



VOLUME 2

5-YEAR PROSPERITY PLAN
SOUTHWEST MICHIGAN PROSPERITY REGION



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

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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

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

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

RPI 2014 & 2015

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

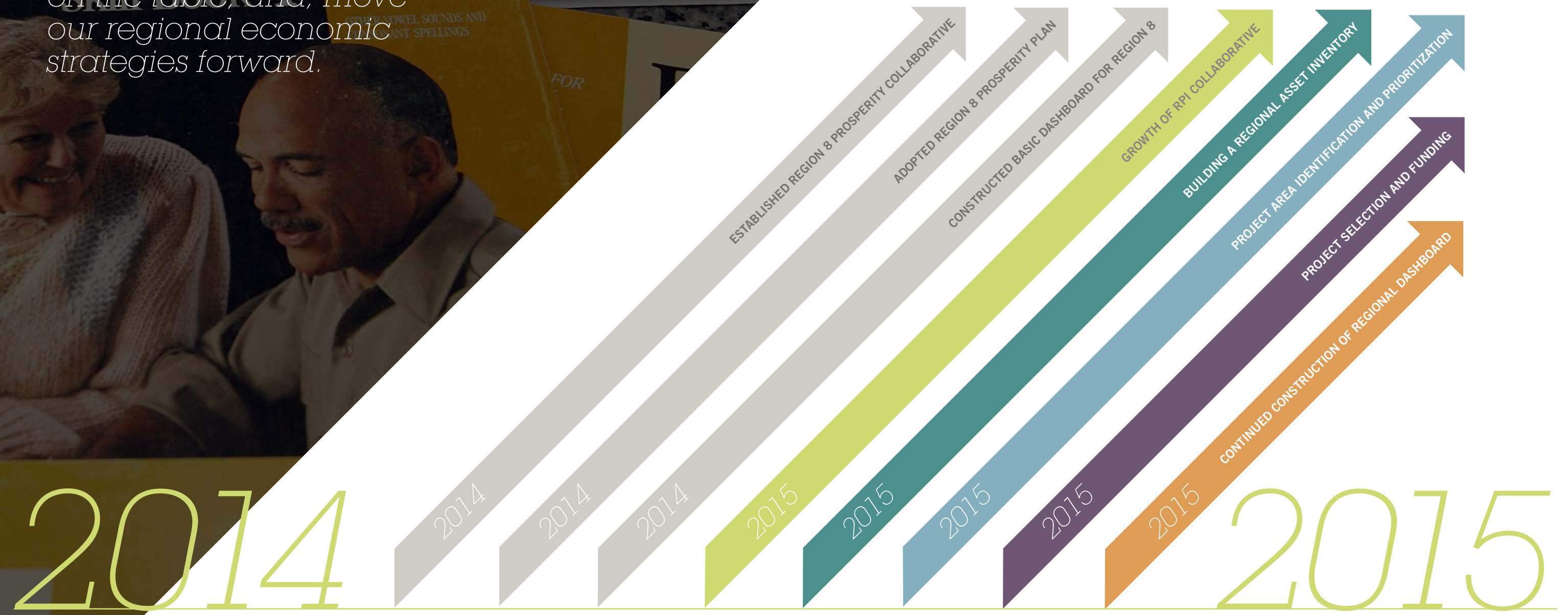
Beyond the required deliverables of the 2014 grant, Region 8 moved deliberately through 2015 with a focus on collaboration and targeted action that resulted in a year of progress and achievement.





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 from 5 Sectors to 16 Sectors
- Addition of New Sector Representatives to Collaborative
- Election of Officers of the Collaborative
- Adoption of Bylaws for the Collaborative
- Use of Regional Partners in Subcommittee Structure
- Use of the Regional Partner Subcommittees in the Project Selection Process

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
 - MPOs
 - Transportation
 - Workforce Development

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

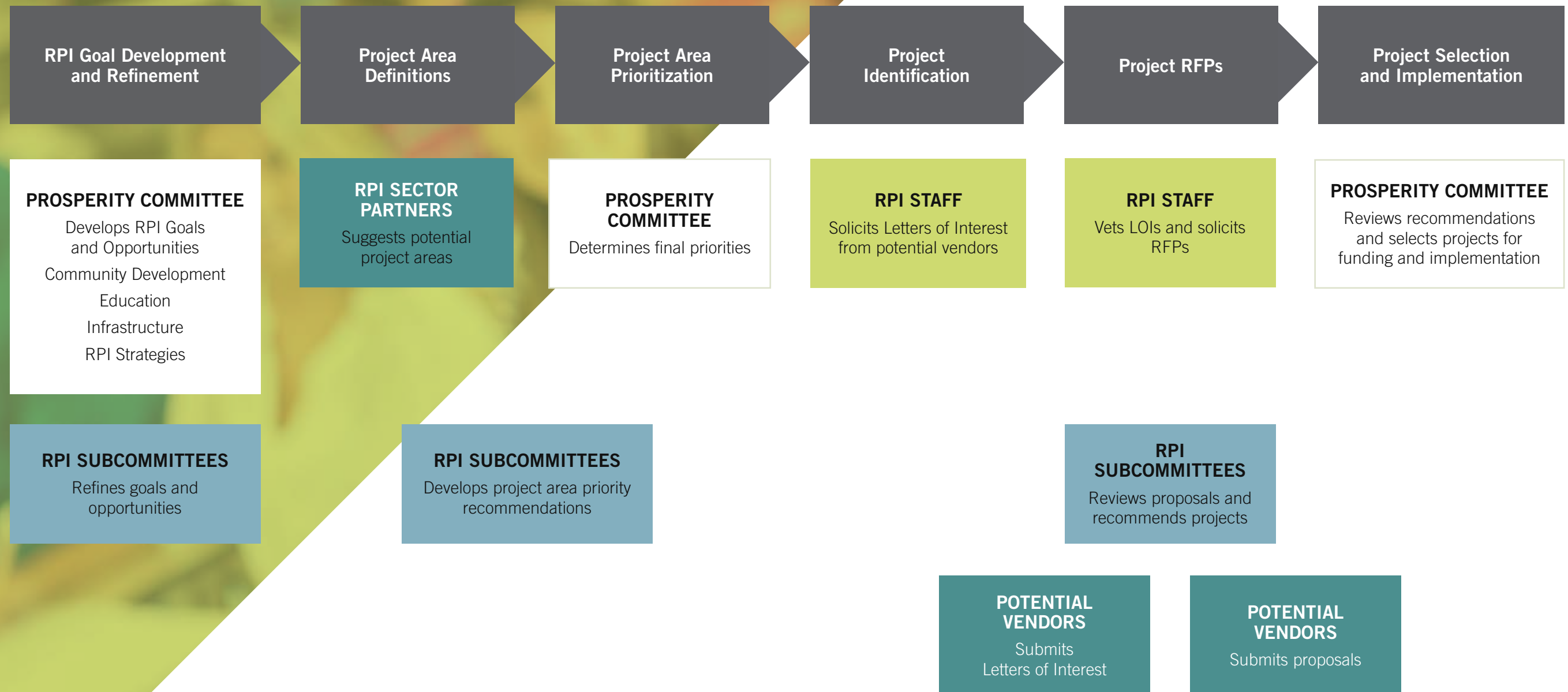
Committee

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 Western Michigan University Southwest Kellogg Community College
Transportation	Dennis Berkebile Jason Lathham	Kalamazoo County Road Commission Michigan Department of Transportation – Southwest Region
Workforce Development	Ben Damerow Todd Gustafson	Michigan Works! Southwest 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

Subcommittees

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

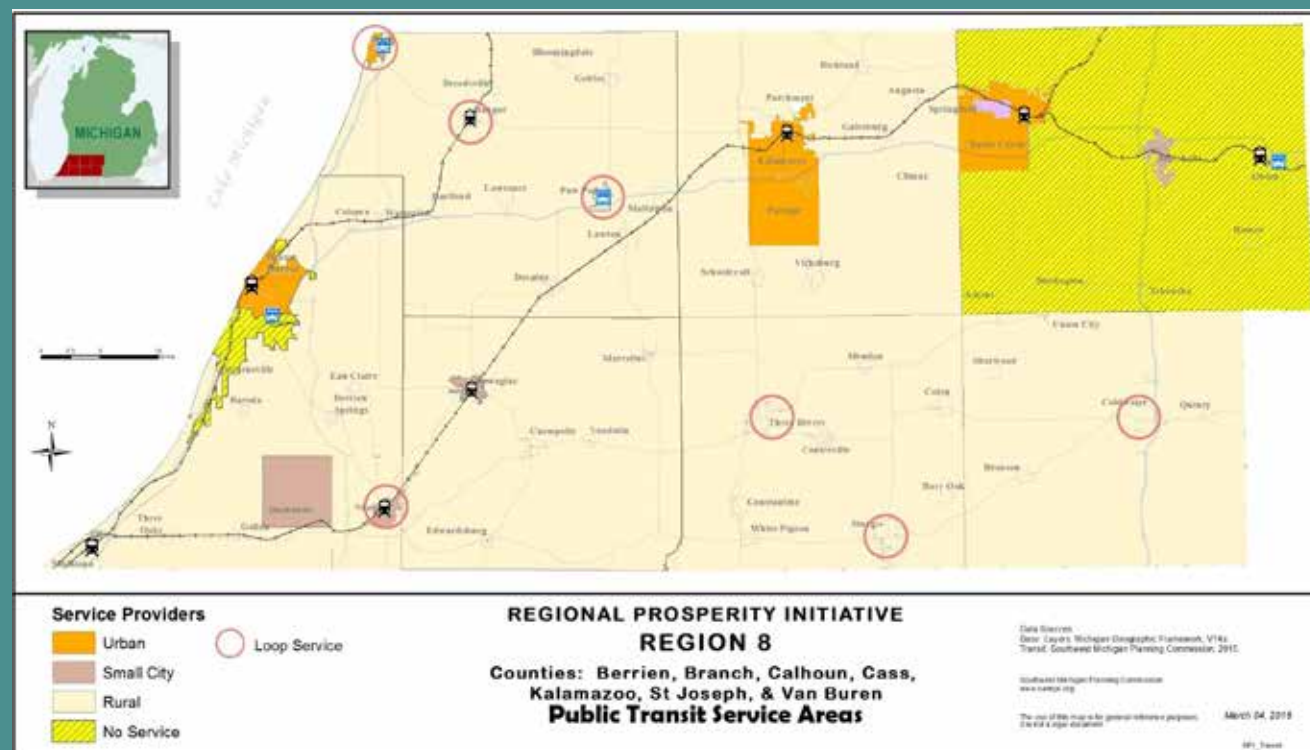
Building Inventory of Regional Assets related to Community Development, Education, Infrastructure, and RPI Strategies

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

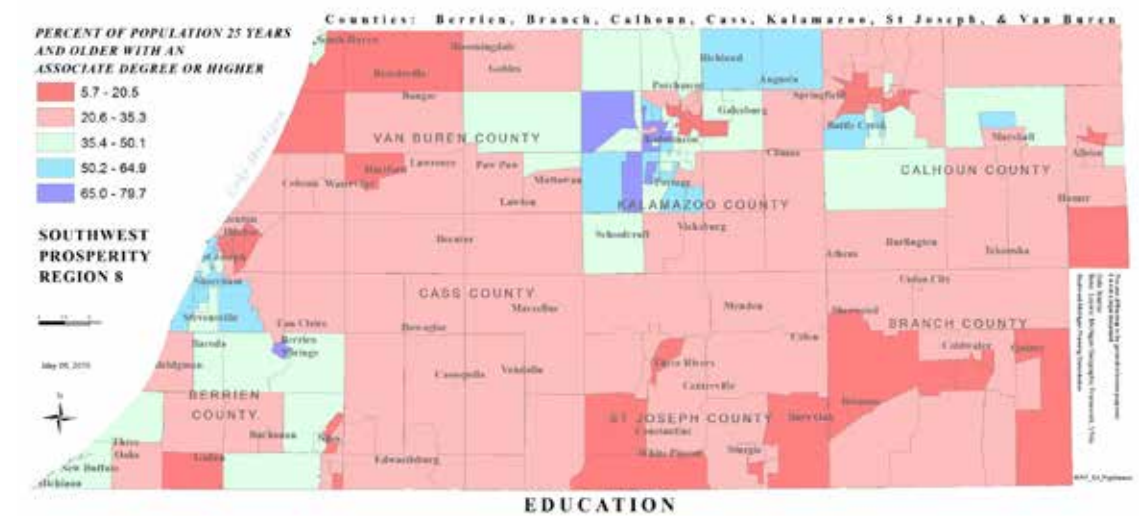
Use of Asset Inventory to Inform Regional Dashboard

