



# 2021

## **Regional Economic Development & Community Marketing Strategy**

**City of Durand  
Village of Vernon  
Vernon Township  
MICHIGAN**

# Proud of Our Past. Confident in Our Future.

On behalf of the City of Durand, the Village of Vernon, and Vernon Township, we have created this economic development and community marketing strategy to focus our efforts and strengthen our commitment to each other and our collective success. We understand that when one of us succeeds, we all do.

While we all look to best represent our respective constituents, we understand we are one region. We have committed to work together to create quality places that people want to live in, businesses want to be a part of, and visitors want to see.

Collectively, we offer rural charm, small town living, and all the amenities prospective residents and businesses would expect. We're proud of where we live and want to share it with others.

We are communities of opportunity and look forward to welcoming new residents, businesses, and visitors to see who we are and find a home here.

Sincerely,

Kenneth McDonough  
Mayor  
City of Durand

Robert Mac Neill  
President Pro Temp  
Village of Vernon

Bert DeClerg  
Supervisor  
Vernon Township

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## OUR EFFORTS

This document, and the process that guided it, was provided by a matching grant from the Redevelopment Ready Communities (RRC) program of the Michigan Economic Development Corporation (MEDC.) The City of Durand and the Village of Vernon are actively perusing certification in the RRC program.

The RRC program was created to assist municipalities create transparent, predictable, and efficient processes into their development efforts by utilizing the program's six best practices. This involves planning for new investment and reinvestment, identifying assets and opportunities, and focusing limited resources. RRC empowers communities to shape their future by assisting in the creation of a solid planning, zoning and development foundation to retain and attract businesses, investment and talent.





## ECONOMIC DEVELOPMENT SECTORS

Economic development has evolved over the last several decades to emerge as a more holistic discipline focused on creating prosperous local and state economies.

Originally focused on the recruitment and retention of industry, primarily manufacturing, economic development has become a much broader effort recognizing the importance of additional factors, such as the roles played by talent, tourism, place, and entrepreneurialism in the economic success of a community. For the purpose of this economic development strategy, these areas are defined below:



### Industry

Best classified as “traditional economic development,” Industry focuses on manufacturing, mining, or other value-added industries where the end products or services are sold outside the immediate local economy.



### Talent

The available or needed people and skills enabling a community to be competitive in helping local businesses expand, attracting new business, or creating jobs themselves.



### Entrepreneurialism

The development of entrepreneurs and small businesses is key to economic prosperity. In addition to their role as economic contributors, small businesses help retain money in the local economy.



### Place

This includes the physical areas that help define the character of a community. Downtowns, historic districts, neighborhoods and housing, and bike trails are all examples of Place. Place is a key factor in a community's ability to attract and retain talent.

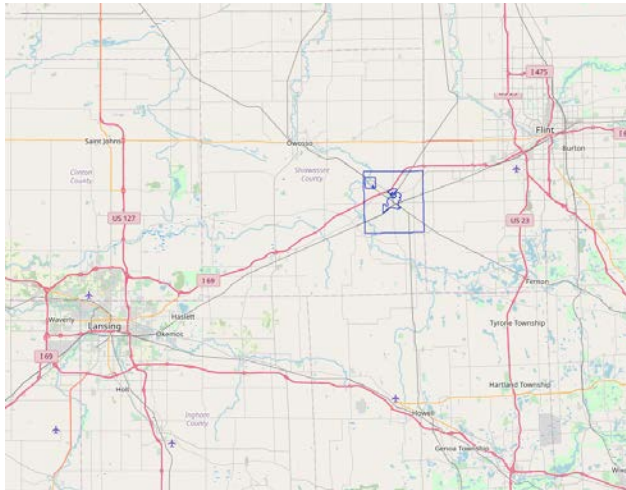
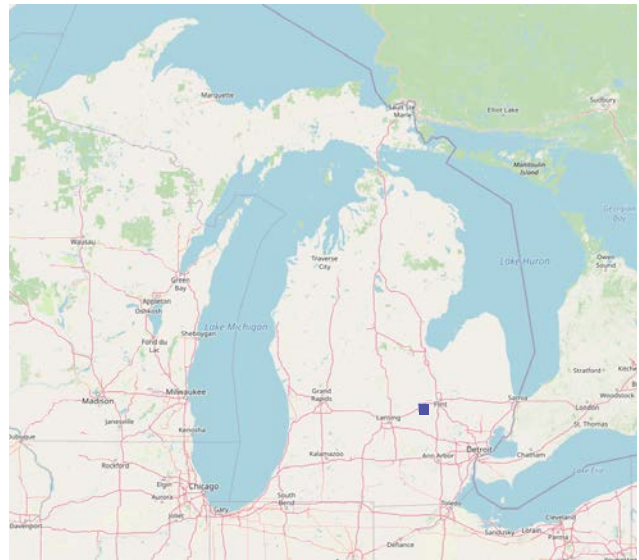


### Tourism

The attraction of visitors, and their related spending, from outside the local area. Tourism has several forms, from recreation and leisure to business-related to agri-tourism. For this strategy, it is defined as recreation and leisure-related visits and visitors.

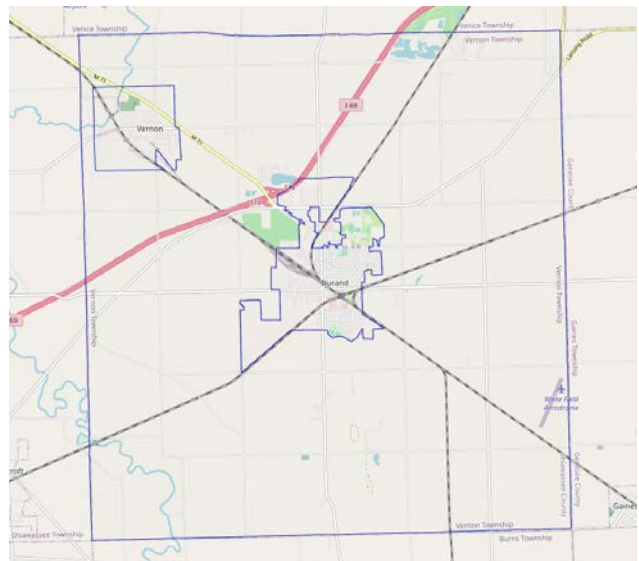
# OUR REGIONAL COMMUNITY

The City of Durand, Village of Vernon, and Vernon Township are located in the eastern portion of Michigan's lower peninsula. The community is located along I-69 and is served by regional airports in Flint, Lansing, and Detroit. The community is best known for Durand's extensive rail assets, including its active rail depot and diamond crossing.



The community's location on the eastern edge of Shiawassee County, approximately 20 miles west-southwest of Flint and approximately 40 miles northeast Lansing, is a blend of rural agriculture and industrial serving a variety of manufacturing and logistical businesses.

The three units of government are in close proximity, including being surrounded by Vernon Township. The Village and Township share some services and tax base, while the City is a separate taxing entity which also provides its own municipal services such as water and sewer. All three units work together well and have a friendly relationship.



# BARRIERS TO GROWTH

The City of Durand, Village of Vernon, and Vernon Township have many of the same barriers to growth. As a community, these units are suffering from the same issues. These are:



## **Population Decline**

All three units of government have and continue experience a declining population. This decline threatens the vitality of the community. From availability of talent for local manufacturing to customers for local businesses to students in schools, having a stable and growing population is critical for economic success.



## **Lack of Housing Options**

The community lacks a variety of quality housing options for prospective residents. Very little new single-family housing exists in the three units of government, as well as very few multi-family apartment buildings, and virtually no owner-occupied “missing middle” housing (duplexes, triplexes, etc.) This lack of housing options severely limits the ability to retain or attract residents looking for newer housing.



## **Commercial Vacancies**

Vacancies in the commercial districts of the three units of government are directly tied to the shrinking population and lack of housing options for the community. Retail businesses especially follow growth. Household income, number of people per household, and the number of “rooftops” (or occupied housing units) in an area creates a market for retail and restaurant opportunity.



# The Importance of Housing in the Economic Development Strategy

Regardless of the three scenarios presented in this strategy, housing will be a critical factor for the future of the community. The lack of additional housing, even in an “as is” scenario, severely limits the community’s potential. This is only further worsened when the other two scenarios are introduced. For decades, housing was one of the results of economic development. A manufacturing facility would locate in a town and houses would pop up around it and a commercial district or downtown would follow. That model worked when labor was plentiful and readily available no matter where a company located. In the most recent Site Selectors Survey by *Area Development Magazine*, of the top four factors for a site’s consideration, “Availability of Skilled Talent” and “Quality of Life” were two of the top four. The remaining two, “Availability of Property” and “Quality Infrastructure,” can already be claimed by the community. However, the availability of talent is now driven not just by economic opportunity, but by quality of life. In order for the community to attract talent, it must have somewhere for them to live.

In addition to the potential of recruitment of traditional economic development projects, the addition of housing units will also assist in the filling of retail and restaurants in the numerous vacancies in downtown Durand, downtown Vernon, and other commercial areas in Durand and Vernon Township. In short, retail follows rooftops. The more households there are in a community (along with household spending they bring with them,) the more retail opportunity there is.

