

January 2013

IMPLEMENTING THE RESILIENT REGION PLAN

A PROPOSAL TO: Housing and Urban Development

Region Five Development Commission

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We have a unique opportunity to advance our region's sustainability in an unprecedented, integrated way that is inclusive beyond what has been seen in the State of Minnesota and our region. With your support, sustainable solutions prioritized during the HUD-DOT-EPA Sustainable Community Regional Planning initiative will be implemented. Twelve action plans will be served through the proposed programming. These vital projects will help ensure regional community vitality, enhancing our rural region's potential to thrive.

This *Resilient Region* project will help foster, coordinate, and accelerate the transformation of our regional communities to sustainable communities. The *Resilient Region* program has quickly become the Region Five Development Commission's flagship economic and community development program. This rural model is unprecedented in its success and touted by leaders across the state and nation as one of the most effective grassroots rural sustainable development initiatives to-date. We have involved over 600 resident individuals in creating our regional sustainable vision, defining local key issues, and establishing steps towards ameliorating those issues. This proposed implementation project would provide the required funding to help identified recipients move from planning for sustainable development to realization of those plans.

We understand that for the world to become sustainable, each community and each region must do its part in making changes that move toward a new way of thinking, living and working. People in Cass, Crow Wing, Morrison, Todd and Wadena Counties have committed to developing a single, integrated plan for regional development that addresses a twenty-year timeframe with 3-5 year benchmarks, and this is our opportunity to start making that plan a reality. Our communities have identified 11 distinct theme areas, and we have selected projects which will address each topic.

Community-based projects that would have the greatest impact in the areas of land use, transportation, housing, economic development, and energy efficiency were solicited, and twelve projects were ultimately selected. The goal of our current efforts is to move seamlessly from the planning to implementation phases by finding funding to support this important work. We will measure the success of our efforts through a third-party independent evaluation firm. Measurable data collected will be used in order to determine short term progress toward projected objectives; continuously update and improve our programs; review data systematically for its implications for future strategic planning the region; record information and report results relevant to funders and other stakeholders; and advance the disciplines of community, economic, and organizational development.

Your support is critical for the success of this project. The total project budget is \$2,828,500, which includes the projects detailed below as well as \$80,000 for Evaluation and \$97,500 for Project Coordination. We would appreciate any insight you can offer as to the applicable agencies for each project, as well as information regarding which projects are most likely to garner federal support. Projects are presented in ranked order according to readiness, community impact, job creation, and a host of other flagship indicators.

We look forward to your feedback and deeply appreciate your time and thoughtful recommendations.

TECH SERVICES AND DATA CENTERS

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| Project Ranking: | 1 |
| Theme: | Connectivity |
| Project Champions: | Brainerd Lakes Area Economic Development Corporation (BLAEDC) |
| Partnering Agencies: | Cass, Crow Wing, Morrison, Todd, Wadena, County Economic Development Agencies. |
| Project Cost: | \$50,000 |
| Project Timeline: | 1 year |
| Project Goal: | Promote and expand regional Tech Services industry |
| Jobs Created: | 25 (Indirect) |
| Applicable Agency: | U.S. Department of Agriculture (USDA) |
| Project Description: | <i>Building upon our current Tech Services industry cluster, we will create a platform that promotes our region's industry to expand, and to attract employees and providers to the Tech Services industry. These efforts will create high paying jobs in a high growth sector.</i> |

Through community and economic development planning initiatives, BLAEDC has identified the high-tech sector as a potential growth area for the local economy. The area currently has a cluster of more than 20 "Tech Service" companies who employ more than 1,000 people. As a result of potential growth, BLAEDC has developed a four-tier initiative including:

1. Expanding and attracting high-tech businesses that utilize technology to deliver their product or service.
2. Expanding local infrastructure including the attraction of a data center.
3. Branding the Brainerd Lakes Area as a technology hub.
4. Developing the workforce to meet the needs of this industry sector.

A report conducted by the Hubert Humphrey School of Public Affairs found a shortage of employees with a high level of technical skill in the region. Creating partnerships between employers, schools, and economic development initiatives will provide the foundation for a workforce with cutting-edge technical skills. Combined with entrepreneurial incubators, the needed "critical mass" in the high-tech sector will be developed to allow continued growth and prosperity.