Representative Asset Maps

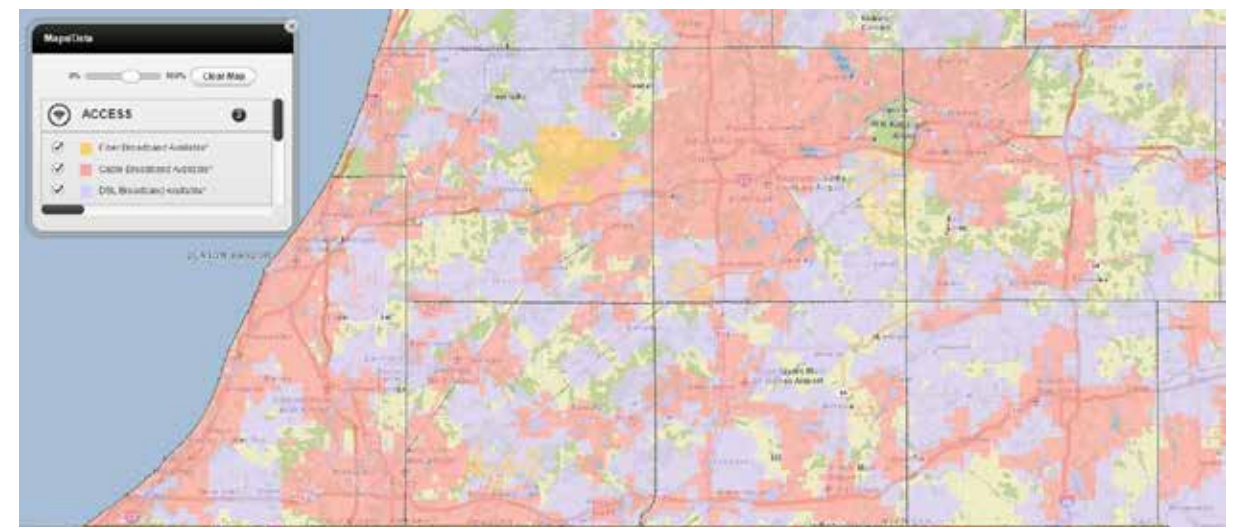


Educational Attainment

Residents 25+ with Associates Degree or Higher



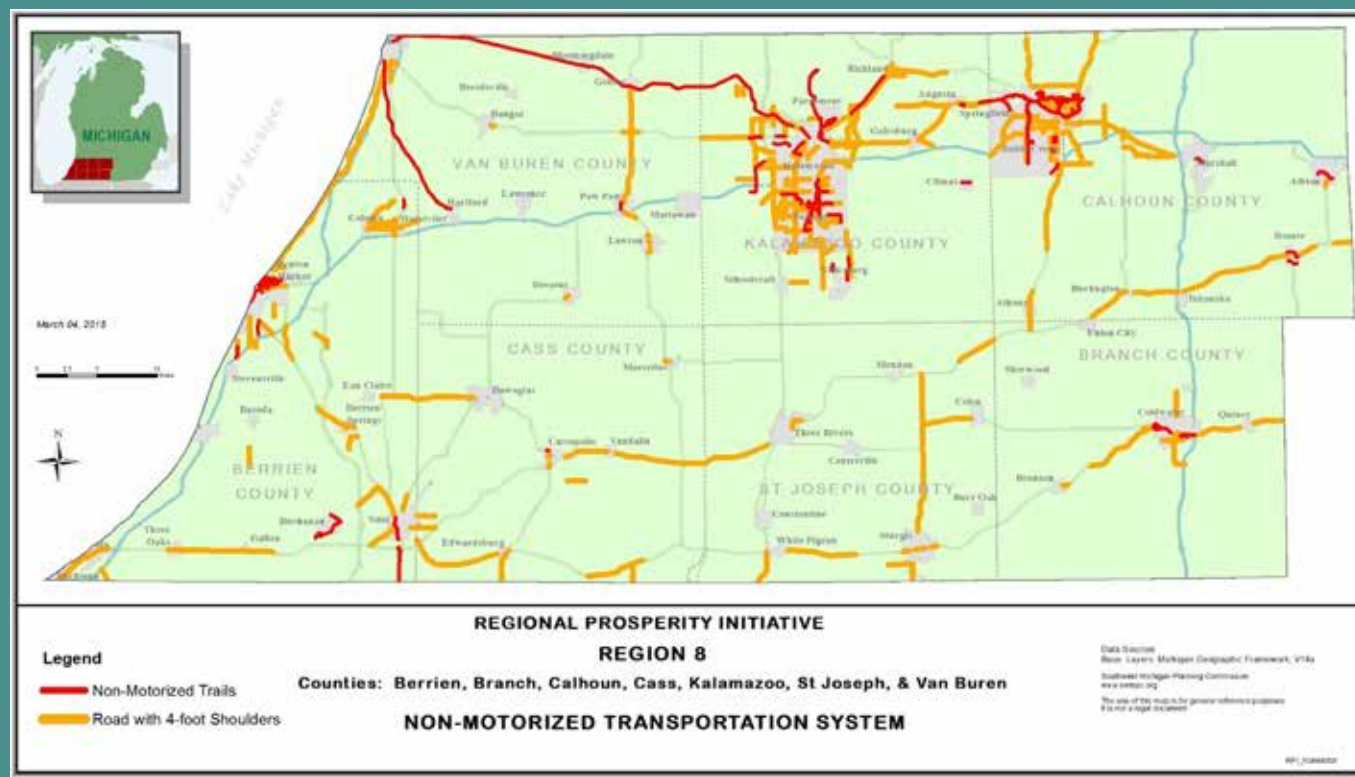
Broadband Availability by Type



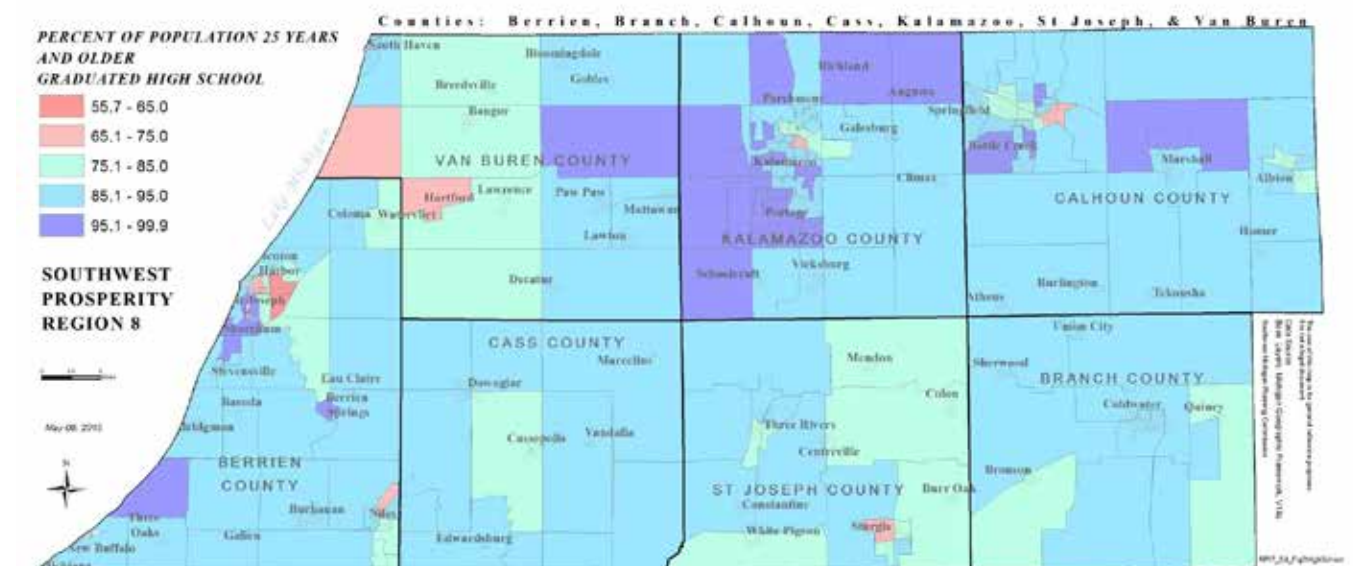
The inventory of the non-motorized transportation system within Region 8 provided the foundation for a project proposal for regional trail support.

The inventory of educational attainment of residents 25+ years of age within the region drove a project proposal for a region-wide literacy initiative.

Asset Maps/ Projects



Educational Attainment Residents 25+ with H.S. Diploma or Higher



PROJECT:

Kalamazoo River Valley Trail Extension

Construct 8 miles of non-motorized trail in Kalamazoo County, which will connect 35th Street in Galesburg to Battle Creek and complete the 30 mile long KRV Trail.

PROJECT:

Southwest Michigan Community Literacy Initiative

Strengthen literacy services on a regional level; better align instruction practices toward workforce development and adult education outcomes; and, establish a system of support to sustain the infrastructure for literacy services in the Region.

2015

The Subcommittee Process was effectively used to involve regional partners in the project identification and 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 Committee 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 the Prosperity Plan – Volume 1.

Updated Goals/ Opportunities

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

- Facilitate a region-wide Target Market Analysis to gain better data to support ‘missing middle’ housing development
- Support education of developers and financiers regarding housing and demographic trends and community objectives
- Support education of community leaders regarding redevelopment programs, land use and zoning techniques, and enforcement options to maintain housing stock

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. Encourage a larger number of internships and apprenticeships across the region and across the continuum of learners

- Establish a regional clearinghouse and website that publicizes and provides links to internship/apprenticeship opportunities
- Support the creation and maintenance of an inventory of internship/apprenticeship opportunities
- Support programs that 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

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

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



Updated Goals/ Opportunities

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. Assist in cultivating a comprehensive telecommunication system

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

3. 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

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

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

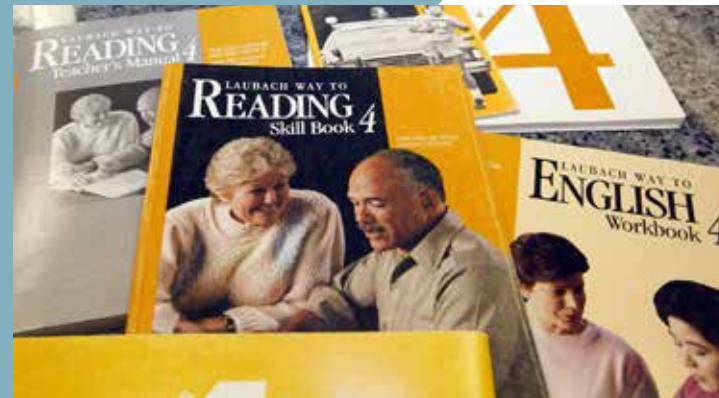
2. Encourage collaboration among public and nonprofit sectors

- 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).
- 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.
- A communication conduit for existing education organizations to support work of, and develop a communication conduit for, existing education organizations to coordinate internships and apprenticeships.
- Development of infrastructure for reaching adult illiterate population.
- An increase in the number of internships and apprenticeships across the region and across the continuum of learners within and outside of the formal school structure.