The end result of additional housing is a reversing of population decline, which spurs both traditional economic development projects as well as fills vacancies and creates more vibrant downtowns.



# ABOUT THIS STRATEGY



This strategy has been created both in the time of COVID and with the potential of an incredibly large project coming to fruition. These factors have influenced the creation of this document in two primary ways. First, an acknowledgement of the potential of this “super project” is reflected in the three scenarios of the Economic Development Strategy. This project, if it happens, will have a dramatic effect on the three units of government, including their tax base and demand for support services and housing both during construction and after opening. One of the three scenarios contemplates this impact on the three units. The second scenario is the inclusion of a significant project, but vastly more modest in relation to the “super project” scenario. The last scenario assumes there is not a significant economic development project and the local economy continues “as is.”

This strategy also contemplates the impact COVID has had, and likely will continue to have for the immediate future. This impact presents significant challenges for businesses and the recommendations focus first on existing businesses and then on prospective businesses. The recommendations inclusion of the impact of COVID will also serve as a guide in the situation for the current and potential future pandemics.

**“As-Is” Scenario-** This scenario imagines the local economy with no significant change, or “as-is.”

**Mid-Size Project Scenario-** This scenario imagines a more modest, but still significant project of \$10 million of private investment, creating 200 new jobs earning on average \$65,000 per year.

**Super Project Scenario-** This imagines a massive project. Economic scenarios envision an \$8 billion investment, creating 800 new jobs earning on average \$75,000 per year.



This scenario is based on no significant projects coming into the area. This scenario is presented to give community leaders guidance on what each unit of government can do to improve both their respective as well as the collective economy.

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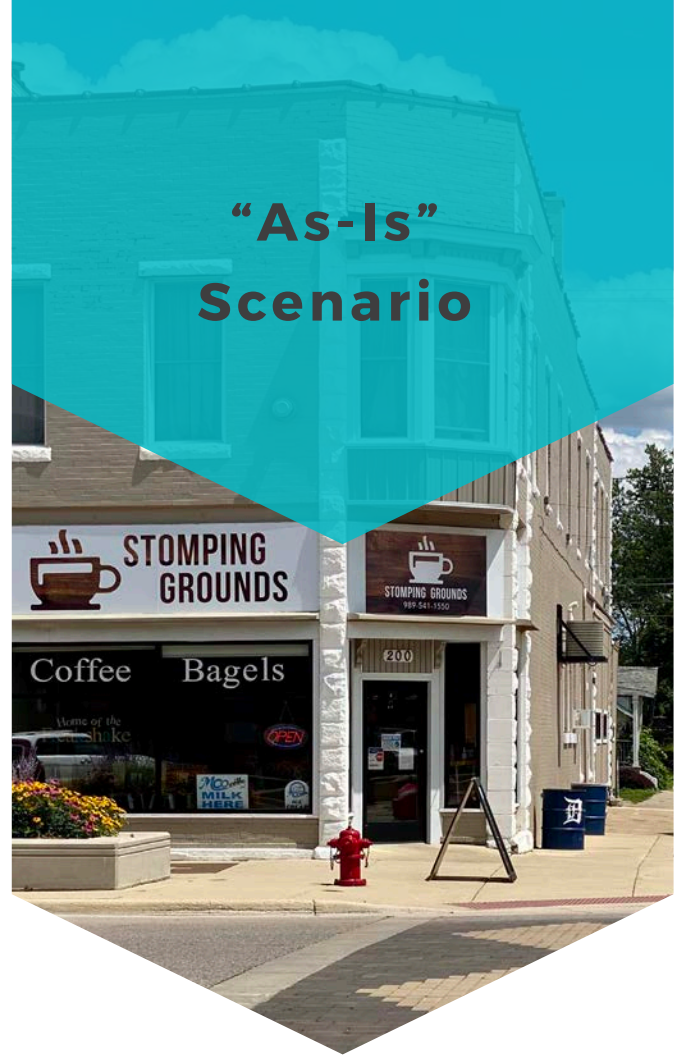
## OVERVIEW OF PRIMARY CHALLENGES

### HOUSING

The lack of available single-family and multi-family residential units is one of the biggest issues facing the community. Whether owner-occupied or rental, the community needs to increase its capacity for people to live in the area. Ironically, this is paired with all three units of government experiencing population loss. How can this be? How can the community both be short of housing supply AND be losing population? Since 1950, the percentage of households with children in the United States has dropped from 55% to roughly 30%. At close to the same time, the number of people living in the same household has dropped from 3.67 to 2.41. The result is almost fully occupied housing and less people overall. Increasing supply is the main way a community can increase the number of people living in an area.

### COMMERCIAL VACANCIES

All three units of government are experiencing a significant number of vacancies in commercial properties and/or parcels. The drop in population is a primary factor in the decreased buying power of the community. While increasing the number of housing units will bolster retail efforts naturally, all three units should prioritize the reuse of these properties. Filling vacancies creates several benefits to the community: 1) increases the value of real estate; 2) increased tax base; and 3) improved image and community pride.



# PROJECT RECOMMENDATIONS

The City of Durand, Village of Vernon, and Vernon Township have many of the same barriers to growth. The recommendations in this section are intended to be a set of base recommendations for all three scenarios.

## City of Durand

**Key Areas:** Downtown, Commercial Corridor (Monroe Avenue), Industrial Areas

- Add Multi-Family Units
- Vacant Property Ordinance
- Business Recruitment
- Brownfield Redevelopment
- Downtown
- Façade Improvements
- Upper Floor Housing
- Industrial Development

## Village of Vernon

**Key Areas:** Downtown

- Downtown Façade Improvements
- Public Art
- Business Recruitment
- Assist Events Center Project

## Vernon Township

**Key Areas:** Industrial and Commercial Areas, Residential, Agricultural

- Housing
  - Residential Development
  - Multi-Family
- Commercial Backfill
- Industrial Development
- Agricultural Processing



# PROJECT RECOMMENDATIONS: CITY OF DURAND

The projects below are recommended for the City of Durand to undertake as budget and staffing allow. The projects are ranked in order of importance.

**Encourage Multi-Family Units-** The importance of adding more residential units cannot be understated. The creation of new apartments, either more upper story housing downtown or a more modern apartment complex on underutilized land near downtown or on the edge of town would help both the availability of talent for businesses that export products or services in addition to providing additional customers for local businesses. Identifying parcels, ensuring the appropriate zoning is in place, and recruiting local developers to take on these projects are all recommended.

**Vacant Property Ordinance-** There are a number of vacant buildings in both downtown and in other areas of the city. There appears to be minimal to no marketing of these properties in several cases. The City should create a vacant property ordinance that would require property owners to actively market available property for either sale or rent for a reasonable price. (Reasonable price may be determined by the council and could be pegged to a percentage amount above/below market average.) Requiring property owners to market their property or face escalating fines can help move property owners from passive to active in the market.



**DVVT Task Force-** The City, Village, and Township should create a joint Durand-Vernon-Vernon Township (DVVT) task force to coordinate economic development projects and marketing efforts. This task force can meet quarterly or at least annually to review potential projects and discuss ways to assist each other in their goals. By creating and using a joint task force, it sends a positive message to the community and prospective businesses that the area works together to benefit all.

**Downtown-** Durand's downtown is the heart of the city. As important as the freeway interchange is to the economic development prospects for the city, the downtown is as important to the community's ability to retain and attract residents. The projects below are recommended to be undertaken to improve the appearance and viability of downtown:

***Façade Improvements-*** Improving the exterior of the buildings in the downtown will dramatically improve their curb appeal and be more attractive. Recognizing the City's Downtown Development Authority (DDA) has a limited Tax Increment Financing (TIF) funding, the façade program does not need to be a full redevelopment of an entire façade. Component grants that target specific areas for improvements, like signs or awnings, can go a long way while not being a huge cost.

# PROJECT RECOMMENDATIONS: CITY OF DURAND

**Upper Floor Housing-** Conversion of upper floor spaces (where applicable) to rental units should be strongly encouraged. Adding a mix of housing types, especially downtown units, can help retain and attract younger demographics to the community. There are currently several buildings that have the potential for additional units which would also increase the value of these properties.

**Business Retention and Recruitment-** There are viable business opportunities for several sectors within the community. Assisting existing businesses to take advantage of these opportunities should be the first priority, followed by looking to attract businesses from other communities. Making these parties aware of both the economic opportunity and real estate opportunities that exist are critical to filling empty spaces.

**Vacant Property Ordinance-** Downtown Durand suffers from several vacancies, some of which are simply being held and not used. In order to aid their turnover, the City should consider a vacant property ordinance. This ordinance would require property owners to either attempt to lease or sell their buildings at a reasonable rate within six months of vacancy. Failure to market the building could result in a fine, doubled every six months until it's marketed. This type of ordinance provides property owners with motivation to market available properties to prospective business or property owners.

**Brownfield Redevelopment-** There are several properties in the city that could qualify as brownfield sites. These sites could be valuable real estate for further industrial or commercial uses if remediated. Furthermore, the City's blight code should be updated and strictly enforced to help combat the negative effect these properties can have both on surrounding property values and the self-esteem of the community.