BLAEDC has established a detailed methodology for meeting the goals of the initiative outlined above, and we are prepared and able to bring the plan to fruition. BLAEDC believes that economic development is a need. Individuals need job opportunities to generate income so they can have the quality of life we desire for our area. The Tech Service sector has tremendous opportunity for the Brainerd Lakes Area and needs strategic initiatives developed to reach its potential.

ENERGY REVOLVING LOAN FUND

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| Project Ranking: | 2 |
| Theme: | Economic Engines & Energy |
| Project Champions: | North Country Economic Development Agency/R5DC |
| Partnering Agencies: | Utility companies; energy auditors; energy technology manufacturing companies; economic development agencies; construction firms. |
| Project Cost: | \$554,000 (\$450,000 loans; \$104,000 2-year coordination) |
| Project Goal: | Close approximately 30 energy loans while providing coordination of a network of agencies throughout the region that will sustain the program. |
| Jobs Created: | 0.5 FTE for coordination plus positions supported through loans. |
| Applicable Agency: | National Science Foundation (NSF), U.S. Department of Commerce, U.S. Department of Energy (DOE) |

Project Description: *Local Units of Government, homeowners and businesses will have access to low-interest loans for energy efficient improvements. This project will have a local economic impact through increasing demand for services from contractors and energy auditors, and adding value to structures and neighborhoods. The project will also provide performance benchmarks for other lending agencies that should create additional access to capital. Additionally, the project may increase demand for renewable energy technologies manufactured in our region.*

Loans for the purposes of energy efficiency and renewable energy improvements will be made accessible to citizens. Loan payments will not exceed monthly savings resulting from the improvements.

With a large number of homes and commercial building in the region that are still structurally viable, but in need of energy upgrades, major systems replacements, etcetera, this project will directly impact the quality of life for residents because it directly addresses their quality of housing. The project will also have the economic benefit of creating construction work in smaller communities and utilizing local contractors, lumberyards and manufacturers to complete projects.

A citizen task force in the largest city in the region, Brainerd, has identified a number of vacant and dilapidated homes that are in need of purchase, rehabilitation, and resale to new owner-occupants. Older housing stock that has outlived its useful life has historically been purchased by an investor and then rented out with only cosmetic improvements. The City of Brainerd already has a high percentage of rental units, at 46%. The revolving loan fund can help move these redevelopment efforts forward.

BUILDING THE VALUE-ADDED AGRICULTURAL SYSTEM

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| Project Ranking: | 3 |
| Theme: | Economic Engines |
| Project Champions: | SPROUT MN; RREAL; Public Health Departments |
| Partnering Agencies: | Happy Dancing Turtle; MN Department of Agriculture; R5DC; University of Minnesota Regional Sustainable Development Partnerships; Local growers; Restaurants; Hospitals; School Districts; Local and Regional Foundations |
| Project Cost: | \$435,000 |
| Project Timeline: | 2 years |
| Project Goal: | Expand the local foods distribution system |
| Jobs Created: | 6 FTE |
| Applicable Agency: | U.S. Department of Agriculture (USDA) |
| Project Description: | <i>This project will increase market opportunities for farmers, develop innovative season extension techniques, and expand the use of local foods through outreach, education, and technical assistance to both growers and consumers. As a result of this work, we ultimately anticipate improved local health outcomes; increased access to fresh, local foods in food deserts, schools, and other institutions; increased revenue for small local farmers through expanded market opportunities, value-added agriculture, and season extension; a more resilient region with greater economic opportunities for underserved populations; and creation and retention of local jobs.</i> |

Market opportunities for farmers will be increased through expanding the capacity of a regional food hub, which will serve to aggregate and distribute locally produced food. While a grassroots food hub has been in operation for three years, it is currently at its maximum capacity due to space and equipment constraints. Formal legal establishment of the food hub occurred in fall of 2012, following the completion of a feasibility study and business plan.

Further value will be added to regional agricultural products through innovative season extension techniques utilizing a locally manufactured solar thermal system installed on high tunnels. This portion of the project will facilitate the development of an integrated, readily sourced system which will both increase farmers' revenue streams and increase the capacity of a Central Minnesota-based solar thermal manufacturer. Food produced through enhanced season extension will have a ready market outlet via the food hub.

Outreach and education efforts distinctly geared towards both growers and consumers will further support the operations.