INFRASTRUCTURE

- A region-wide recycling plan, including coordinating recycling strategies and programs among southwest Michigan communities.
- Monetary support for the regional railway system, including trails that tie into or expand the existing system.
- Identification of telecommunication gaps (primarily broadband) and solutions to fill the gaps.
- Support for the funding of the expansion of I-94, including economic impact evaluations related to highway capacity
- Development of a digital inventory of sewer and water systems (including capacity) in the Region.

RPI STRATEGIES

- Interconnectivity between partners of the Regional Prosperity Initiative.

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

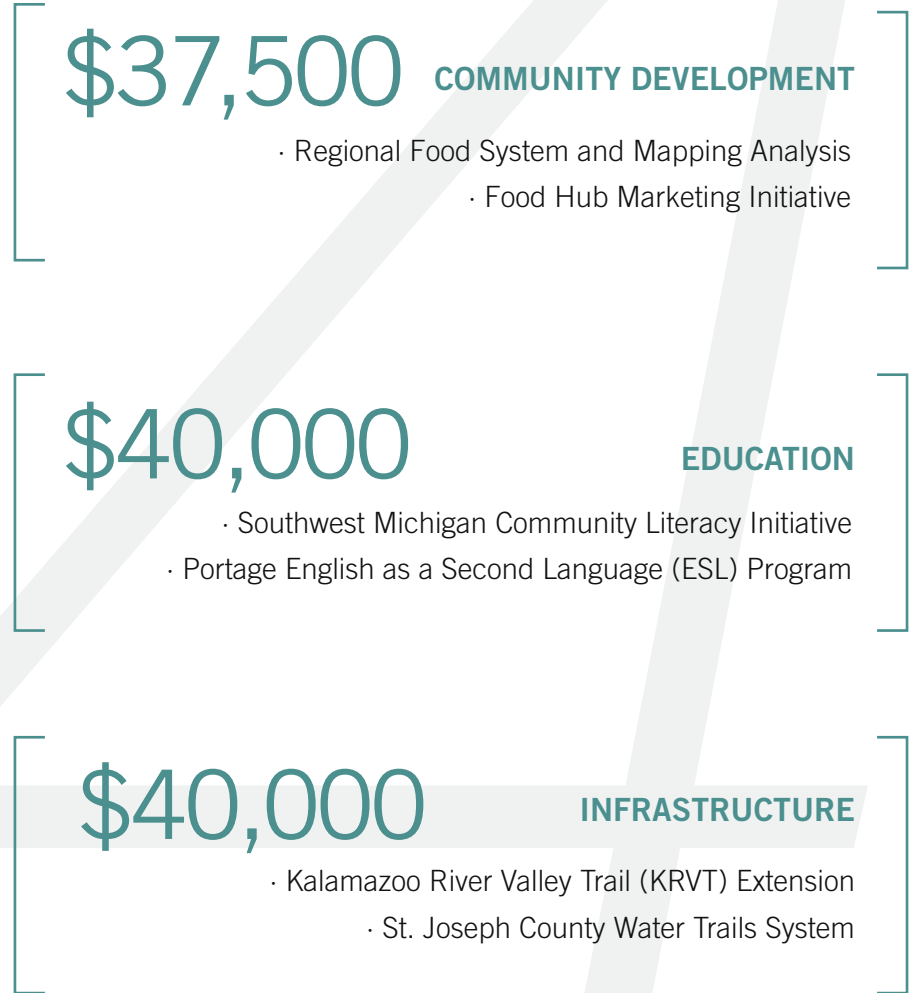
- Geographic scope
- Accomplishes the area of focus
- Potential for early success
- Supports regional collaboration
- Significance of impact
- Innovation in scope or efficiency
- Access to funding
- Organizational capacity

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 \$117,500
TO THE FOLLOWING REGIONALLY SIGNIFICANT PROJECTS:



COMMUNITY DEVELOPMENT PROJECTS

Regional Food System Mapping and Analysis

Create the data needed to assess the existing conditions; match producers and consumers; and convene agriculture industry stakeholders. This effort will support the growth of the regional agricultural industry by enabling support from local units of government, private businesses, economic developers, and workforce developers while making connections between buyers and sellers of agricultural goods.

- Encompasses the entire 7-county area of Region 8.
- Broad range of partners (including SMPC, W.E. Upjohn Institute, KVCC, City of Kalamazoo, City of Battle Creek, Battle Creek Unlimited, Southwest Michigan First, local restaurant consortium).
- Furthers Community Development Priority Area: *'Promote a system that supports the growth, processing, purchase, and distribution of regional food.'*

Food Hub Marketing Initiative

Create and implement a comprehensive marketing campaign for Sprout Food Hub to promote the locally grown and produced food that is aggregated and distributed through the regional food hub. This campaign will build on established and emerging market opportunities and school and community programs and will benefit local growers, food entrepreneurs, and residents by increasing sales of local produce and value-added products.

- Encompasses the entire 7-county area of Region 8.
- Partners include the local network of growers and producers, local food entrepreneurs, school farm markets, local career centers, other organizations that promote local food.
- Furthers Community Development Priority Area: *'Promote a system that supports the growth, processing, purchase, and distribution of regional food.'*

EDUCATION PROJECTS

Southwest Michigan Community Literacy Initiative

Expand the capacity to provide adult literacy services throughout Region 8. This Initiative will provide literacy volunteer training and program development training to counties on how to establish Community Literacy Centers; provide financial resources for training, books and supplies for up to five Centers; and, host an Adult Literacy Research & Training Symposium at Western Michigan University. The Initiative intends to strengthen literacy services on a regional level; better align instruction practices toward workforce development and adult education outcomes; and, establish a system of support to sustain the infrastructure for literacy services in the Region.

- Encompasses the entire 7-county area of Region 8.
- Partners include the Literacy Councils of Branch County and St. Joseph County, Goodwill Industries of Southwest Michigan, Western Michigan University, and Adult Literacy Collaborative of Kalamazoo County.
- Furthers Education Priority Area: *'Rebuild and focus assets on developing infrastructure for reaching adult illiterate population.'*

Portage English as a Second Language (ESL) Program

Offer free ESL courses to help the rapidly growing number of non-native speakers of English to become successful, engaged members of the communities of Region 8 and to better coordinate and support literacy services throughout the Region. The program will promote accessibility to education; encourage a culture of learning; and develop a communication conduit for existing education organizations.

- Encompasses the entire 7-county area of Region 8.
- Partners include the Kalamazoo Literacy Council, Adult Literacy Collaborative of Kalamazoo County, Prince of Peace Lutheran Church, and Portage Public Schools.
- Furthers Education Opportunity: *'Rebuild and focus assets on developing infrastructure for reaching adult illiterate population.'*

2015 Projects

INFRASTRUCTURE PROJECTS

Kalamazoo River Valley Trail Extension

Construct 8 miles of non-motorized trail in Kalamazoo County, which will connect 35th Street in Galesburg to Battle Creek and complete the 30 mile long KRV Trail.

When complete, the KRV Trail will connect Battle Creek to South Haven and link together 5 counties with 134 miles of regional trail.

- Encompasses the entire 7-county area of Region 8.
- Partners include Parks Foundation of Kalamazoo County, Friends of the Kalamazoo River Valley Trailway, Kalamazoo County Parks Department, Kalamazoo County Road Commission, Michigan Department of Transportation, and City of Galesburg.
- Furthers Infrastructure Priority Area: *'Monetary support for the regional railway system, including trails that tie into or expand the existing system.'*

St. Joseph County Water Trails System

Create and/or improve adequate parking at priority river access points; create and/or improve adequate grade and slope of land leading to river banks at priority access points; and, install canoe/kayak rails to improve priority river access points. Improving access to the network of water trails in St. Joseph County is a key strategy set forth in the St. Joseph County Water Trails Master Plan to increase the use of the County's water trails system.

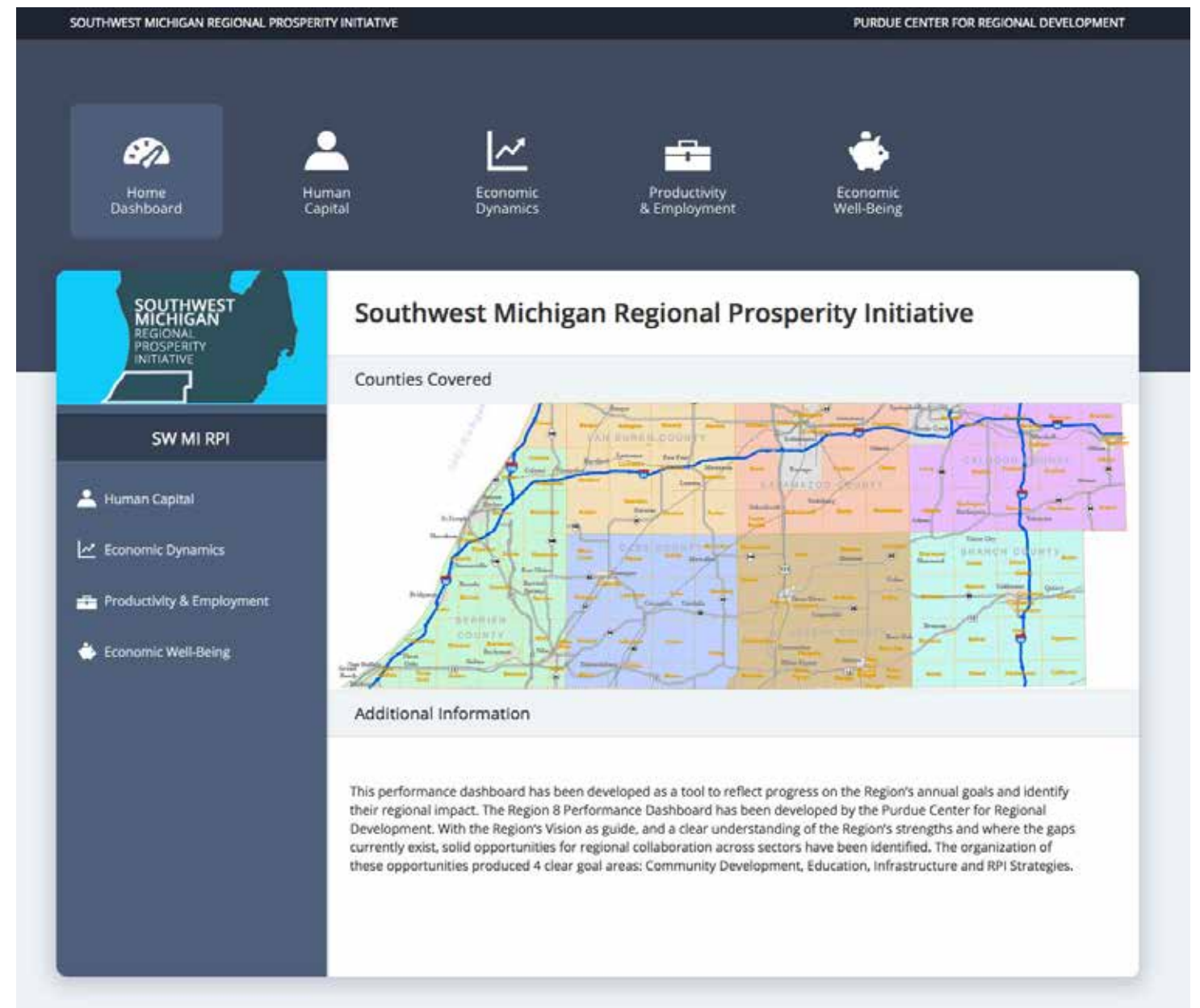
- A county-wide initiative that can be used as a model to facilitate water trail connections region-wide.
- Partners include St. Joseph County Parks and Recreation Department, St. Joseph County Conservation District, City of Three Rivers, Park Township, and Village of Mendon.
- Furthers Infrastructure Priority Area: *'Monetary support for the regional railway system, including trails that tie into or expand the existing system.'*

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



Sample Dashboard Content



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
- Plot a course for Year 3

Next Steps

YEAR 3 ... AND BEYOND

The RPI Collaborative will enter Year 3 with a focus on operating within the Regional Prosperity Initiative in substantive ways. With the organizational efforts and introductory steps toward collaboration associated with our Tier 1 status behind us, the Collaborative has visions of playing a very meaningful role in the economic future of the Region. Providing the means for communication and collaboration between regional partners; serving as the leader in the review and funding of regionally-significant projects; and, operating as the regional resource with an effectiveness that will direct investment into Region 8 are our envisioned tasks. The following agenda for Year 3 is designed to move the Collaboration forward to those ends:

- Develop a signature communication model that positions the Collaborative as the leader in achieving collaboration on regional issues.
- Refine the project selection process to improve the identification of significant projects and maximize the effectiveness of RPI funding.
- Build the knowledge base of the Collaborative Committee. A reciprocal understanding of regional partners will provide the depth necessary for the Collaborative to operate effectively and efficiently in the Region.
- Take the RPI Collaborative and the Regional Prosperity Plan 'on the road' to heighten awareness and achieve partnership and support toward a strategic approach to regional investment.