**Industrial Development-** Continuing to work with Vernon Township on identifying property that could be appropriate for industrial uses as well as work to redevelop underused or vacant industrial property. Of spaces and locations in the county, the Durand/Vernon Township interchange and surrounding area with rail access is best positioned for logistics, automotive-related manufacturing and value-added agricultural processing.

**Expansion of Public Art-** The City of Durand has done a good job of encouraging public art. The mural downtown is great first step in integrating more art into the public realm. Public art helps build a strong sense of place and creates pride within a community. The City and DDA should encourage more murals and other works of public art like sculptures in the downtown area.



# PROJECT RECOMMENDATIONS: VILLAGE OF VERNON

The projects below are recommended for the Village of Vernon to undertake as budget and staffing allow. The projects are ranked in order of importance.

**Downtown-** Downtown Vernon is the economic engine for the Village. The success of the downtown area directly helps the Village to improve the quality of life of the residents. The downtown is a highly walkable area with easy access to surrounding residential areas. While downtown has many assets, there are several things the Village and its Downtown Development Authority (DDA) can do to improve:

***Façade Improvements-*** Overall the façades in downtown Vernon are not in bad condition. A component grant program, targeting specific areas for improvements, like signs or awnings, can go a long way while not needing an extraordinary budget.

***Connection to Shiawassee River-*** The Village has a great canoe/kayak launch not far from downtown. This launch connects to the Shiawassee River Water Trail, which was recently approved to be a National River Trail by the United States Park Service. The launch currently has a map with distances to assets such as downtown, but this should be accompanied by additional signage directing people to key businesses that users might find attractive like restaurants, ice cream shops, and the like. Additionally, clear signage along the way to these destinations would aid visitors in finding them.

***Public Art-*** Downtown Vernon has charming buildings and is very walkable. A missing ingredient to its charm though is the presence of public art. Murals or a few smaller sculptures would go a long way in adding to the historic charm of downtown.

***Business Retention and Recruitment-*** There are viable opportunities for businesses in the downtown area. These range from restaurants to retail to destination businesses. Additionally, efforts by existing property owners to convert a former church to an events center should be supported. This type of small scale events center could bring additional visitors and revenue to the community.

***Bike Racks-*** In addition to water trails, the roads of Shiawassee County are often used by recreational cyclists. Furthermore, with the near neighborhoods in the village, creating the simple and cost effective infrastructure like bike racks, will make the downtown more inviting to residents and visitors alike.

**DVVT Task Force-** The City, Village, and Township should create a joint Durand-Vernon-Vernon Township (DVVT) task force to coordinate economic development projects and marketing efforts. This task force can meet quarterly or at least annually to review potential projects and discuss ways to assist each other in their goals. By creating and using a joint task force, it sends a positive message to the community and prospective businesses that the area works together to benefit all.





# PROJECT RECOMMENDATIONS: VERNON TOWNSHIP

The projects below are recommended for Vernon Township to undertake as budget and staffing allow. The projects are ranked in order of importance. An important note for these projects is the desire for the township to remain as agriculturally-based as possible. Residents and elected officials have voiced this desire and it should be heeded as much as possible. The benefit to this stance in addition to political forces, is the intent to keep character and concentrate growth into the City and Village.

**Housing-** The regional community's greatest need is housing, both single-family and multi-family. Most of the incorporated areas of the City of Durand and Village of Vernon are built out. The most logical place for additional housing to occur is in the township. Areas for potential residential development should be identified with a goal of maintaining the township's rural character and preserving as much farmland as possible.

**Industrial Development-** Continuing to work with the City of Durand on identifying property that could be appropriate for industrial uses as well as work to redevelop underused or vacant industrial property.

Of spaces and locations in the county, the Durand/Vernon Township interchange and surrounding area with rail access is best positioned for logistics, automotive-related manufacturing and value-added agricultural processing.

**Commercial Backfill-** As residential opportunities increase, the township should concentrate any commercial opportunities that come its way to existing to commercially-zoned properties. By focusing on backfilling existing vacant or underutilized commercial property, this limits pressure on agricultural land.

**Urban Growth Boundary-** Vernon Township should seek to create a unified Urban Growth Boundary (UGB) with the Village and City to help guide development and preserve farmland. By creating a UGB, which could include a 425 agreement (triggered by qualified projects,) would help all three units consider what is appropriate growth and predetermine what areas that growth should be steered to as well as shared revenue.

**DVVT Task Force-** The City, Village, and Township should create a joint Durand-Vernon-Vernon Township (DVVT) task force to coordinate economic development projects and marketing efforts. This task force can meet quarterly or at least annually to review potential projects and discuss ways to assist each other in their goals. By creating and using a joint task force, it sends a positive message to the community and prospective businesses that the area works together to benefit all.





This scenario is based on a \$10 million project, creating 200 new jobs earning approximately \$65,000 per year.

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## OVERVIEW OF PRIMARY CHALLENGES

### HOUSING

The presence of any significant projects would only exacerbate the community's housing issues. The introduction of 200 new jobs would likely lean heavily on existing residents of the three units and surrounding areas ranging from as far away as Perry, Owosso, Swartz Creek, and Flint. If a full recovery of the economy to pre-COVID levels occurs, attracting talent will be very difficult. Creating new housing, ranging from market-rate single and multi-family to affordable multi-family units, will be critical in assisting existing and new industries.

### COMMERCIAL VACANCIES

All three units of government are experiencing a significant number of vacancies in their core commercial areas. Market data suggests there are several possibilities for business recruitment. However, all market data is significantly improved with additional housing. Speculators have emerged in downtown Durand and begun buying properties and not doing anything with them. All three units of government should be aware of this problem and take steps to guard against it.

## “Mid-Size” Scenario



# IMPACT OF 50 ADDITIONAL HOUSING UNITS

The impact additional housing units would have on the community are significant, if they occur at a scale that allows their collective purchasing power to aggregate. Below are scenarios showing the impact additional housing units would have.

Category	50 New Households at Median Income	50 New Households at 120% Median Income	50 New Households at 150% Median Income
<b>Apparel and Services</b>	\$66,971.50	\$80,365.80	\$100,457.25
<b>Computer</b>	\$5,605.50	\$6,726.60	\$8,408.25
<b>Entertainment &amp; Recreation</b>	\$106,519.00	\$127,822.80	\$159,778.50
<b>Food</b>	\$290,106.00	\$348,127.20	\$435,159.00
<b>Food at Home</b>	\$172,913.00	\$207,495.60	\$259,369.50
<b>Food Away from Home</b>	\$117,193.00	\$140,631.60	\$175,789.50
<b>Financial</b>	\$4,212,899.50	\$5,055,479.40	\$6,319,349.25
<b>Health</b>	\$21,517.00	\$25,820.40	\$32,275.50
<b>Home</b>	\$573,720.00	\$688,464.00	\$860,580.00
<b>Household Furnishings and Equipment</b>	\$44,464.00	\$53,356.80	\$66,696.00
<b>Household Operations</b>	\$57,933.00	\$69,519.60	\$86,899.50
<b>Insurance</b>	\$262,156.50	\$314,587.80	\$393,234.75
<b>Personal Care Products</b>	\$16,582.00	\$19,898.40	\$24,873.00
<b>Transportation</b>	\$208,954.00	\$250,744.80	\$313,431.00
<b>Travel</b>	\$53,587.50	\$64,305.00	\$80,381.25
<b>TOTAL</b>	<b>\$5,641,892.00</b>	<b>\$6,770,270.40</b>	<b>\$8,462,838.00</b>

Source: ESRI, 2020; Place + Main Advisors, 2020



# DIRECT, INDIRECT, & INDUCED JOB CREATION ESTIMATES

The economic impact of a project often goes beyond just the project itself. Construction jobs as well as jobs resulting from supporting the project, and jobs that are created as a result of additional money in a community. To better understand these terms, they are defined below:

**Direct Jobs-** These are jobs that are a direct result of the project. These are permanent full-time or full-time equivalent (FTE) employees of the company.

**Indirect Jobs-** These jobs are a result of supporting the project's ongoing operations through a variety of industries such as contractors in logistics, food services, or law.

**Induced Jobs-** These are jobs that are a result of additional spending in the community. They are not as tied to the specific project as direct and indirect jobs, but are still a result of money flowing through the local economy as a result of the project. These jobs are often in the service sector and include restaurants and hospitals.

## PROJECT OVERVIEW

**Industry:** Manufacturing

**Estimated Annual Wages:** \$65,000/year

**Private Investment:** \$10,000,000

**Impact Area:** Shiawassee County

Job Type	Job Creation (FTEs)	Cumulative Wages
Direct	200	\$13,000,000.00
Indirect	202.97	\$8,145,316.05
Induced	63.99	\$1,952,886.30
TOTAL	466.96	\$23,098,202.34

Source: IMPLAN

# ESTIMATED TAXES BY JURISDICTION

The addition of new manufacturing will result in additional revenue for the respective unit of government and all applicable taxing jurisdictions. Below is a chart outlining the taxable value of the project and results revenue in this scenario along with what annual revenue would be generated should a tax abatement be applied. NOTE: Tax abatements are a common tool in economic development. In numerous cases, a project such as this would not be considered by the company without such an incentive.