ACTIVE TRANSPORTATION

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| Project Ranking: | 4 |
| Theme: | Transportation and Health |
| Project Champions: | Region Five Development Commission |
| Partnering Agencies: | Municipalities; MN Department of Health; MN Technical Advisory Committee; Art agencies; Public Health practitioners. |
| Project Cost: | \$60,000 (sub-grants) |
| Project Goal: | Three projects per year for 4 years for a total of twelve projects completed by 12/2014. Communities involved in Active Transportation projects match funds 1:1. |
| Jobs Created: | 0.5 FTE |
| Applicable Agency: | U.S. Department of Health & Human Services (HHS) |
| Project Description: | <i>Active Transportation integrates physical activity into daily routines such as walking or biking to destinations such as work, school, errands, or parks. Also known as Active Living, these policies and practices in community design, land use, and facility access have been proven effective to increase physical activity reducing the health risks due to obesity and other diseases, and reducing related health care costs. All Active Transportation projects aid in healthy living strategies, grow our tourism efforts, reduce our Vehicle Miles Traveled, and preserve environmental assets.</i> |

R5DC will build upon existing projects within the region and create new opportunities for Active Transportation. Through a supportive, collaborative approach, we will coordinate with local and regional public works, transportation, community groups, and planning professionals to support an environment that provides safe and convenient opportunities for physical activity. R5DC will offer an opportunity for regional community organizations to apply for funds supporting projects addressing a community-wide health issue through active living principles by promoting safe, non-motorized transportation. Projects will support plans that align with Active Transportation priorities to facilitate policy, systems, and environmental benefits.

Projects will encourage any non-motorized type of transportation such as walking or bicycling by planning, marking, building safe passage, and/or removing physical barriers. Additional uses include supporting local units of government in developing or updating long-term design plans to incorporate Active Transportation; conducting assessments to identify barriers to a community's walkable or bike-friendly status; educational program for all ages that encourage safety and promote Rules of the Road; events promoting active living as a lifestyle change; and materials or equipment that support Active Transportation.

ORDINANCE REVISION, DATA COORDINATION

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| Project Ranking: | 5 |
| Theme: | Natural Resources & Development Patterns |
| Project Champions: | EnVision Minnesota |
| Partnering Agencies: | Local Units of Government; Chambers of Commerce; The Nature Conservancy; Private sector planning firms; State agencies. |
| Project Cost: | \$208,000 |
| Project Goal: | Change of ordinances, practices, or comp plan language for half of the cities and counties in the region (65 cities, 5 counties = 70 LUGs / 2 = 35 adoptions). |
| Jobs Created: | 1.0 FTE for 2 years |
| Applicable Agency: | U.S. Environmental Protection Agency (EPA) |
| Project Description: | <i>Expanding current pilot implementation efforts to the broader region for comprehensive planning that supports the Resilient Region plan.</i> |

The same year that Brainerd, Crow Wing County, was ranked 28th of the 100 fastest growing non-metropolitan communities in the U.S., area economic development organizations recognized the need for a comprehensive regional planning effort. In May 2006, Cass and Crow Wing Counties, along with local municipalities, businesses, non-profits, and citizens-at-large, held three public meetings to identify priorities for preserving our natural resources. Over 70 resolutions of support from units of government, organizations, and individuals were adopted and approximately 100 people participated in developing the list of shared priorities.

In January 2007, the “Regional Planning Sensational Seven Work Groups” formed for government services, wastewater, storm water, transportation, commercial land use, residential land use, and public lands. In October of that year, the group presented a master list of shared priorities to a joint meeting of the Cass and Crow Wing County Boards, and a search for funding and support resources was launched.

The initial implementation strategy developed multi-jurisdictional plans for the four highest priority goals in a pilot area consisting of the jurisdictions surrounding Gull Lake. The strategy includes model wastewater and storm water standards; research, analysis, and dissemination of comprehensive planning terms, ordinance terms, definitions and processes; area parks, trails, public use and multi-jurisdictional recreation taskforce that develops coordinated recreation strategy; model conservation development guidelines; pilot area successes to the Micropolitan area and duplicate the process elsewhere in the region.

