projects of Regional Economic Significance.** This effort has a broad range of support and great enthusiasm. Over 150 representatives from the region participated in our first meeting and many have contacted us with ideas, suggestions and expressions of their willingness to participate. We believe this effort could have over **200** regional partners participating.

The Steering Committee will include the following partners: (25 Total Members)

**Transportation and Regional Planning**-Grand Valley Metropolitan Council, West Michigan Shoreline Regional Planning Commission, Macatawa Area Coordinating Council, West Michigan Regional Planning Commission – All Required (Resolutions Included) (4 members)

Named At-Large Members-The Right Place, Talent 2025 (2 members)

The Steering Committee will also include 3 representatives from each of the following **Adult Education**, **Workforce Development**, **Economic Development**, and **Higher Education**. (12 members)-All Required

**At Large Members-**The 18 required members outlined above will select 7 at large members representing the private and non-profit sectors including foundations, local government, private business, recognized regional leaders other sectors of the region.

**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 – We have already begun the process of serving the entire region. The West Michigan Prosperity Alliance already involves representatives from not only the targeted areas, but also is geographically balanced. We have been communicating with over 150 leaders from throughout the region and will include this regional group in our collective efforts to develop our Projects of Regional Significance. This is <u>already</u> a regional based initiative.

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 Grand Valley Metropolitan Council (GVMC) is a regional organization dedicated to promoting cooperation and coordination among local governments in the West Michigan area. Created in 1990, its membership now includes 35 local governments, representing nearly 650,000 people in Kent, Ottawa, Barry, Allegan, Ionia, and Montcalm Counties. Its mission is to advance the current and future well-being of our metropolitan area by bringing together public and private sectors to cooperatively advocate, plan for, and coordinate the provisions of services and investments which have environmental, economic and social impact.

GVMC member communities successfully collaborate in the Transportation Metropolitan Planning Organization with operating expenses of \$1,861,002; REGIS (Regional Geographic Information System) serving 19 governmental units with an operations budget of \$920,323; and LGROW (Lower Grand River Organization of Watersheds) with a budget of \$203,500. Additionally, GVMC is known regionally for its collaborative legislative work as well as facilitating coordination and cooperation between local governmental units.

GVMC is governed by a 46 member Board of Directors. Board members are appointed by GVMC member communities and include elected & appointed officials, private citizens, and representatives from higher education. Additionally, At-Large members represent private industry, the healthcare industry, and the Grand Rapids Area Chamber of Commerce.

#### 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.

The 13 County Area served by the West Michigan Prosperity Alliance has a population of 1,518,039 (2010 U.S. Census) that is disbursed across urban and rural counties that range in size from Kent County with a population of 602,622 to Lake County with a population of 11,539.

The area covers a total of 8,163 square miles, which is about the same size as the State of New Jersey. The area is located in the west-central lower peninsula and stretches along 120 miles of Lake Michigan's shoreline and extends east 75 miles to the heart of Michigan's lower peninsula.

Manufacturing remains a key part of the area's economy, with manufacturing centered in Kent, Ottawa, and Muskegon counties. Automobile parts, furniture, food processing, and pharmaceuticals are some of the manufacturing sectors that provide jobs to thousands of the area's residents and that ship to areas around the globe. Healthcare is also a large part of the area's economy with a large healthcare area centered in Grand Rapids that includes several hospitals, a medical school, and major research facilities. Regional healthcare facilities are also located across the 13 county area.

Agriculture is key to the area's economy and identity with several counties ranking high in the amount of agricultural products produced. Products include fruits, especially apples and blueberries, grown with the benefit of Lake Michigan's moderating influence on the climate. Vegetables, such as asparagus and potatoes, are also major crops as are field crops of corn and soy beans. Other major agricultural products include dairy, eggs, turkeys, and other livestock-related products. The area's water resources play an important role in the ability to grow such a wide variety of food, and provides for the ability to process the food as well.

Tourism is another important piece of the area's economy, with a wide range of attractions such as Lake Michigan, thousands of inland lakes, rivers, and streams, State and local parks as well as National Forests and State Game areas, museums, zoos, convention centers, shopping opportunities, restaurants, breweries, vibrant communities, and countless other attractions that attract visitors from far and wide.