SUMMER TAX	Mills	Total	Total w/ Abatement
Municipal Tax (Durand)	16.5304	\$82,652.00	\$41,326.00
2012 Water Bond	4.6000	\$23,000.00	\$11,500.00
State Ed Tax	6.0000	\$30,000.00	\$15,000.00
County Operating	5.5544	\$27,772.00	\$13,886.00
TOTAL	32.6848	\$163,424.00	\$81,712.00
WINTER TAX	Mills	Total	Total w/ Abatement
Library	1.2465	\$6,232.50	\$3,116.25
Shiawassee RESD	3.9040	\$19,520.00	\$9,760.00
School Debt	6.7000	\$33,500.00	\$16,750.00
School Operating N	18.0000	\$90,000.00	\$45,000.00
SR Citizen Service	0.4300	\$2,150.00	\$1,075.00
Medical Care	2.0000	\$10,000.00	\$5,000.00
Vet PA 214	0.0900	\$450.00	\$225.00
Veterans Vote	0.2000	\$1,000.00	\$500.00
MSU Ext	0.0500	\$250.00	\$125.00
Streets	2.0000	\$10,000.00	\$5,000.00
Ambulance	1.3500	\$6,750.00	\$3,375.00
Public Transportation	0.1500	\$750.00	\$375.00
TOTAL	36.1205	\$180,602.50	\$90,301.25

# PROJECT RECOMMENDATIONS: CITY OF DURAND

The projects below are recommended for the City of Durand to undertake in the “Mid-Size” project scenario. These recommendations offer many of the same recommendations under the “As-Is” scenario, but re-prioritizes their order or offers additional projects based on anticipated additional tax revenue.

**Encourage Multi-Family Units-** The larger the project that comes into the area, the more important housing becomes. A lack of available housing hinders a company’s ability to attract talent, and thereby grow the community. Adding quality multi-family units will increase the community’s housing units and improve its ability to attract both base employers as well as retail and restaurants.

**Downtown Upper Floor Housing-** Based on the “Mid-Size” scenario and the resulting housing crunch, converting upper floors to housing becomes a higher priority. Helping existing or prospective building owners to access funds such as those available from the Michigan Economic Development Corporation (MEDC) and federal Historic Tax Credits should also rise in the level of importance.

**Downtown Vacant Property Ordinance-** Downtown Durand suffers from several vacancies, some of which were purchased on a speculative basis and are simply being held and not used. In order to aid their turnover, the City should consider a vacant property ordinance. This ordinance would require property owners to either attempt to lease or sell their buildings at a reasonable rate within six months of vacancy. Failure to market the building could result in a fine, doubled every six months until it’s marketed. This type of ordinance provides property owners with motivation to market available properties to prospective business or property owners.

**DVVT Task Force-** The City, Village, and Township should create a joint Durand-Vernon-Vernon Township (DVVT) task force to coordinate economic development projects and marketing efforts. This task force can meet quarterly or at least annually to review potential projects and discuss ways to assist each other in their goals. By creating and using a joint task force, it sends a positive message to the community and prospective businesses that the area works together to benefit all.

**Industrial Development-** The emergence of a mid-size manufacturing project may also open up opportunities for suppliers to locate nearby as well, depending on the needs of the facility in relation to its existing supply base. Working with the company, the community should determine if any suppliers would have interest in locating nearby. This should also be discussed with the committed company early in the process in order to identify additional sites for such suppliers.





# PROJECT RECOMMENDATIONS: CITY OF DURAND

**Downtown Façade Improvements-** Improving the exterior of the buildings in the downtown will dramatically improve their curb appeal and be more attractive. Recognizing the City's Downtown Development Authority (DDA) has a limited Tax Increment Financing (TIF) funding, the façade program does not need to be a full redevelopment of an entire façade. Component grants that target specific areas for improvements, like signs or awnings, can go a long way while not being a huge cost.

**Business Retention and Recruitment-** There are viable business opportunities for several sectors within the community. Assisting existing businesses to take advantage of these opportunities should be the first priority, followed by looking to attract businesses from other communities. Making both of these parties aware of both the economic opportunity and real estate opportunities that exist are critical to filling empty spaces.

**Brownfield Redevelopment-** There are several properties in the city that could qualify as brownfield sites. These sites could be valuable real estate for further industrial or commercial uses if remediated. Furthermore, the City's blight code should be updated and strictly enforced to help combat the negative effect these properties can have both on surrounding property values and the self-esteem of the community.

**Expansion of Public Art-** The City of Durand has done a good job of encouraging public art. The mural downtown is great first step in integrating more art into the public realm. Public art helps build a strong sense of place and creates pride within a community. The City and DDA should encourage more murals and other works of public art like sculptures in the downtown area.

*Redevelopment of blighted and potentially contaminated property could return once productive land to a source of job creation and tax base in addition to remediating the property. The sources of blight have a negative effect on surrounding property values.*



# PROJECT RECOMMENDATIONS: VILLAGE OF VERNON

There are no changes to the previous recommendations for the Village of Vernon based on this project scenario. The addition of more jobs, and likely residents, to the area does increase opportunity for existing and potential businesses.

**Downtown-** Downtown Vernon is the economic engine for the Village. The success of the downtown area directly helps the Village to improve the quality of life of the residents. The downtown is a highly walkable area with easy access to surrounding residential areas. While downtown has many assets, there are several things the Village and its Downtown Development Authority (DDA) can do to improve:

***Façade Improvements-*** Overall the façades in downtown Vernon are not in bad condition. A component grant program, targeting specific areas for improvements, like signs or awnings, can go a long way while not needing an extraordinary budget.

***Connection to Shiawassee River-*** The Village has a great canoe/kayak launch not far from downtown. This launch connects to the Shiawassee River Water Trail, which was recently approved to be a National River Trail by the United States Park Service. The launch currently has a map with distances to assets such as downtown, but this should be accompanied by additional signage directing people to key businesses that users might find attractive like restaurants, ice cream shops, and the like.

***Public Art-*** Downtown Vernon has charming buildings and is very walkable. A missing ingredient to its charm though is the presence of public art. Murals or a few smaller sculptures would go a long way in adding to the historic charm of downtown.

***Business Retention and Recruitment-*** There are viable opportunities for businesses in the downtown area. These range from restaurants to retail to destination businesses. Additionally, efforts by existing property owners to convert a former church to an events center should be supported. This type of small scale events center could bring additional visitors and revenue to the community.

***Bike Racks-*** In addition to water trails, the roads of Shiawassee County are often used by recreational cyclists. Furthermore, with the near neighborhoods in the village, creating the simple and cost effective infrastructure like bike racks, will make the downtown more inviting to residents and visitors alike.

**DVVT Task Force-** The City, Village, and Township should create a joint Durand-Vernon-Vernon Township (DVVT) task force to coordinate economic development projects and marketing efforts. This task force can meet quarterly or at least annually to review potential projects and discuss ways to assist each other in their goals. By creating and using a joint task force, it sends a positive message to the community and prospective businesses that the area works together to benefit all.



# PROJECT RECOMMENDATIONS: VERNON TOWNSHIP

While no significant changes are recommended under this scenario, the addition of more jobs and likely more potential residents further exacerbates the community's housing issues.

**Housing-** The regional community's greatest need is housing, both single-family and multi-family. Most of the incorporated areas of the City of Durand and Village of Vernon are built out. The most logical place for additional housing to occur is in the township. Areas for potential residential development should be identified with a goal of maintaining the township's rural character and preserving as much farmland as possible.

**Industrial Development-** Continuing to work with the City of Durand on identifying property that could be appropriate for industrial uses as well as work to redevelop underused or vacant industrial property. Of spaces and locations in the county, the Durand/Vernon Township interchange and surrounding area with rail access is best positioned for logistics, automotive-related manufacturing and value-added agricultural processing.

**Commercial Backfill-** As residential opportunities increase, the township should concentrate any commercial opportunities that come its way to existing commercially-zoned properties. By focusing on backfilling existing vacant or underutilized commercial property, this limits pressure on agricultural land.

**Urban Growth Boundary-** Vernon Township should seek to create a unified Urban Growth Boundary (UGB) with the Village and City to help guide development and preserve farmland. By creating a UGB, which could include a 425 agreement (triggered by qualified projects,) it will help all three units consider what is appropriate growth and predetermine what areas that growth should be steered to as well as shared revenue.

**DVVT Task Force-** The City, Village, and Township should create a joint Durand-Vernon-Vernon Township (DVVT) task force to coordinate economic development projects and marketing efforts. This task force can meet quarterly or at least annually to review potential projects and discuss ways to assist each other in their goals. By creating and using a joint task force, it sends a positive message to the community and prospective businesses that the area works together to benefit all.







This scenario is based on a \$8 billion project, creating 800 new jobs earning approximately \$85,000 per year.

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## OVERVIEW OF PRIMARY CHALLENGES

### HOUSING

Issues around housing become more problematic as larger projects are introduced. While a community could not be expected to have a readily available amount of housing to accommodate a project of this size, it does need to be able to respond quickly in order to maximize its ability to capture potential residents. A project of this size introduces two significant issues related to housing:

***Temporary housing for construction workers-*** Construction on a facility of this size would take over a year to complete and thousands of construction workers. One, two, and three star hotels and motels within a 15-20 minute radius would like be booked with workers for several months, while other local rental housing such as apartments and even Holiday Shores would see no vacancies on any available units.