Appendix: Asset Region 8 Inventory

COMMUNITY DEVELOPMENT

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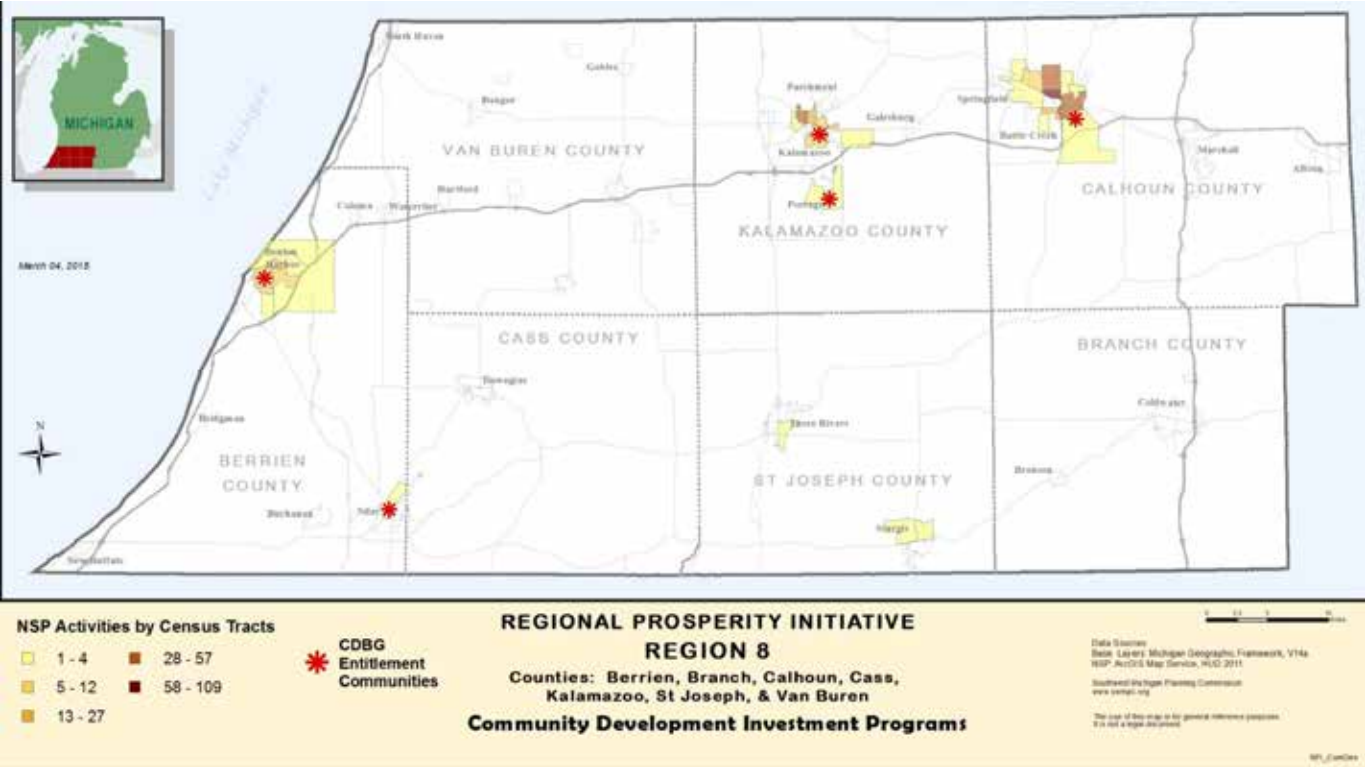
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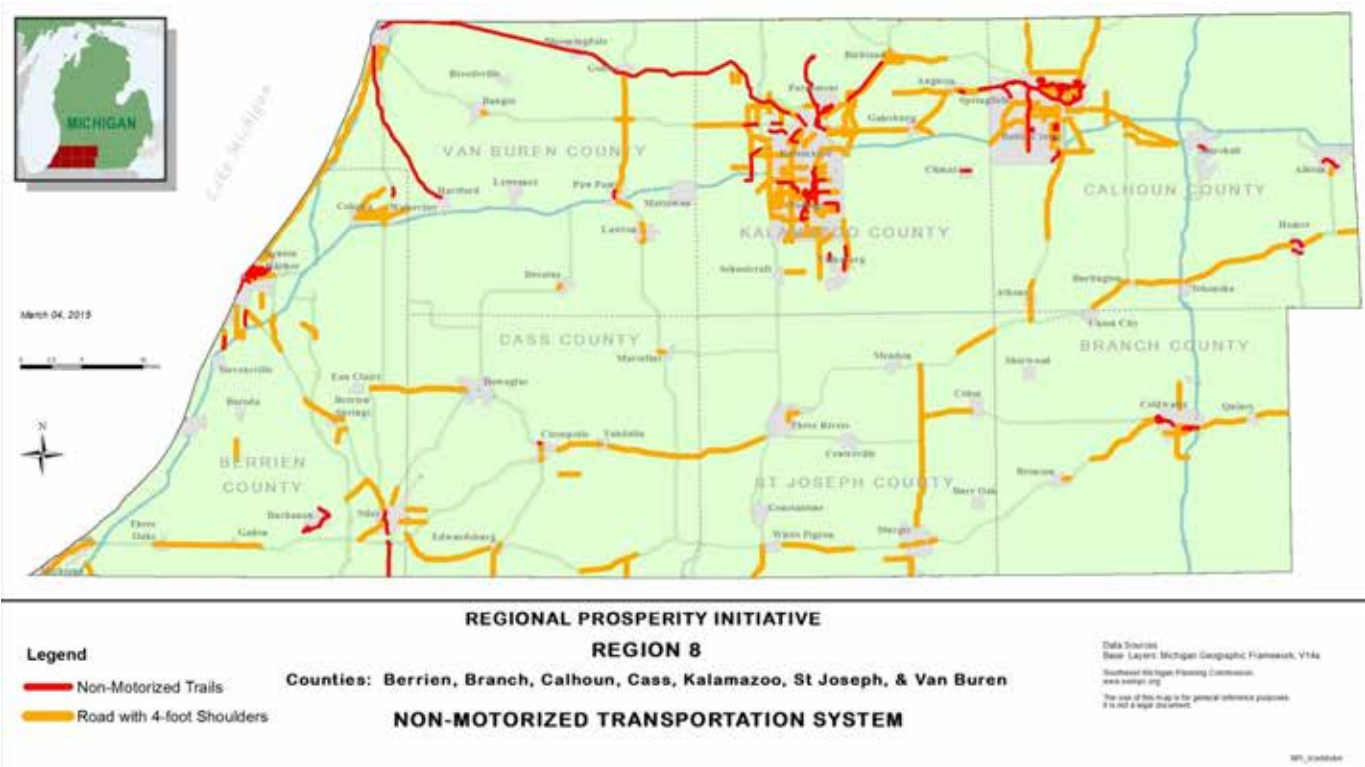
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Community Development Investment Programs