SOLAR INSTALLATIONS ON AFFORDABLE HOUSING

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| Project Ranking: | 6 |
| Theme: | Housing |
| Project Champions: | Housing and Redevelopment Authorities of the region; Renewable Energy Alliance (RREAL); Habitat for Humanity offices of the region. |
| Partnering Agencies: | Local Units of Government; Lutheran Social Services; Utility Companies; Community Action Program Agencies; Building industry professionals; Resilient Living Council. |
| Project Cost: | \$250,000 |
| Project Timeline: | 2 years |
| Project Goal: | Installation of solar thermal on 25 affordable housing units. |
| Jobs Created: | 2.5 FTE |
| Applicable Agency: | U.S. Department of Housing and Urban Development (HUD) |
| Project Description: | <i>Demonstrating the potential for Renewable Energy to increase the affordability of housing through the long-term reduction of operating costs, this project will deploy both solar thermal and solar electric systems onto HRA and Habitat homes in the region. This project will reduce dependency on fuel assistance programs, increase regional energy independence goals, utilize a clean, renewable energy source that adds well-paid manufacturing and construction jobs to our region, and adds value to neighborhoods.</i> |

This project addresses an ongoing and significant need for affordable housing. Equitable and affordable housing is governed not only by rental or home prices, but also by the cost of energy. The long-term operating costs of a home can be a barrier to affordability and even rival the total cost of the house. Therefore, as energy costs rise over time, the affordability of housing can decrease with the increasing cost of energy.

Stabilizing energy costs through residential, site-based renewable energy systems can ensure the affordability of housing. When a renewable energy system is deployed, the cost per unit energy is known for the decades-long lifespan of that system. This is a unique social and economic benefit of renewable energy.

The impact of this project has the potential to extend beyond the region. Habitat for Humanity operates programs throughout the country while HRAs across the nation are responsible for heating and powering diverse single and multi-family housing stock. The expense of doing so is significant and inconsistent. Solar thermal and solar electricity help stabilize energy costs for decades, thereby empowering the affordable housing agency with the ability to budget more accurately and program accordingly.

REGIONAL GOVERNMENTAL COORDINATION

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| Project Ranking: | 7 |
| Theme: | Efficiency and Effectiveness |
| Project Champions: | Cass County |
| Partnering Agencies: | Crow Wing, Morrison, Todd, and Wadena Counties; any of the 65 Cities and 155 Townships interested; Chambers of Commerce. |
| Project Cost: | \$120,000 (\$60k office equipment; \$60k personnel) |
| Project Goal: | Coordination of a minimum of 3 programs delivered multi-jurisdictionally. |
| Jobs Created: | 1.0 FTE for 1 year |
| Applicable Agency: | |
| Project Description: | <i>This project will coordinate and improve the delivery of multiple jurisdiction government services.</i> |

Upon successful completion of the one-year pilot implementation season involving two counties, the project will expand to include additional jurisdictions. Ultimately, multiple counties and/or cities will have increased capacity to deliver social service programs in a way that better serves the client. A resident is able to seek veterans or other government services at the nearest municipal location rather than driving long distances to the county seat location, saving money and time of all involved. This project sets up mutual aid agreements between governments and explores new delivery options.

Because a large number of Cass County residents live close to Brainerd in Crow Wing County, initial efforts will be focused between these two counties. Some Cass County residents living within 10 miles of the Crow Wing County seat, Brainerd, would have to travel 70 miles to get to the Cass County seat, Walker. Cass County residents would be notified of the option of having their case serviced in Brainerd as opposed to making the trek to the Cass County seat of Walker. Todd County will be included following the pilot project.

The Cass County IMU Supervisor has contacted the Department of Health & Human Services, and consulted Minnesota Statute regarding authority and governance issues. A Memorandum of Understanding between the counties is in place, along with a detailed budget and plan for coordinating, streamlining, and improving these governmental services. Funding is needed to realize the implementation of the project.

PAID INTERNSHIPS

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| Project Ranking: | 8 |
| Theme: | Education and Workforce Development |
| Project Champions: | Central Lakes College & Women's Fund |
| Partnering Agencies: | Rural Minnesota Concentrated Employment Program; Minnesota Department of Employment and Economic Development; Central Minnesota Manufacturer's Association; Chambers of Commerce of region; Economic Development Agencies of the region. |
| Project Cost: | \$254,000 |
| Project Timeline: | 2 years |
| Project Goal: | Placement of 50 interns with regional companies |
| Jobs Created: | 0.5 FTE |
| Applicable Agency: | U.S. Department of Labor (DOL) |
| Project Description: | |

This project will provide students with practical experience to ultimately improve likelihood of placement, while providing valuable short-term project assistance to regional companies.