***Permanent housing for employees and spin-off industry employees-*** As production ramps up and full-time employment comes on line, demand for housing within a 15-20 minute radius will also skyrocket. The anticipated wage levels of a project of this size would allow for both high quality multi-family and single-family housing units. While it's not feasible that the three units of government would be able to retain all of these employees for a number of reasons including infrastructure capacity, available property, and market preference, it is possible the three units of government could retain between 100-200 employees in the immediate area if suitable housing is available. If suitable housing is not available, either the housing demand will be absorbed by surrounding local governments in the 15-20 minute radius, or the facility will experience difficulty in attracting qualified talent to the area.

## “Super Project” Scenario



# IMPACT OF 150 ADDITIONAL HOUSING UNITS

The impact additional housing units would have on the community are significant, if they occur at a scale that allows their collective purchasing power to aggregate. Below are scenarios showing the impact additional housing units would have.

Category	100 New Households at Median Income	100 New Households at 150% Median Income	150 New Households at 150% Median Income
<b>Apparel and Services</b>	\$133,943.00	\$200,914.50	\$301,371.75
<b>Computer</b>	\$11,211.00	\$16,816.50	\$25,224.75
<b>Entertainment &amp; Recreation</b>	\$213,038.00	\$319,557.00	\$479,335.50
<b>Food</b>	\$580,212.00	\$870,318.00	\$1,305,477.00
<b>Food at Home</b>	\$345,826.00	\$518,739.00	\$778,108.50
<b>Food Away from Home</b>	\$234,386.00	\$351,579.00	\$527,368.50
<b>Financial</b>	\$8,425,799.00	\$12,638,698.50	\$18,958,047.75
<b>Health</b>	\$43,034.00	\$64,551.00	\$96,826.50
<b>Home</b>	\$1,147,440.00	\$1,721,160.00	\$2,581,740.00
<b>Household Furnishings and Equipment</b>	\$88,928.00	\$133,392.00	\$200,088.00
<b>Household Operations</b>	\$115,866.00	\$173,799.00	\$260,698.50
<b>Insurance</b>	\$524,313.00	\$786,469.50	\$1,179,704.25
<b>Personal Care Products</b>	\$33,164.00	\$49,746.00	\$74,619.00
<b>Transportation</b>	\$417,908.00	\$626,862.00	\$940,293.00
<b>Travel</b>	\$107,175.00	\$160,762.50	\$241,143.75
<b>TOTAL</b>	<b>\$11,283,784.00</b>	<b>\$16,925,676.00</b>	<b>\$25,388,514.00</b>

Source: ESRI, 2020; Place + Main Advisors, 2020

# DIRECT, INDIRECT, & INDUCED JOB CREATION ESTIMATES

The economic impact of a project often goes beyond just the project itself. Construction jobs as well as jobs resulting from supporting the project, and jobs that are created as a result of additional money in a community. To better understand these terms, they are defined below:

**Direct Jobs-** These are jobs that are a direct result of the project. These are permanent full-time or full-time equivalent (FTE) employees of the company.

**Indirect Jobs-** These jobs are a result of supporting the project's ongoing operations through a variety of industries such as contractors in logistics, food services, or law.

**Induced Jobs-** These are jobs that are a result of additional spending in the community. They are not as tied to the specific project as direct and indirect jobs, but are still a result of money flowing through the local economy as a result of the project. These jobs are often in the service sector and include restaurants and hospitals.

## PROJECT OVERVIEW

**Industry:** Steel Manufacturing

**Estimated Annual Wages:** \$85,000/year

**Private Investment:** \$4,000,000,000

Job Type	Job Creation (FTEs)	Cumulative Wages
Direct	800	\$60,000,000.00
Indirect	595.92	\$22,665,576.35
Induced	229.05	\$6,973,309.50
<b>TOTAL</b>	<b>1,624.98</b>	<b>\$89,638,885.86</b>

Source: IMPLAN, 2020



# ESTIMATED TAXES BY JURISDICTION

The size of the project will have a significant impact on every facet of the community. The revenue generated from the taxes on such a project will allow for significant cash flow for all taxing jurisdictions. Below is a chart outlining the taxable value of the project and results revenue in this scenario along with what annual revenue would be generated should a tax abatement be applied. NOTE: Tax abatements are a common tool in economic development. In numerous cases, a project such as this would not be considered by the company without such an incentive.

SUMMER TAX	Mills	Total	Total w/ Abatement
Municipal Tax (Durand)	16.5304	\$33,060,800.00	\$16,530,400.00
2012 Water Bond	4.6000	\$9,200,000.00	\$4,600,000.00
State Ed Tax	6.0000	\$12,000,000.00	\$6,000,000.00
County Operating	5.5544	\$11,108,800.00	\$5,554,400.00
TOTAL	32.6848	\$65,369,600.00	\$32,684,800.00
WINTER TAX	Mills	Total	Total w/ Abatement
Library	1.2465	\$2,493,000.00	\$1,246,500.00
Shiawassee RESD	3.9040	\$7,808,000.00	\$3,904,000.00
School Debt	6.7000	\$13,400,000.00	\$6,700,000.00
School Operating N	18.0000	\$36,000,000.00	\$18,000,000.00
SR Citizen Service	0.4300	\$860,000.00	\$430,000.00
Medical Care	2.0000	\$4,000,000.00	\$2,000,000.00
Vet PA 214	0.0900	\$180,000.00	\$90,000.00
Veterans Vote	0.2000	\$400,000.00	\$200,000.00
MSU Ext	0.0500	\$100,000.00	\$50,000.00
Streets	2.0000	\$4,000,000.00	\$2,000,000.00
Ambulance	1.3500	\$2,700,000.00	\$1,350,000.00
Public Transportation	0.1500	\$300,000.00	\$150,000.00
TOTAL	36.1205	\$72,241,000.00	\$36,120,500.00

# PROJECT RECOMMENDATIONS: CITY OF DURAND

The projects below are recommended for the City of Durand to undertake in the “Super Project” scenario. These recommendations offer many of the same recommendations under the “As-Is” and “Mid-Size” scenario, but re-prioritizes their order or offers additional projects based on anticipated additional tax revenue.

**Short- and Long-Term Housing-** The creation of a project this size will put tremendous strain on short-term and long-term housing. The construction of a facility this size would require hundreds, if not thousands, of workers and take 12-18 months. It is highly likely this would include bringing in laborers from a significant distance, which will necessitate temporary housing. Typically, on a smaller scale project in rural areas, this can be accommodated with hotel or motel rooms over several months. In this scenario, using the local hotel and motel, these units would likely be booked solid for months on end immediately and would only serve a fraction of needed workers. There would still be significant need for temporary housing for these workers. The City should inventory all available rental housing, both multi-family and single-family, to create a roster of potential housing options. In addition, the City should work with the Village and Township to develop a comprehensive plan of creating more housing among the three units of government.

**DVVT Task Force-** The City, Village, and Township should create a joint Durand-Vernon-Vernon Township (DVVT) task force to coordinate economic development projects and marketing efforts. This task force can meet quarterly or at least annually to review potential projects and discuss ways to assist each other in their goals. By creating and using a joint task force, it sends a positive message to the community and prospective businesses that the area works together to benefit all.

**Road & Utility Upgrades-** Lansing, Durand, and South New Lothrop Roads will need to be upgraded. Lansing Road is already a Class A road and likely needs the least amount of upgrades, but Durand and South New Lothrop Roads will need significant upgrades in both the short- and long-term. Heavy truck traffic during construction would also create significant strain on the roads. Likewise, public utilities, from water and sewer to electric and gas, will need to be significantly upgraded to serve a facility of this size. This should be accounted for during the incentive negotiation and budgeting process. There are several state-level incentive programs, like Community Development Block Grant and the Transportation Economic Development Fund, that can assist in paying for needed upgrades attached to a job creating project.

**Downtown Upper Floor Housing-** Based on the “Super Project” scenario and the resulting housing crunch, converting upper floors to housing becomes a higher priority. Helping existing or prospective building owners to access funds such as those available from the Michigan Economic Development Corporation (MEDC) and federal Historic Tax Credits should also rise in the level of importance.

**Industrial Development-** A project of this magnitude will bring with it significant opportunities for suppliers to locate nearby as well, depending on the needs of the

# PROJECT RECOMMENDATIONS: CITY OF DURAND

facility in relation to its existing supply base. Working with the company, the community should determine if any suppliers would have interest in locating nearby. This should also be discussed with the committed company early in the process in order to identify additional sites for such suppliers.

**Brownfield Redevelopment-** There are several properties in the city that could qualify as brownfield sites. These sites could be valuable real estate for further industrial or commercial uses if those conditions are remediated. The addition of a “Super Project” would significantly improve cash flow for the City that could allow for a more proactive role in addressing these sites, including stricter enforcement and potentially purchasing and redeveloping the site for reuse.