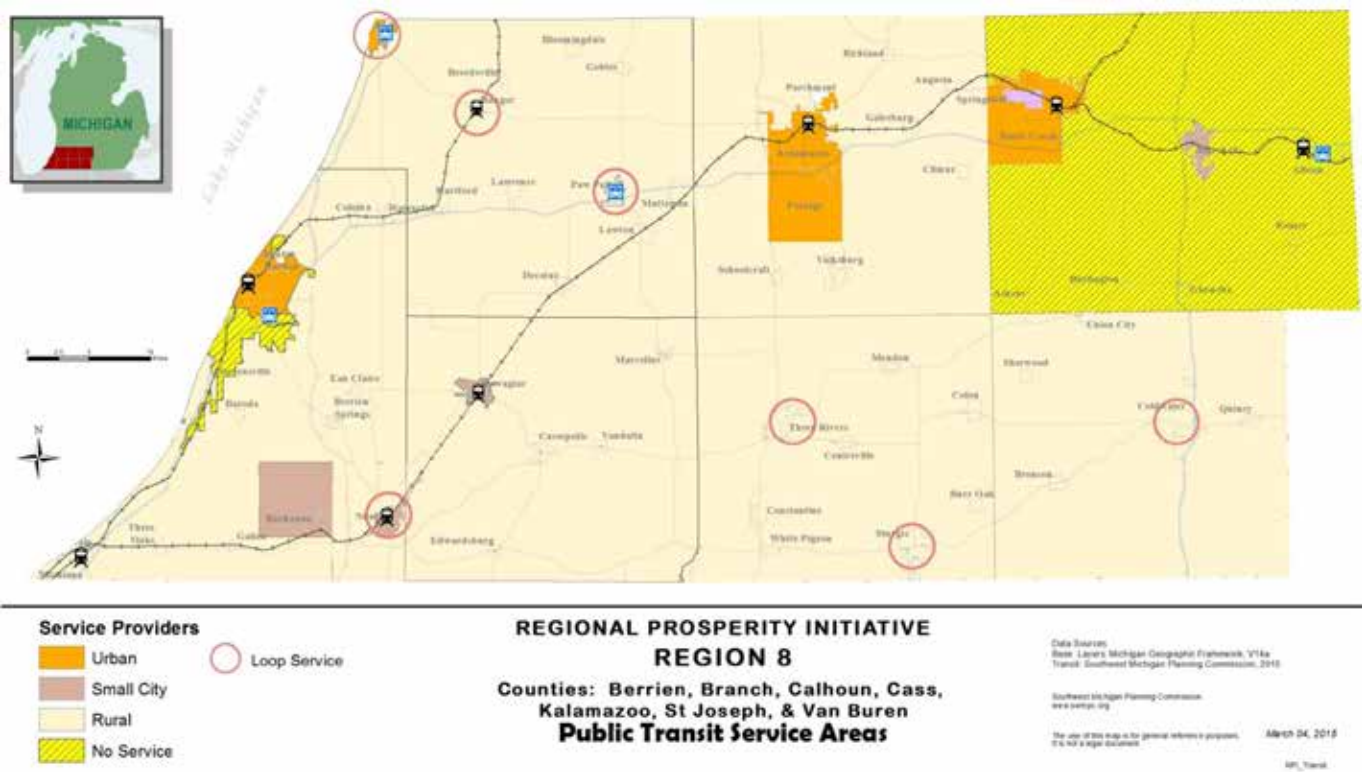


Non-Motorized Transportation System

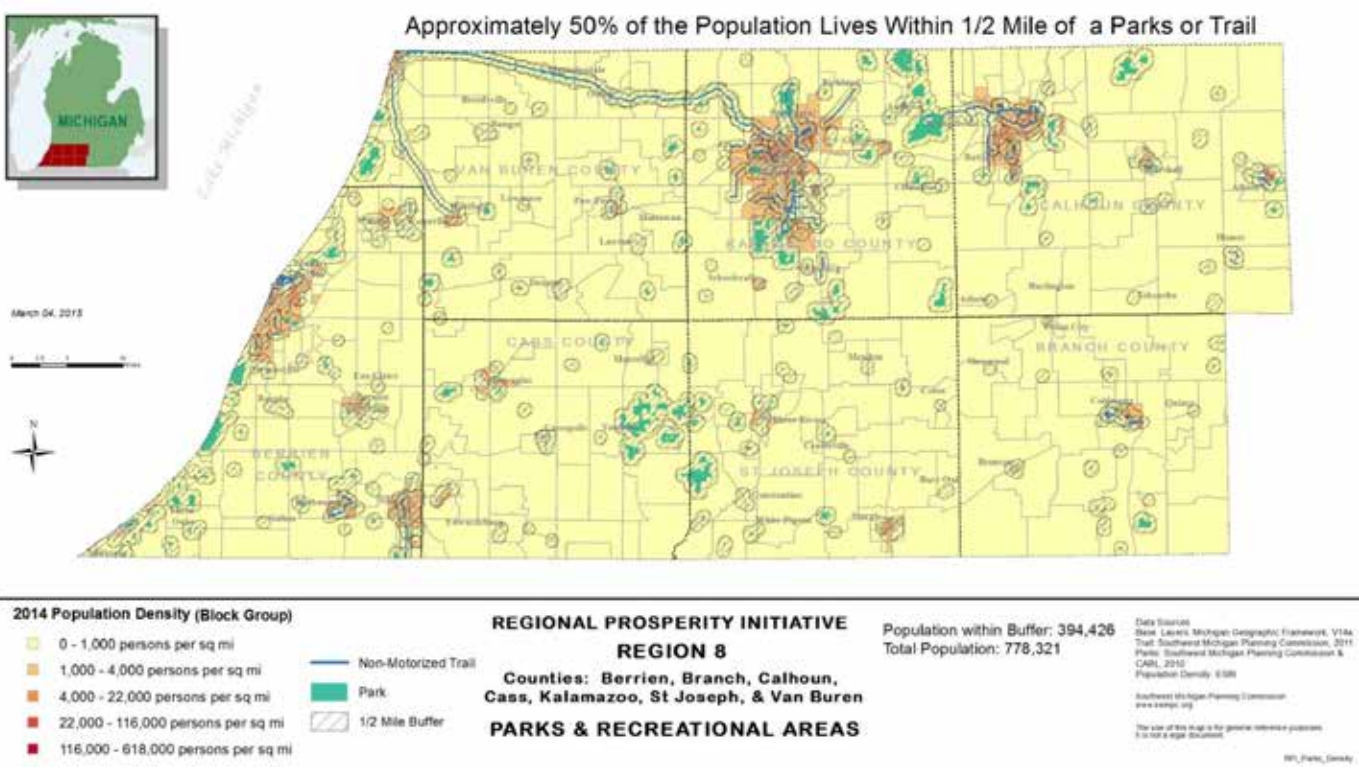


Asset Inventory: Community Development

Public Transit Service Areas

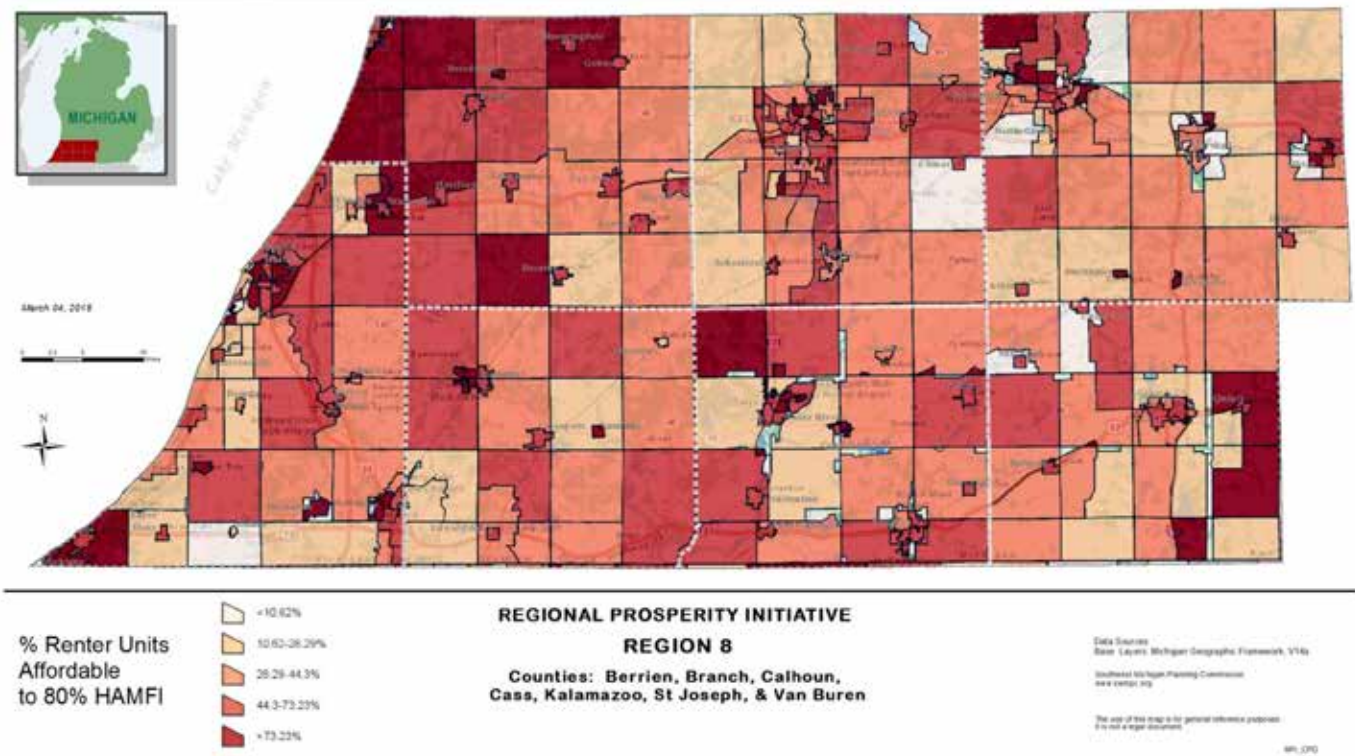


Parks and Recreational Areas

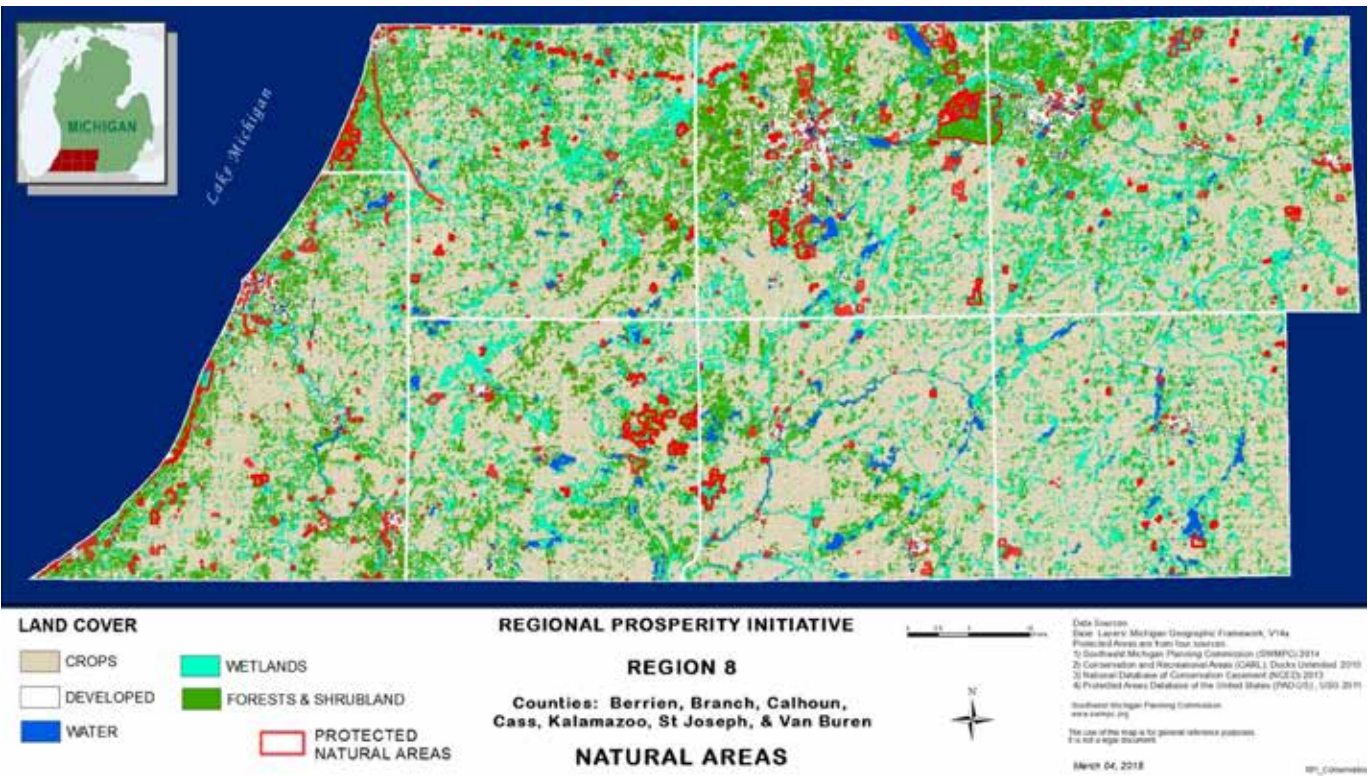


Asset Inventory:
Community Development

% Renter Units Affordable to 80% HAMFI