The largest regional community college, Central Lakes College (CLC), has two locations in our region, Brainerd and Staples Campuses, with a vast array of degrees and courses ranging from nursing to robotics. Currently, CLC does not offer an internship program that is accessible to all students, and there is not a method of connecting businesses with internship opportunities to students who have an interest in their projects. The lack of an active internship program limits graduating students' employment prospects, and limits area companies' understanding of the range of skills imparted by the various programs at the college. However, a free mechanism exists for informing students about internships through the MN Department of Employment and Economic Development's (DEED) employment database, Minnesota Works <https://www.minnesotaworks.net/>.

With project funding, we will offer paid internships to 25 students each year, along with a coordinator. Interns can be dislocated, incumbent workers, high school PSO students, college or recently graduated students. A marketing campaign will help inform students and area businesses regarding the opportunity. Once the internship program is up and running and residents are aware of the possibilities, the program will be largely self-sufficient. Companies will be able to request interns independently via Minnesota Works and willing to pay for them, knowing the advantages gained. And students will have an understanding of the method for getting the positions.

PCS FOR PEOPLE

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| Project Ranking: | 9 |
| Theme: | Connectivity |
| Project Champions: | Consolidated Telephone Company |
| Partnering Agencies: | Central Lakes College; small computer companies; Public Health practitioners |
| Project Cost: | \$104,000 |
| Project Timeline: | 2 years |
| Project Goal: | Placement of 125 computers per year to low-income families, and expansion of the program to other counties in the region. |
| Jobs Created: | 0.5 FTE |
| Applicable Agency: | U.S. Department of Agriculture (USDA) |
| Project Description: | <i>Expansion of the current program providing PCs for low-income families.</i> |

PCs for People creates new opportunities for low-income families by providing personal computers and education to people who have limited experience with technology due to social, physical and/or economic circumstances. Donated computers are refurbished and offered to low-income families living below the 150% poverty level or currently enrolled in a government assistance program. The computers are intended for families or school-aged children who do not have a computer and need one to produce correspondence, submit school assignments and conduct research, access the internet,

PCs for People can reduce poverty, and increase educational attainment for individuals who have a high degree of need. Access to a personal computer can allow for a greater level of success for students doing homework, job seekers within those families, and help with other circumstances as well. PCs for People expands access to broadband and helps build a knowledgeable workforce. It enables recipients to effectively seek employment, and it provides tax incentives for individual or corporate donors.

The current program is physically located in Staples, but the referral network is primarily based in Brainerd. Plans exist to expand the network to all five counties. The program is critical in order to help facilitate the development of abilities required in regional jobs, and ties in to the development of qualified employees with a developed skill set who can feed in to the regional high tech industry cluster.

HEALTHY COMMUNITIES

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| Project Ranking: | 10 |
| Theme: | Health Care |
| Project Champions: | Mount Ski Gull |
| Partnering Agencies: | Brainerd Lakes Area Economic Development Corporation, Small Business Development Center Central Lakes College, Brainerd Chamber of Commerce |
| Project Cost: | \$100,000 |
| Project Timeline: | 3 years |
| Project Goal: | Summer Recreational Activity Development |
| Jobs Created: | 5 |
| Applicable Agency: | U.S. Department of Health & Human Services (HHS) |

Project Description:

This project will expand operations of the regional ski area to include year-round recreational opportunities for residents and seasonal guests, improving the health of our communities.

Mt. Ski Gull was formed in 1962 as a 501(c)(3) nonprofit organization and currently offers equal access for all people to downhill skiing, snowboarding, alpine racing, and snow tubing. Mt. Ski Gull provides these challenging activities in a fun and healthy environment, empowering youth to develop confidence, competency, and compassion. One chair lift and two rope tows have served to teach over 25,000 6th graders to ski. Our impact on the community can be expanded through offering new spring, summer, and fall recreational opportunities.

Currently, fifty employees operate the facility from November to March. Extending the seasonal operation will additionally provide local employment opportunities and enhance our tourism industry.

One of the ways in which Mt. Ski Gull will expand our operations is through retrofitting the chair lift to allow easy mountain biking access to our network of trails. Overnight camping facilities will also be developed, and will be open for collaborations with regional organizations, such as birding and wild game research for the Department of Natural Resources, and Scout training with the Lakeshore Conservation Club. This project will expand access to outdoor recreational activities, improving the health of the people in our region, and allowing us to lead more active lives.