**Downtown Façade Improvements-** Improving the exterior of the buildings in the downtown will dramatically improve their curb appeal and be more attractive. Recognizing the City’s Downtown Development Authority (DDA) has a limited Tax Increment Financing (TIF) funding, the facade program does not need to be a full redevelopment of an entire façade. Component grants that target specific areas for improvements, like signs or awnings, can go a long way while not being a huge cost.

**Commercial Business Retention and Recruitment-** The existence of a “Super Project” would provide an explosive increase in the amount of spending in the area, making the area’s real estate more viable for redevelopment. This could also potentially cause additional speculative buying, where investors from outside the community buy buildings then want exorbitant amounts of money for them based on this new potential. This could be remedied by the next recommendation.

**Downtown Vacant Property Ordinance-** Downtown Durand suffers from several vacancies, some of which were purchased on a speculative basis and are simply being held and not used. In order to aid their turnover, the City should consider a vacant property ordinance. This ordinance would require property owners to either attempt to lease or sell their buildings at a reasonable rate within six months of vacancy. Failure to market the building would result in a fine, doubled every six months until it’s appropriately marketed. This type of ordinance provides property owners with motivation to market available properties to prospective business or property owners.

**Expansion of Public Art-** The City of Durand has done a good job of encouraging public art. Public art helps build a strong sense of place and creates pride within a community. The City and DDA should encourage more murals and other works of public art like sculptures in the downtown area.





# PROJECT RECOMMENDATIONS: VILLAGE OF VERNON

The addition of a “Super Project” to the area will have a huge impact on the Village of Vernon. From retail opportunities to increased demand for housing, the village will be one of numerous local units of government impacted by a project of this size.

**Housing-** Almost immediately during construction, there will be a massive demand for short-term housing. Any available rental housing in the village will likely be leased. Longer-term, demand for housing should not decrease either with the projected full-time employment. The Village should strongly consider small-scale rental units (2-8 units) in any underutilized property within the village limits. It should also consult with the Township if there are any nearby parcels in which to potentially develop small- to mid-scale (8-24 units) multi-family housing as well. This additional housing within the community will bolster the ability for downtown businesses to be successful.

**Downtown-** Downtown Vernon is the economic engine for the Village. The success of the downtown area directly helps the Village to improve the quality of life of the residents. The downtown is a highly walkable area with easy access to surrounding residential areas. While downtown has many assets, there are several things the Village and its Downtown Development Authority (DDA) can do to improve:

***Upper Floor Housing-*** While many of the upper floors of downtown buildings are already being used for housing, those remaining buildings where there is not housing should be converted immediately to help meet demand.

***Façade Improvements-*** Overall the façades in downtown Vernon are not in bad condition. A component grant program, targeting specific areas for improvements, like signs or awnings, can go a long way while not needing an extraordinary budget.

***Business Retention and Recruitment-*** There are viable opportunities for businesses in the downtown area. These range from restaurants to retail to destination businesses. Additionally, efforts by existing property owners to convert a former church to an events center should be supported. This type of small scale events center could bring additional visitors and revenue to the community.

**DVVT Task Force-** The City, Village, and Township should create a joint Durand-Vernon-Vernon Township (DVVT) task force to coordinate economic development projects and marketing efforts. This task force can meet quarterly or at least annually to review potential projects and discuss ways to assist each other in their goals. By creating and using a joint task force, it sends a positive message to the community and prospective businesses that the area works together to benefit all.



# PROJECT RECOMMENDATIONS: VERNON TOWNSHIP

The presence of a “Super Project” will have a tremendous impact on Vernon Township. From increased demand for housing, industrial, and commercial space to a Public Act 425 agreement, the Township will see tremendous pressure for growth. It must manage it properly to both allow economic opportunity for the region while working to maintain its rural character.

**Short- and Long-Term Housing-** As mentioned in both recommendations for the City of Durand and the Village of Vernon, short- and long-term housing becomes an even greater need in a “Super Project” scenario. Both the City and Village are primarily land locked by the township. While the City and Township have a history of successful agreements for specific projects, none of the units of government have experienced growth as this type of project would create. The need for short-term housing will immediately take up any hotel/motel space in the area, and will likely take up any unoccupied rental units as well as see a significant increase in the usage of Holiday Shores as living space. Long-term, the need for single-family and multi-family housing will be the greatest challenge for the community. The Township should work within its own framework, as well as partner with the Village and City to identify parcels near existing infrastructure as potential sites for multi-family apartments and single family subdivisions.

**DVVT Task Force-** The City, Village, and Township should create a joint Durand-Vernon-Vernon Township (DVVT) task force to coordinate economic development projects and marketing efforts. This task force can meet quarterly or at least annually to review potential projects and discuss ways to assist each other in their goals. By creating and using a joint task force, it sends a positive message to the community and prospective businesses that the area works together to benefit all.

**Industrial Development-** The “Super Project” scenario not only creates a massive industrial user in the community, but will likely bring suppliers to the area, also wanting industrial property. Continuing to work with the City of Durand on identifying property that could be appropriate for industrial uses as well as work to redevelop underused or vacant industrial property should be of equal priority as housing. Of spaces and locations in the county, the Durand/Vernon Township interchange and surrounding area with rail access is best positioned for logistics, automotive-related manufacturing and value-added agricultural processing.

**Commercial Backfill-** As identified with the City of Durand, the possibility exists that speculators may look to purchase property with the start of a “Super Project.” The township should be on guard for this situation as these speculators may take up prime property and want exorbitant amounts of money for it. The township should continue to concentrate any commercial opportunities that come its way to existing to commercially-zoned properties. By focusing on backfilling existing vacant or underutilized commercial property, this limits pressure on agricultural land.

# RETAIL GAP, GROWTH ANALYSIS, & KEY DEMOGRAPHICS

This section provides information on key data that may factor into a business' decision to locate in the area. Information provided herein includes population estimates and projections, household income estimates, educational attainment and a breakdown of the population age ranges.



# RETAIL GAP & PROJECTED GROWTH ANALYSIS

When an area's demand for retail goods and services does not match the supply, it creates what is called a Retail Gap. If there is more supply than demand in a geographic area, then one of two things (or a combination of the two) are occurring: 1) There may be a strong enough draw from a specific retailer/service provider or group of them that brings in additional from customers from outside the defined area and/or 2) there is an over-supply of a business type. Conversely, if there is more demand for a good or service than what exists in the area's supply, a gap (or leakage) is created. This leakage is money that leaves the area to spend in another area because the particular good or service is not available within the defined area. This leakage is the best potential source for the types of additional businesses the area may need. The following are charts showing the market demand and highest leakage areas for the 20-Minute Drive Time Radii.

*The presence of a gap is not a guarantee of success for prospective businesses.*



## City of Durand Retail Gap Analysis: 20-Minute Drive Time

Using the data from the 20-minute radius of the Retail Gap & Projected Retail Growth analysis, the chart below outlines the potential gap that will exist if each category remains static and demand is realized as projected. From there, industry sales per square foot were used for each category to project the maximum amount of total square footage that the market could absorb.

CATEGORY	2020 DEMAND (\$)	2020 SUPPLY (\$)	2020 GAP	2025 DEMAND (\$)	PROJECTED GAP
Total retail trade including food and drink (NAICS 44, 45 and 722)	890,918,186	913,736,992	-22,818,807	976,827,116	\$63,090,124
Total retail trade (NAICS 44 and 45)	791,287,522	840,206,394	-48,918,872	865,754,291	\$25,547,897
Total food services and drinking places (NAICS 722)	99,630,664	73,530,598	26,100,066	111,072,824	\$37,542,226
Home furnishings stores (NAICS 4422)	10,132,159	3,514,317	6,617,842	11,242,234	\$7,727,917
Supermarkets and other grocery (except convenience) stores (NAICS 44511)	93,035,870	87,594,618	5,441,252	101,140,726	\$13,546,108
Beer, wine, and liquor stores (NAICS 4453)	7,887,529	3,834,640	4,052,889	8,646,580	\$4,811,940
Full-service restaurants (NAICS 722511)	42,148,800	28,891,384	13,257,416	47,070,581	\$18,179,197
Limited-service restaurants (NAICS 722513)	37,609,210	35,184,656	2,424,554	41,794,973	\$6,610,317
Coffee shops (NAICS 7225155)	2,690,936	536,113	2,154,823	2,987,505	\$2,451,392

## Village of Vernon Retail Gap Analysis: 20-Minute Drive Time

Using the data from the 20-minute radius of the Retail Gap Analysis and Projected Retail Growth analysis, the chart below outlines the potential gap that will exist if each category remains static and demand is realized as projected. From there, industry sales per square foot were used for each category to project the maximum amount of total square footage that the market could absorb.