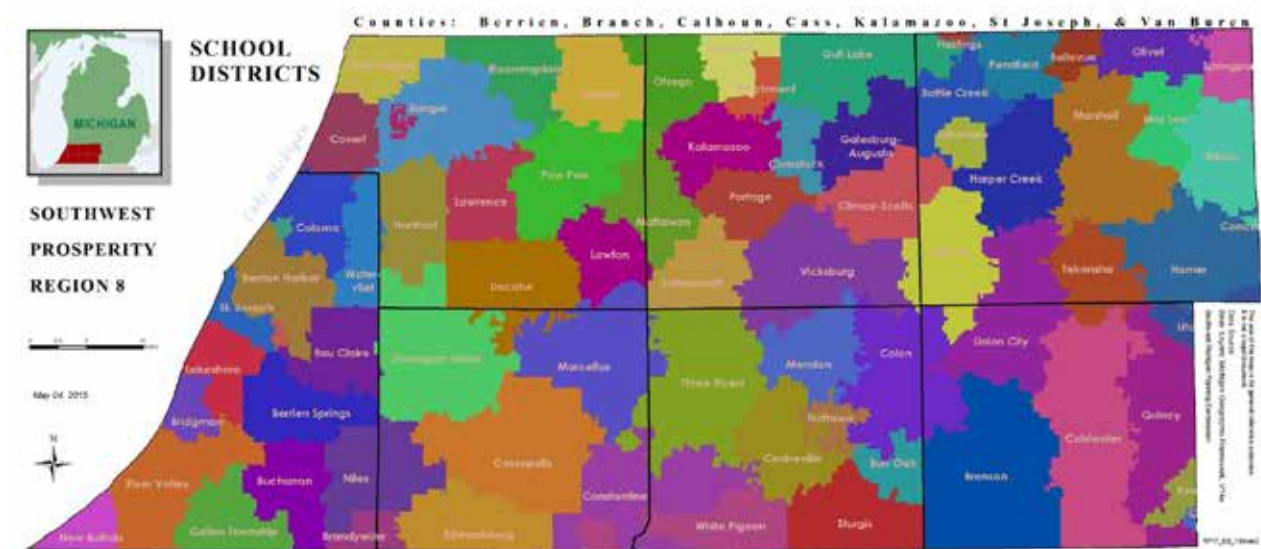


Natural Areas

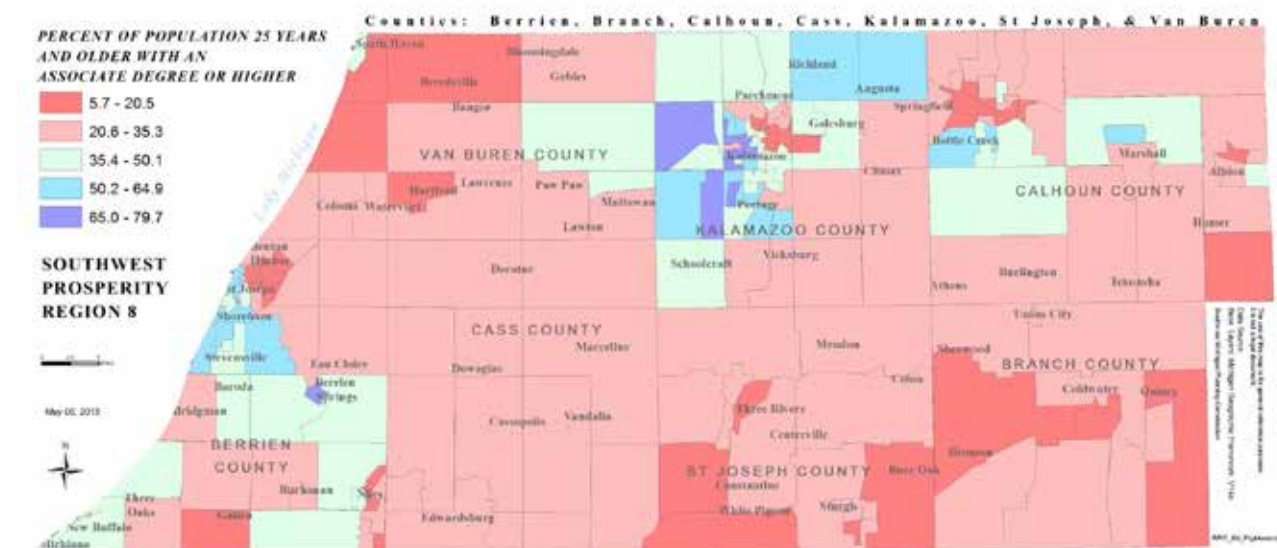


Asset Inventory: Education

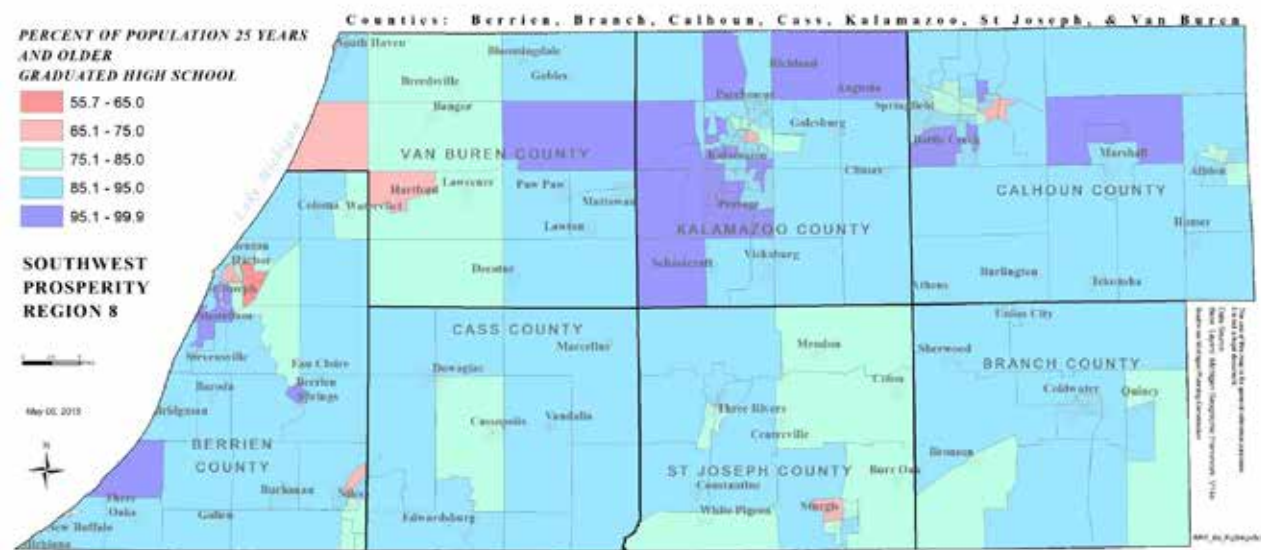
School Districts of Southwest Michigan



Educational Attainment Residents 25 + with Associates Degree or Higher



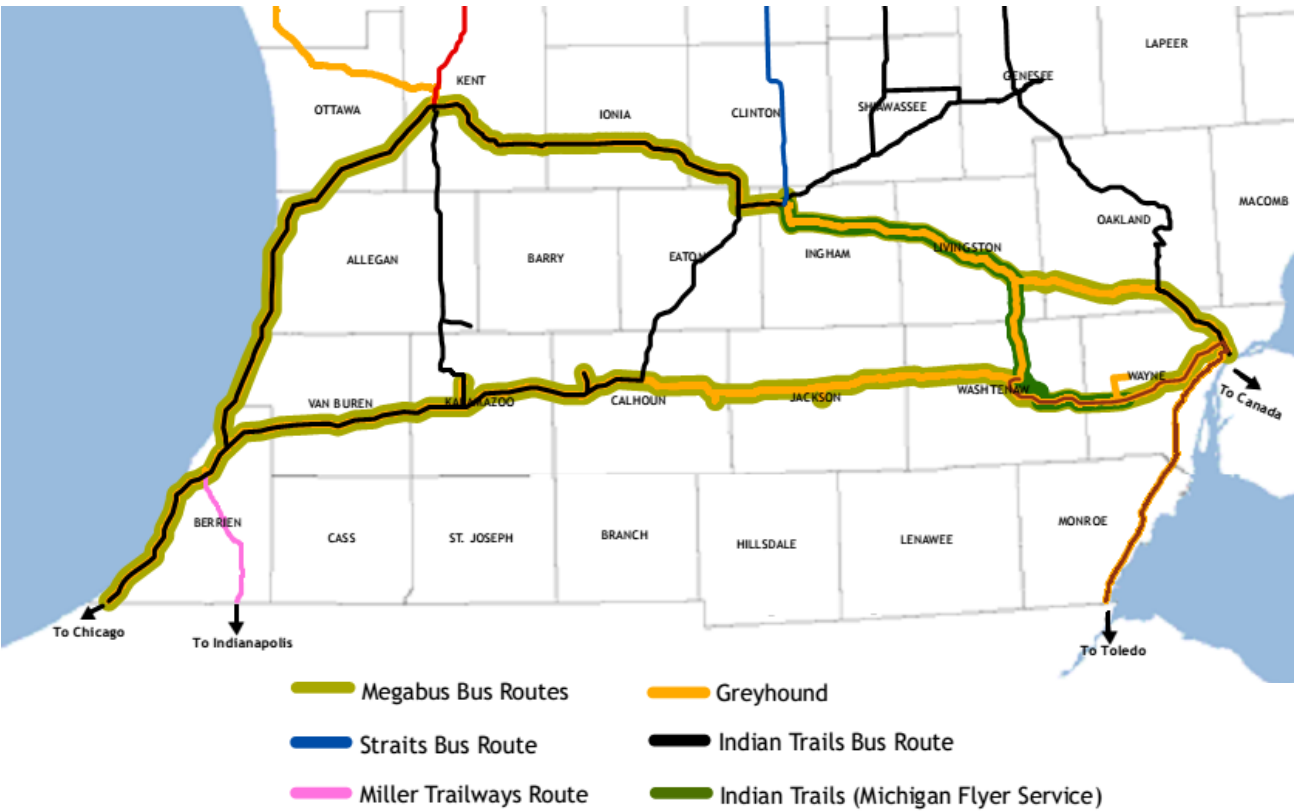
Educational Attainment Residents 25+ with H.S. Diploma or Higher