The area has a wide range of education opportunities that include public school districts and a range of private and charter schools. Michigan's Intermediate School Districts also provide many opportunities for the area's residents. Higher education includes many Michigan Universities including Grand Valley State University and Ferris State University – as well as many others with a presence in the area such as Michigan State University and Western Michigan University. There are also four community colleges and many private colleges that serve a range of higher education needs.

The area has a great transportation network that links the area to the rest of North America and the world. Some of the key interstates include I-96, I-196, US-31, and US-131. There are also many active rail lines that serve the area's industry and passenger needs and there is an international airport (Gerald R. Ford International Airport) as well as many regional airports such as Muskegon County Airport and West Michigan Regional Airport. Lake Michigan, and the many ports in the area, provides another transportation resource that is not available to many other areas.

The partners identified in this grant application are uniquely qualified to promote these assets since they have worked for decades promoting and strengthening these assets. The two Regional Planning Commissions have worked with communities to improve infrastructure and promote sound planning, the Metropolitan Planning Organizations have coordinated transportation

improvements, the Work Force agencies have matched the talented workforce with the area's employers, the economic development agencies have encouraged job growth, and the variety of education facilities have readied the area's population for productive and meaningful lives.

# 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.

The West Michigan Region has a long history of cooperation and collaboration. Currently, several hundred formal and countless informal intergovernmental agreements exist in the region. Local government intergovernmental cooperation is prevalent in the area and many public-private partnerships also exist. GVMC, WMSRDC, West Michigan Regional Planning Commission, MACC and The Right Place are all public/private partnerships that have real and significant impact on the citizens we serve.

The Regional Prosperity Initiative (RPI) brings even a larger group together by coordinating and promoting collaboration and cooperation among planning, transportation, workforce, higher education, adult education and economic development. Yes, at times representatives of these sectors communicate and participate in collaboration, but usually on a project basis or to serve the needs of a targeted economic opportunity.

The RPI will create the architecture and infrastructure for these groups to meet, collaborate, communicate, share resources and best also best practices. In the future, close communication and collaboration will no longer be unique, but it will become routine and expected on a 13 county regional basis. We already have over 100 agencies, companies and non-profit groups that have asked to participate. This consortium will transfer information, enhance collaboration and act regionally toward the economic priorities if the entire region.

The Regional Prosperity Initiative will also bring a large group of leaders (potentially over 200) from many sectors together for a series of facilitated focus groups and regional discussions to develop and prioritize our projects of regional economic significance. Together, these leaders will development, prioritize and then promote as a region a series of projects and goals that we agree will have the greatest regional economic impact. Projects like a deep water port in Muskegon, rural broadband access, regional infrastructure enhancements are already being discussed. The development of consensus on a regional basis of these significant economic initiatives will allow us to focus our resources, time and efforts on these regional goals. By thinking globally, planning regionally and acting locally we will create a brighter future for the West Michigan Prosperity Alliance and the 1.5 million residents we serve.

This broad regional collaboration spanning economic development, workforce development, education and transportation comes at a time when income inequalities across the region are growing between rural communities and West Michigan's population centers, and urban

neighborhoods and the suburbs. West Michigan's regional prosperity initiative offers an promising strategy to bridge these gaps to ensure everyone in the region has the talent employers needs, the transportation supports the needs of business and residents and the prospers economically in a globally competitive economy.

#### 4. ADDITIONAL INFORMATION:

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

There is a history of regional collaboration among the public, private and non-profit sectors in Area 4. One example of such collaboration is the West Michigan Strategic Alliance (WMSA). This private and public sector initiative brought together from an eight county area some of the same groups as the Regional Prosperity Initiative. Collaboratively the area identified priority areas ("essential activity areas") and pursued ways to have them function better at a regional scale. The lessons learned and accomplishments achieved under the WMSA effort serve as a foundation for the work proposed in this application. However, we view the opportunity presented by the RPI and the prosperity plan proposed in this grant application as taking regional collaboration to even higher levels. This higher level of cooperation and collaboration among the sectors (fostered by the work activities of this application) will have a significant impact on the development of a regional mindset and unified vision around a plan that will advance the prosperity of the region.