CATEGORY	2020 DEMAND (\$)	2020 SUPPLY (\$)	2020 GAP	2025 DEMAND (\$)	PROJECTED GAP
Total retail trade including food and drink (NAICS 44, 45 and 722)	\$971,245,280	\$1,163,789,337	-\$192,544,057	\$1,064,084,925	-\$99,704,412
Total retail trade (NAICS 44 and 45)	\$862,437,137	\$1,063,162,618	-\$200,725,481	\$942,870,266	-\$120,292,352
Food services and drinking places (NAICS 722)	\$108,808,143	\$100,626,719	\$8,181,424	\$121,214,659	\$20,587,940
Home furnishings stores (NAICS 4422)	\$11,055,689	\$4,569,815	\$6,485,874	\$12,259,442	\$7,689,627
Beer, wine, and liquor stores (NAICS 4453)	\$8,574,731	\$5,818,538	\$2,756,193	\$9,397,417	\$3,578,879
Full-service restaurants (NAICS 722511)	\$46,015,163	\$38,348,175	\$7,666,988	\$51,349,391	\$13,001,216
Snack and non-alcoholic beverage bars (NAICS 722515)	\$6,871,345	\$3,706,553	\$3,164,793	\$7,625,384	\$3,918,831
Coffee shops (NAICS 7225155)	\$2,941,223	\$698,510	\$2,242,714	\$3,263,036	\$2,564,526

## Vernon Township Retail Gap Analysis: 20-Minute Drive Time

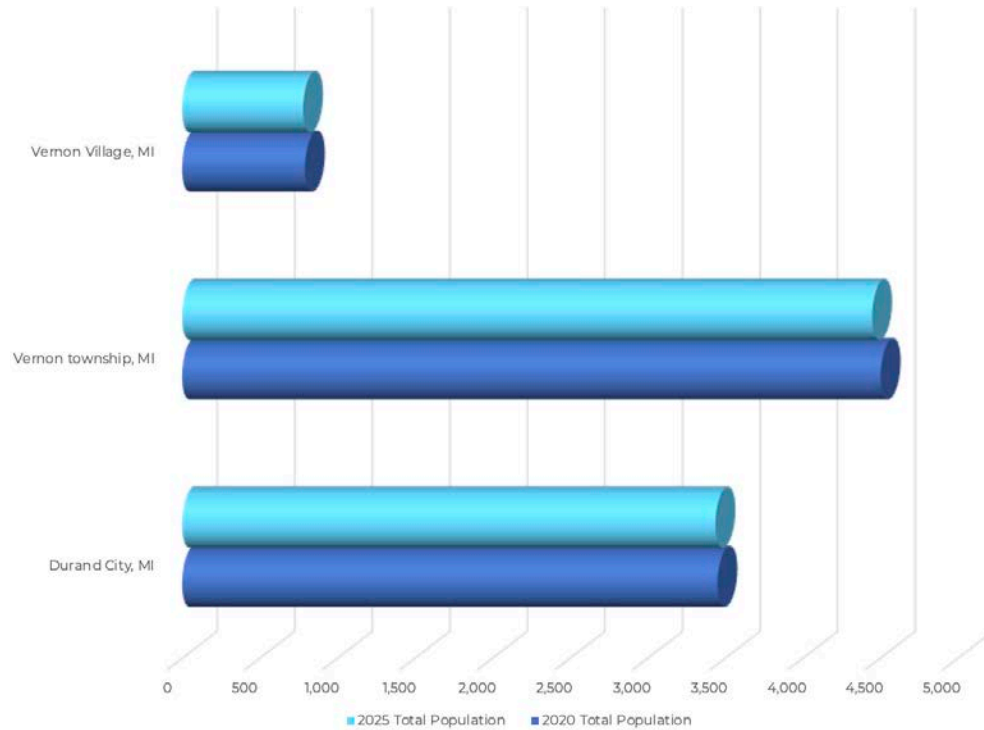
Using the data from the 20-minute radius of the Retail Gap Analysis and Projected Retail Growth analysis, the chart below outlines the potential gap that will exist if each category remains static and demand is realized as projected. From there, industry sales per square foot were used for each category to project the maximum amount of total square footage that the market could absorb.

CATEGORY	2020 DEMAND (\$)	2020 SUPPLY (\$)	2020 GAP	2025 DEMAND (\$)	PROJECTED GAP
Total retail trade including food and drink (NAICS 44, 45 and 722)	\$1,664,999,100	\$2,548,763,633	-\$883,764,533	\$1,825,779,119	-\$722,984,514
Total retail trade (NAICS 44 and 45)	\$1,479,074,963	\$2,312,584,096	-\$833,509,133	\$1,618,830,376	-\$693,753,720
Food services and drinking places (NAICS 722)	\$185,924,138	\$236,179,537	-\$50,255,399	\$206,948,743	-\$29,230,794
Floor covering stores (NAICS 44221)	\$9,364,875	\$6,994,651	\$2,370,224	\$10,551,633	\$3,556,982
All other home furnishings stores (NAICS 442299)	\$8,493,431	\$3,962,557	\$4,530,874	\$9,390,136	\$5,427,579
Special food services (NAICS 7223)	\$15,243,843	\$8,415,191	\$6,828,653	\$16,948,321	\$8,533,130
Snack and non-alcoholic beverage bars (NAICS 722515)	\$11,747,067	\$9,973,169	\$1,773,898	\$13,024,590	\$3,051,421
Coffee shops (NAICS 7225155)	\$5,029,235	\$1,776,292	\$3,252,943	\$5,574,759	\$3,798,467

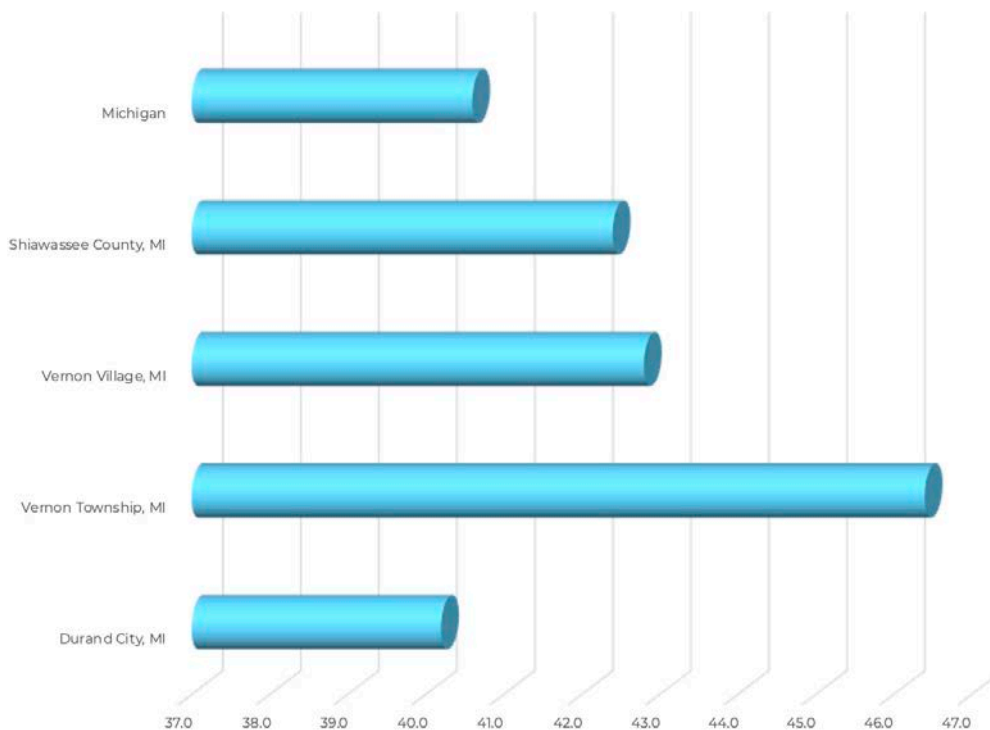


# KEY DEMOGRAPHICS

2020-2025 Population Change



2020 Median Age

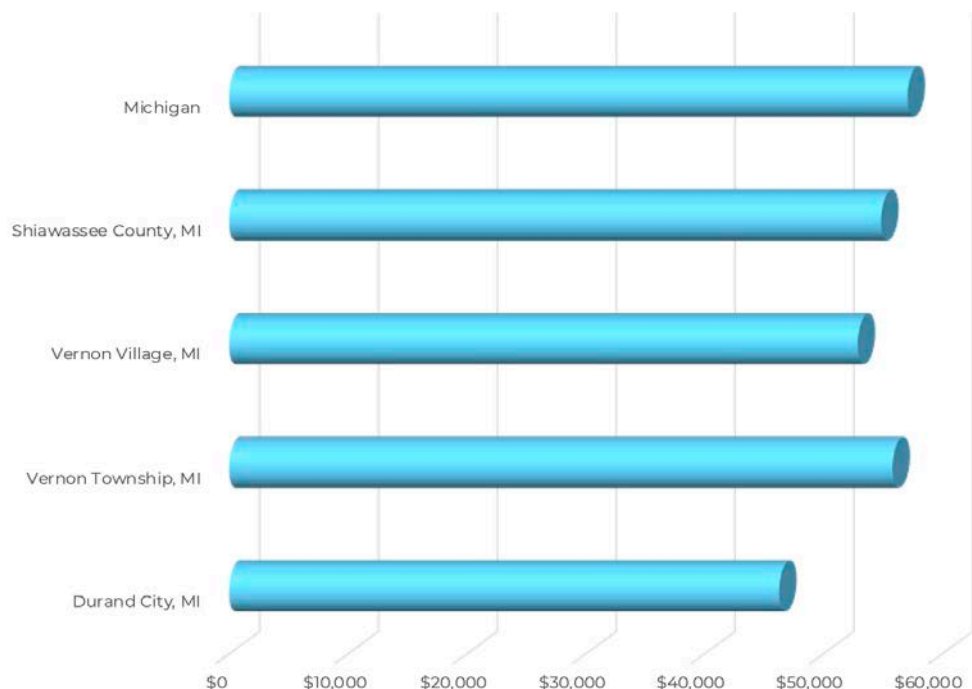


Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

# KEY DEMOGRAPHICS

	City of Durand	Vernon Township	Village of Vernon	Shiawassee County	Michigan
2020 Total Population	3,451	4,503	792	69,924	10,114,954
2025 Total Population	3,438	4,448	780	69,433	10,238,518
2020 Median Age	40.2	46.4	42.8	42.4	40.6
2020 Average Household Income	\$55,623	\$68,641	\$66,811	\$72,249	\$79,823
2020 Average Home Value	\$130,245	\$176,170	\$108,403	\$159,146	\$213,642