Education and Related Institutions

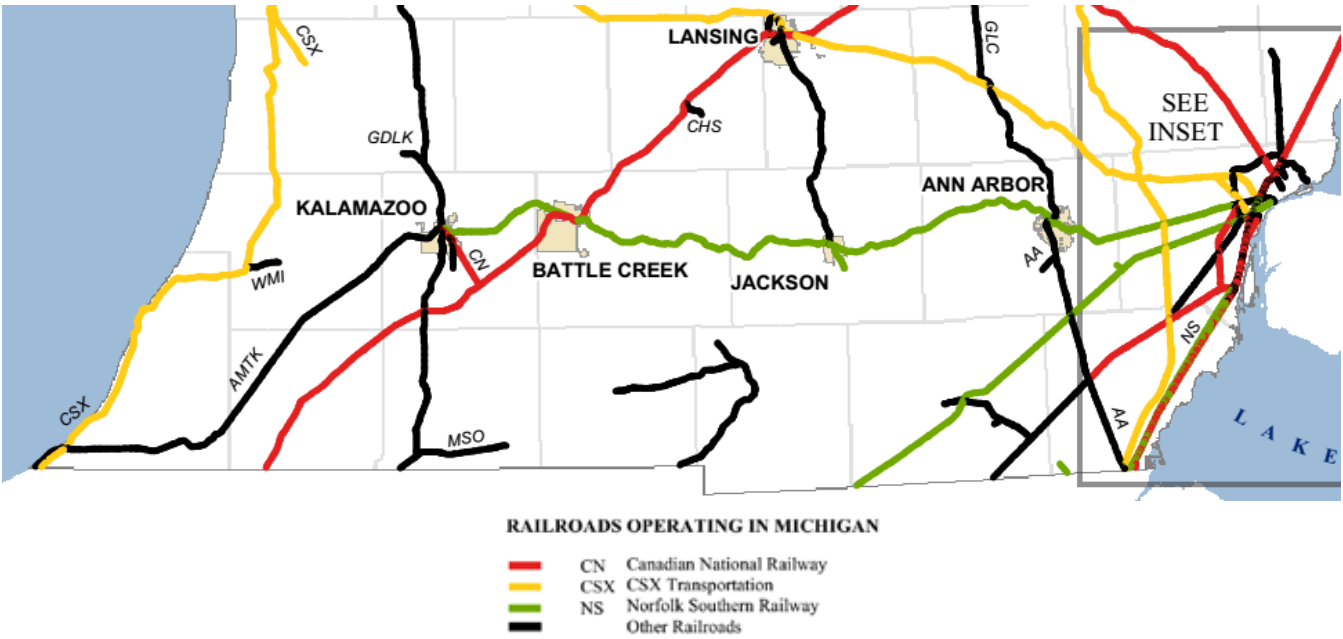


Michigan's Intercity Bus Services



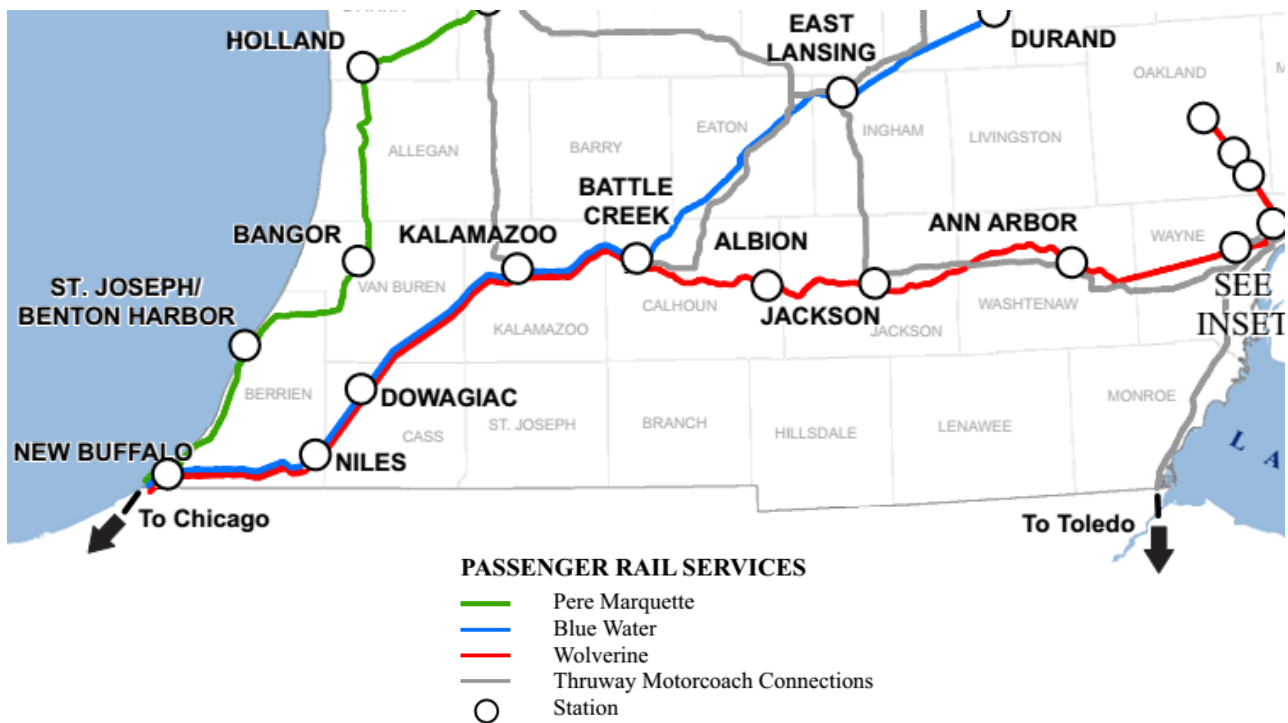
Michigan Department of Transportation · May 2014

Michigan's Rail Road System



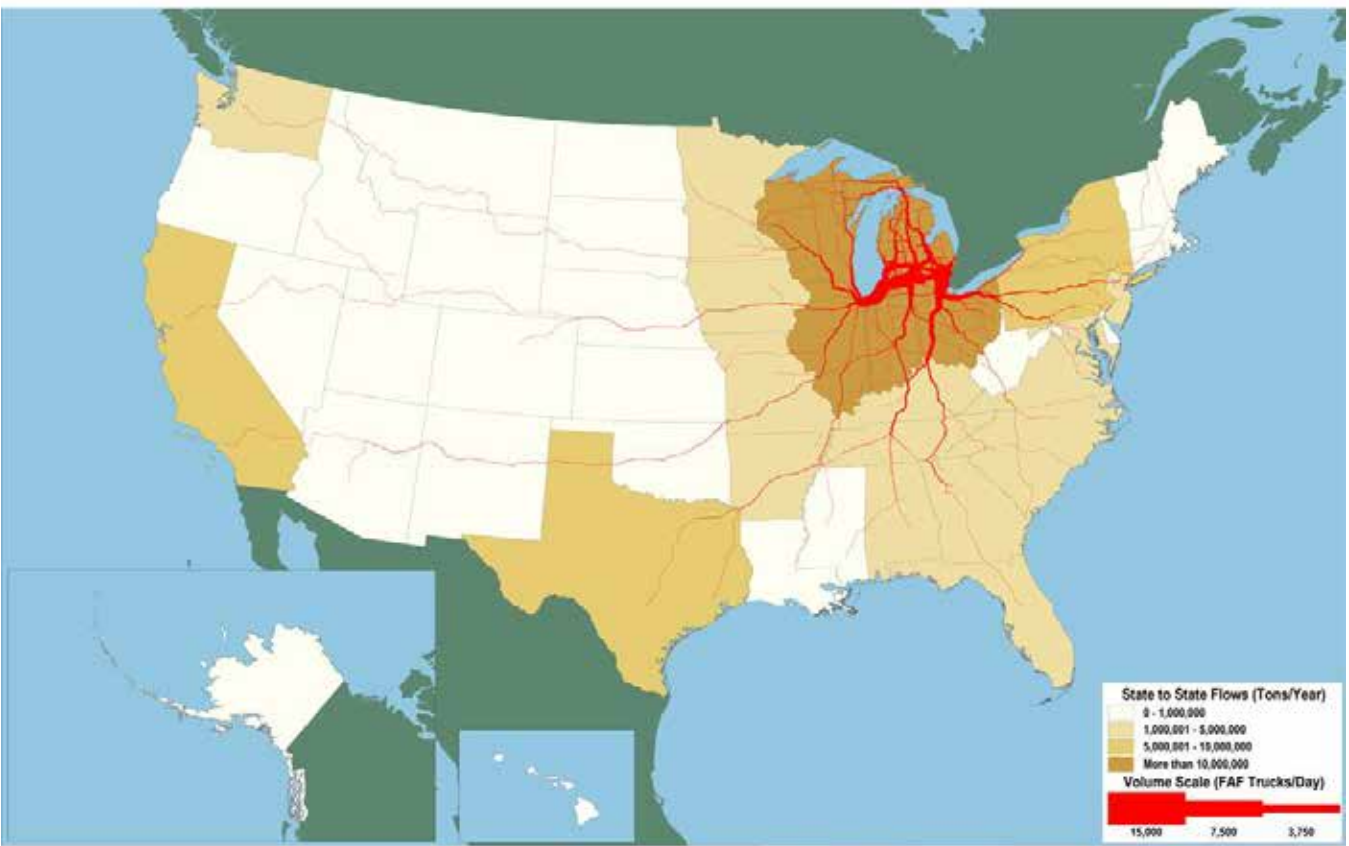
Michigan Center for Shared Solutions
Department of Technology, Management, and Budget

Michigan's Intercity Passenger Rail System



Michigan Department of Transportation · October 2014

Freight Movement
Major flows by truck to, from and within Michigan: 2010



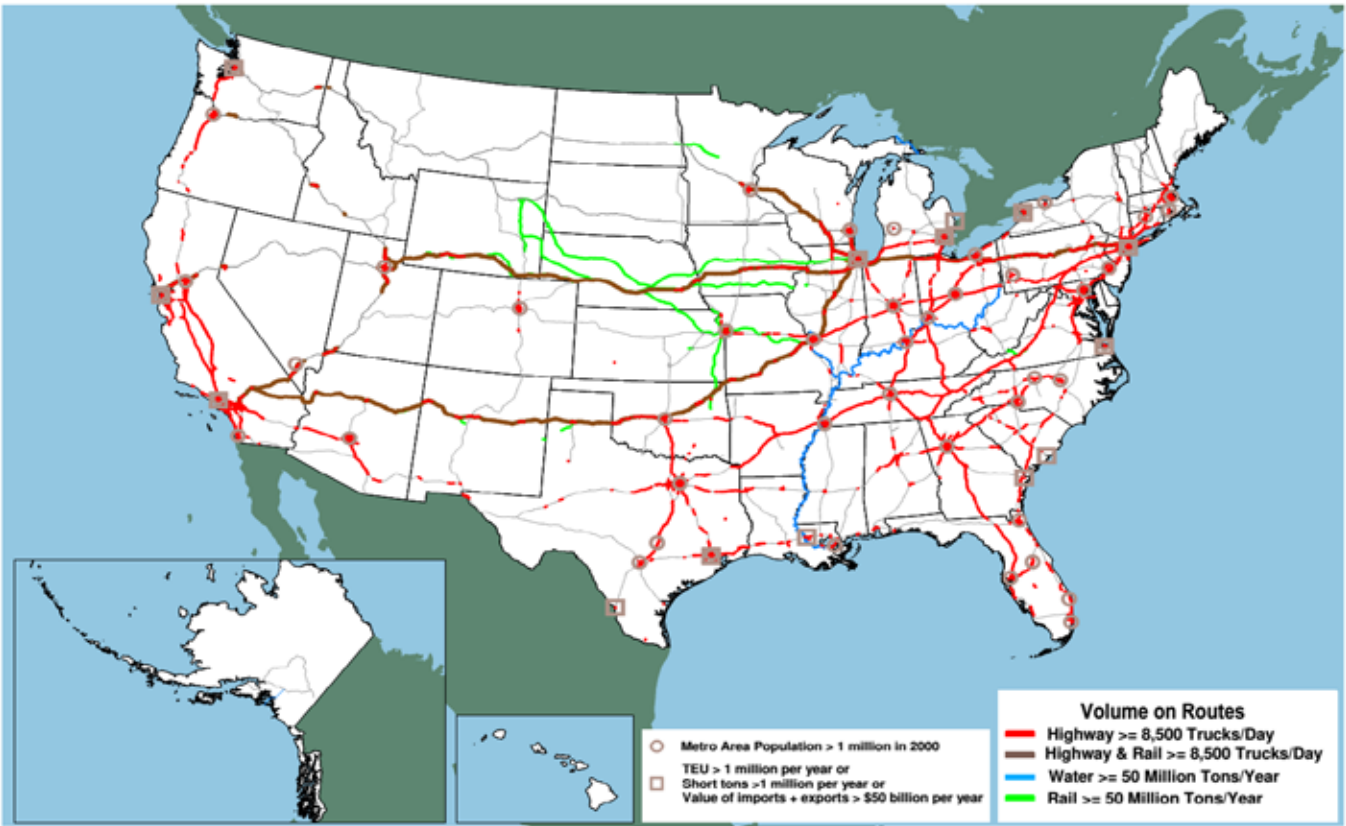
Note: Major flows include domestic and international freight moving by truck on highway segments with more than twenty five FAF trucks per day and between places typically more than fifty miles apart.
Source: U.S. Department of Transportation, Federal Highway Administration, Office of Freight Management and Operations, Freight Analysis Framework, version 3.4, 2012.

Projected Freight Movement
Major flows by truck to, from and within Michigan: 2040



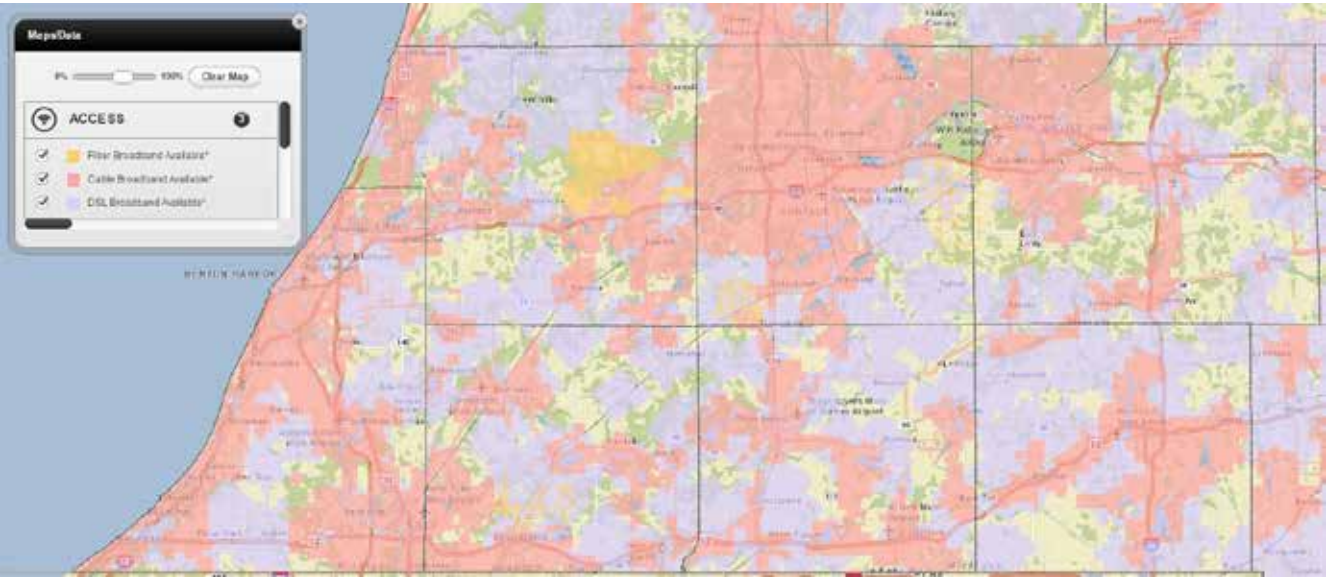
Note: Major flows include domestic and international freight moving by truck on highway segments with more than twenty five FAF trucks per day and between places typically more than fifty miles apart.
Source: U.S. Department of Transportation, Federal Highway Administration, Office of Freight Management and Operations, Freight Analysis Framework, version 3.1.2, 2011.