TRANSIT SHUTTLE

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| Project Ranking: | 11 |
| Theme: | Transportation |
| Project Champions: | Central Lakes College |
| Partnering Agencies: | Minnesota Department of Transportation; Transit providers; R5DC |
| Project Cost: | \$200,000 (\$100k operations; \$100k vehicle) |
| Project Timeline: | 2 years |
| Project Goal: | Fixed transit route established and operations sustained through ridership within 2 years of operation. |
| Jobs Created: | 4 |
| Applicable Agency: | U.S. Department of Transportation (DOT) |
| Project Description: | <i>Operation of a transit shuttle serving the two linked community college campuses in the region and all communities in between will commence. This project will reduce vehicle miles traveled, facilitate and make local travel accessible, and reduce carbon dioxide emissions.</i> |

A fixed route public transportation system will be established that provides first and last stops at the two Central Lakes College (CLC) campuses located in Brainerd and Staples. Central Lakes College is the main higher educational institution within the region. Ridership would be open to the general public. The transit path would pass through five counties and four cities (Baxter, Pillager, Motley, and Staples), providing stops for workers and access to shopping, tourism, and health care facilities between each of these communities, as well as transit options to students attending classes on both campuses.

Multiple additional benefits include cost savings for riders, reduced carbon footprint, expanding workforce transportation options, and serving a wide variety of citizens who currently have limited or no access to transportation. Reducing parking requirements at CLC would also allow the college to consider use of space in new efficient ways. The transit system would improve access to health care facilities along the route.

CHANGING POPULATIONS

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| Project Ranking: | 12 |
| Theme: | Changing Populations |
| Project Champions: | DeAnn Berry, Lutheran Social Services |
| Partnering Agencies: | Retired Senior Volunteer Program; Kinship Partners; Crow Wing County Council on Aging; Foster Grandparent Program; Senior Companion Program; Service Corp of Retired Executives; Public Health Programs |
| Project Cost: | \$200,000 |
| Project Timeline: | 2 years |
| Project Goal: | Cradle to Career Education for Changing Populations |
| Jobs Created: | 4 |

Applicable Agency:

Project Description:

This project will address two areas:

- 1) *Closing the achievement gap for ethnic minorities of color K-college; and*
- 2) *Providing preventative medicine education.*

Regional efforts to ensure equal access to educational opportunities will enlist the help of one of the changing populations, the elderly, to work with another, minorities. Through this project, we will coordinate existing resources to focus seniors' involvement with underserved residents. Seniors will mentor and tutor minorities to help close the achievement gap in school. The project coordinator will also work with current regional efforts to expand access to broadband, targeting high minority population areas. This will additionally help close the achievement gap, as underserved populations gain the advantage of access to the internet for research and homework. Fifty students under the age of 18 will be impacted by this program.

The second portion of this project will be focused on training for communities of color to enter into the health care industry. The program will include speakers, access to Adult Basic Education, the distribution of scholarship information for continuing education, job shadowing, and other efforts to ensure equal access to continuing education for minorities. The goal of this portion of the project is to employ 25 minorities in a health care setting over the course of the project.

RANKING METHODOLOGY

Criteria for ranking the Resilient Region projects were drafted by EnSearch (project evaluator). These criteria served as the basis for the ranking team to delineate the excellent proposals within each of the Resilient Region theme areas. Based on descriptions presented by champions, projects were ranked according to combined score and consistent ranking. Each project could score up to 100 points based on the following criteria:

- A. State of Readiness for Implementation (**50 total possible points**)
 - 1. Has likely federal funder
 - 2. Has likely local/state match
 - 3. Has committed group of individuals already working on this idea
 - 4. Has a champion with time and passion to devote to ensuring implementation happens
 - 5. Already has a detailed project plan, business plan, feasibility study, capstone project, work plan, and/or other in-depth project description
- B. Link with Resilient Region Plan: has a direct link to goal, recommendation, and/or action step (**30 total possible points**)
- C. Evaluation (**20 total possible points**)
 - 1. Flagship Indicator (if funded by HUD, DOT, EPA)
 - a. Aligns with a flagship indicator
 - b. Data available to track progress using flagship indicator
 - 2. Success Criteria (if not HUD, DOT, EPA)
 - a. Has a clearly specified, data-driven, indicator of success
 - b. Baseline data already available
 - c. Data collection is feasible

Projects were also awarded extra points based on the estimated number of jobs that would be created in the region, whether direct or indirect.

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