Freight Mode Distribution
Components of Major Freight Corridors

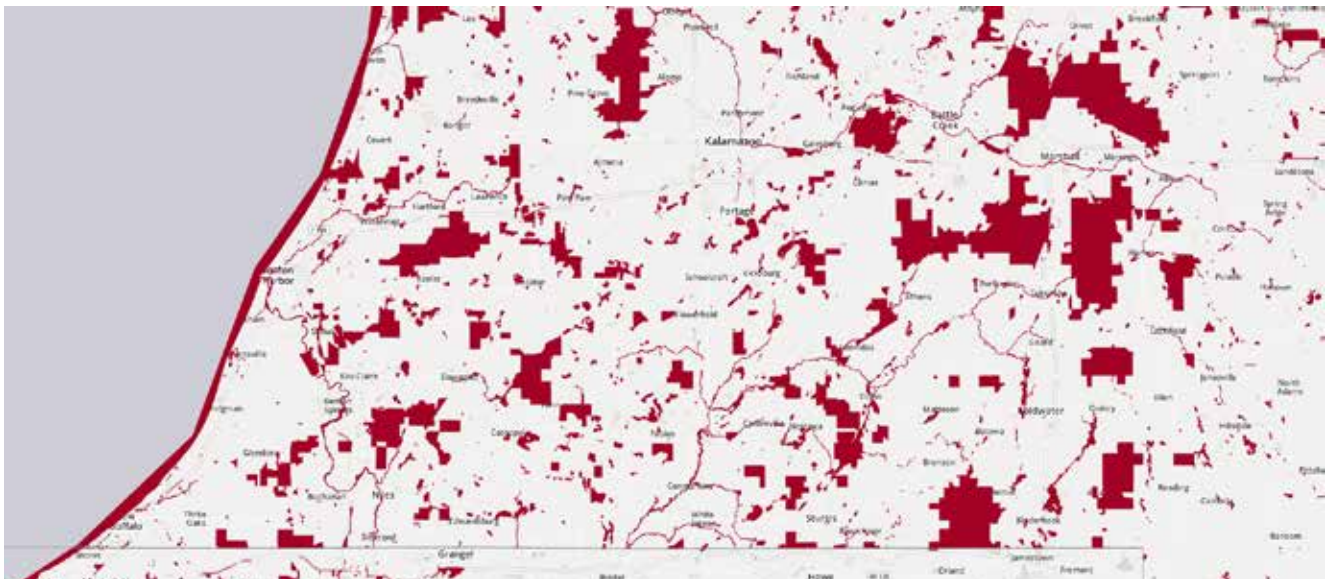


Note: Highway & Rail is additional highway mileage with daily truck payload equivalents based on annual average daily truck traffic plus average daily intermodal service on parallel railroads. Average daily intermodal service is the annual tonnage moved by container-on-flatcar and trailer-on-flatcar service divided by 365 days per year and 16 tons per average truck payload.
Source: U.S. Department of Transportation, Federal Highway Administration, Office of Freight Management and Operations, 2008.

Broadband Availability by Type



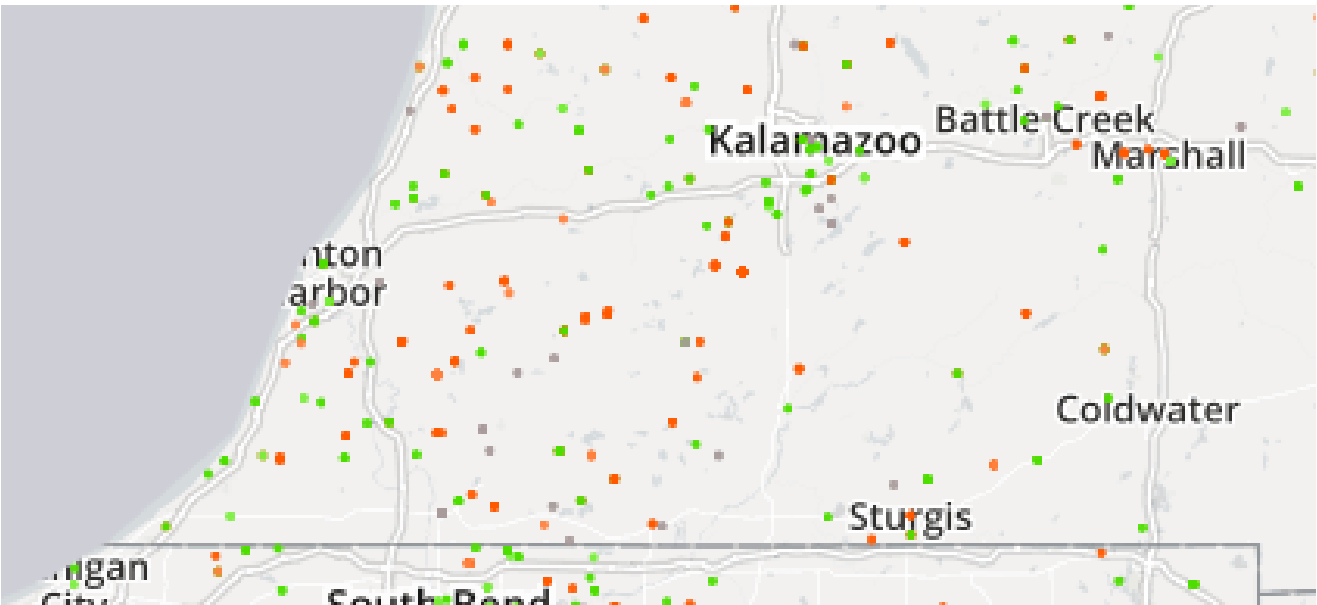
Areas without Broadband Internet Access



The National Broadband Map · 6/30/2014

Crowdsourced User Feedback

Data as of 06/30/2014

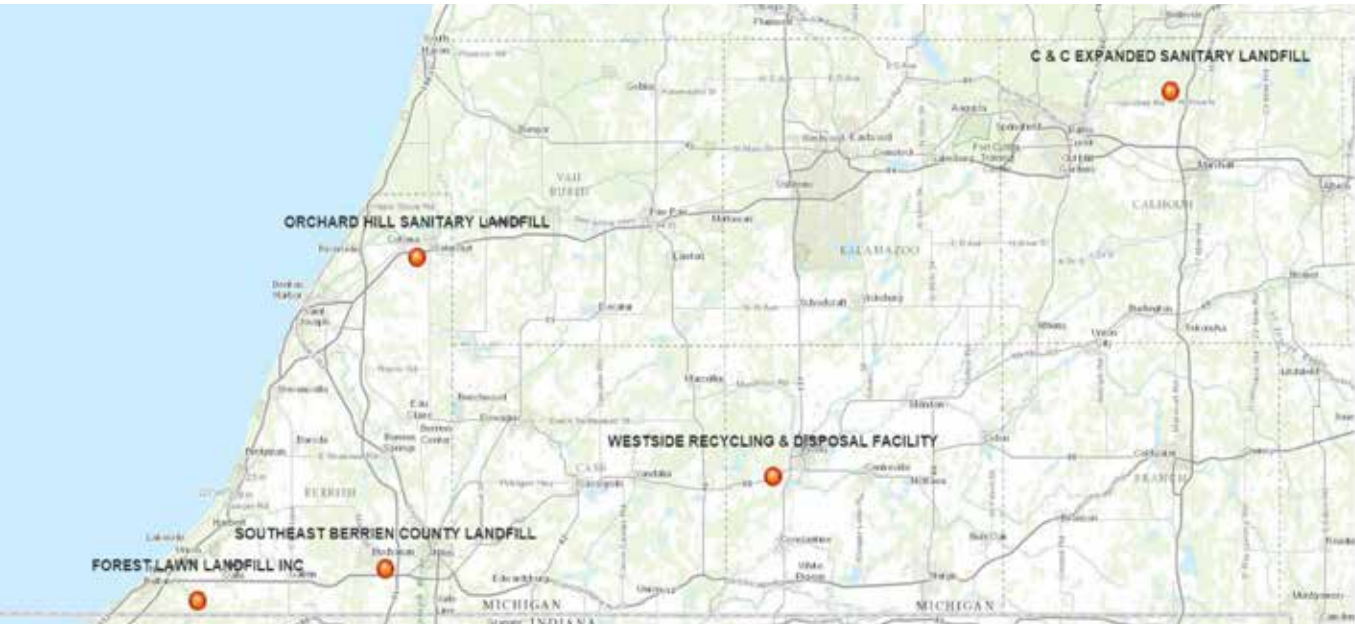


Provider confirmation
Speed Confirmation
Provider Not Listed

Yes No
Yes No
●

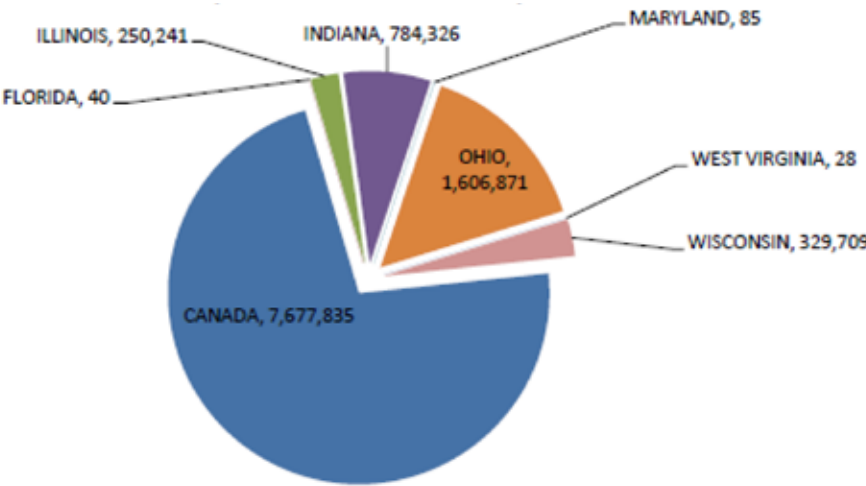
The National Broadband Map · 6/30/2014

Active Solid Waste Landfills



Michigan Department of Environmental Quality

Michigan Landfill Imported Waste by Origin
Volume in Cubic Yards



Active Energy Production



U.S. Energy Information Administration (EIA)

Landfill Capacities and 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

Acknowledgments

Lee Adams
Director
Southcentral Michigan Planning Council

Dr. Peter Dams
Region 8 Facilitator
Dams & Associates

K. John Egelhaaf, AICP
Executive Director
Southwest Michigan Planning Commission

Rebecca J. Harvey, AICP, PCP
Prosperity Plan Author
Harvey Consulting

Carrie (Wakulat) Leitner
Senior Art Director/Graphic Designer
McKenna Associates