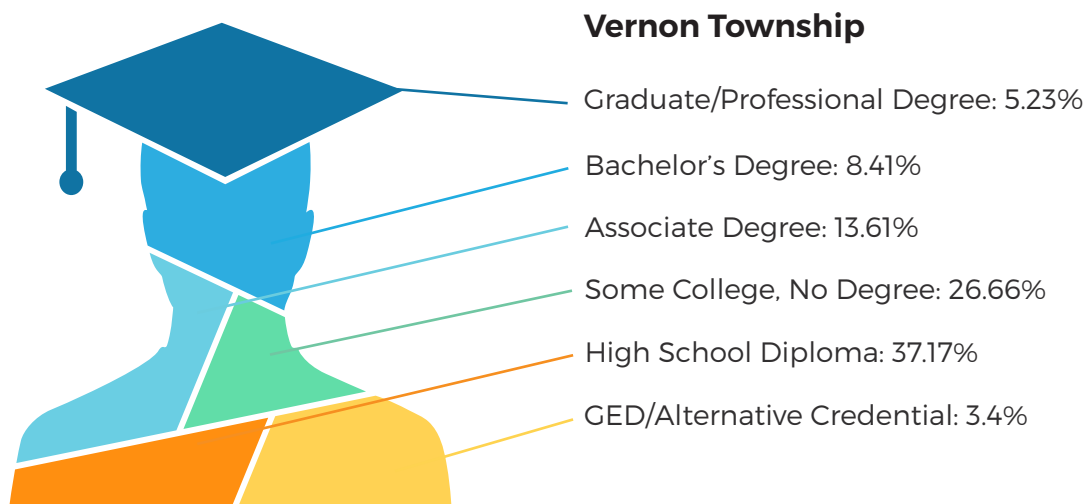
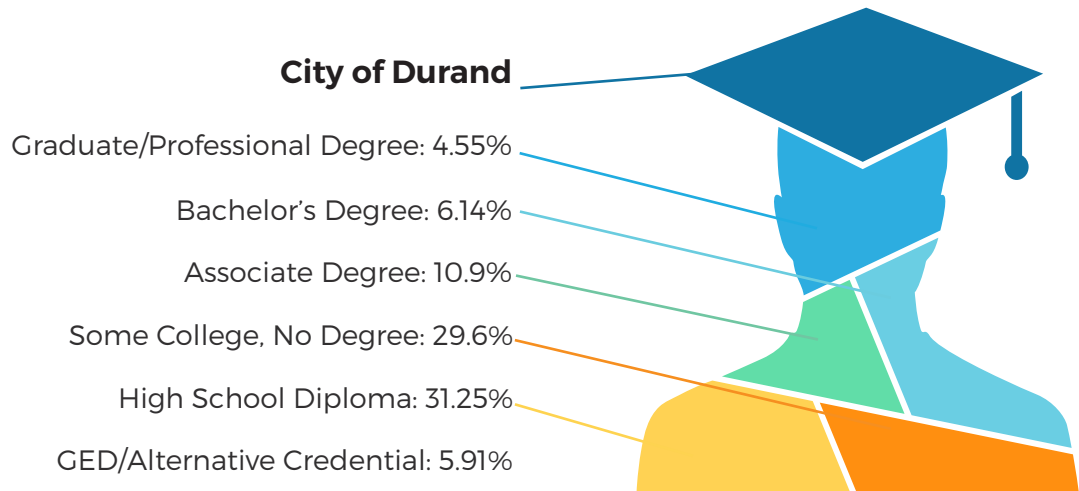
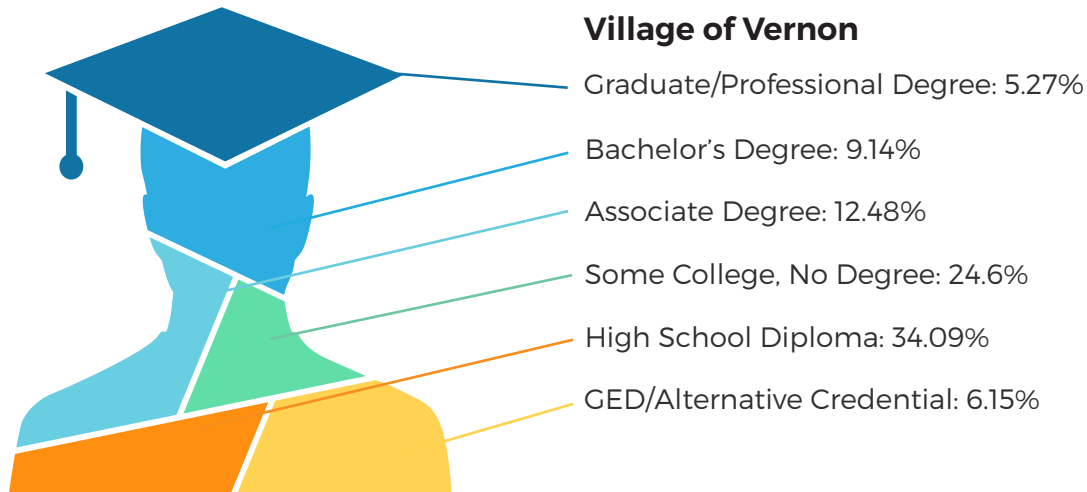
2020 Median Household Income



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

# KEY DEMOGRAPHICS

## Educational Attainment



# KEY DEMOGRAPHICS

2020 Household Income Breakdown

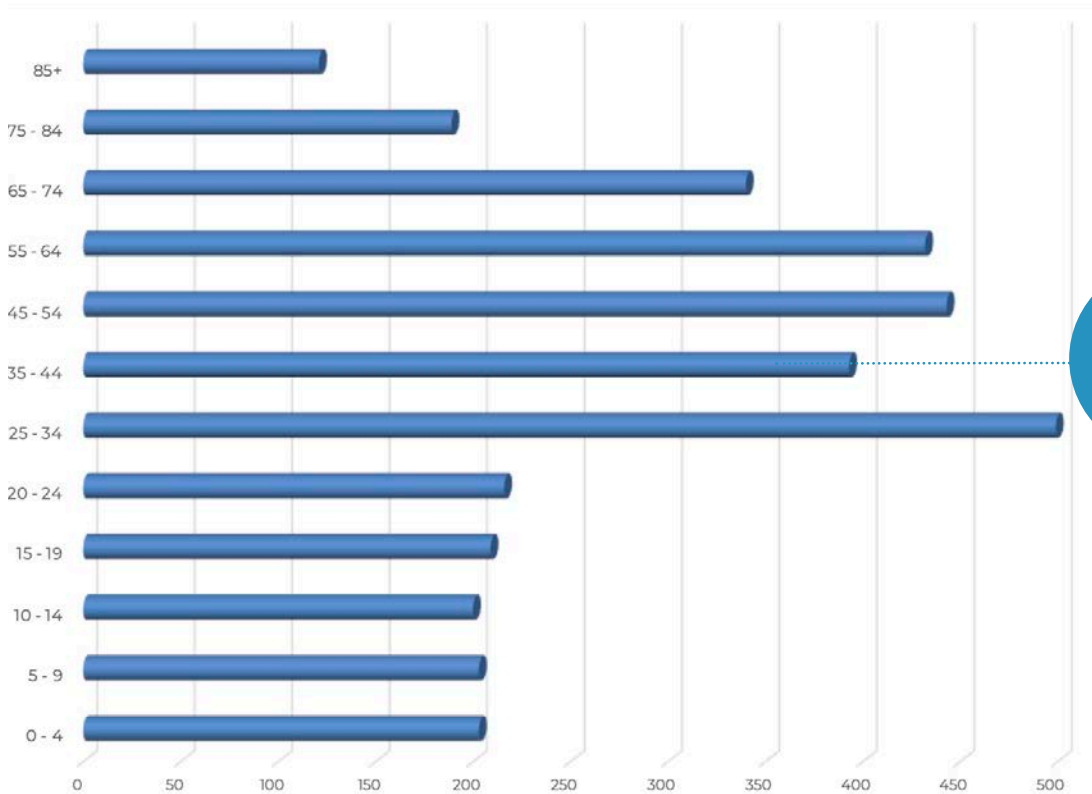
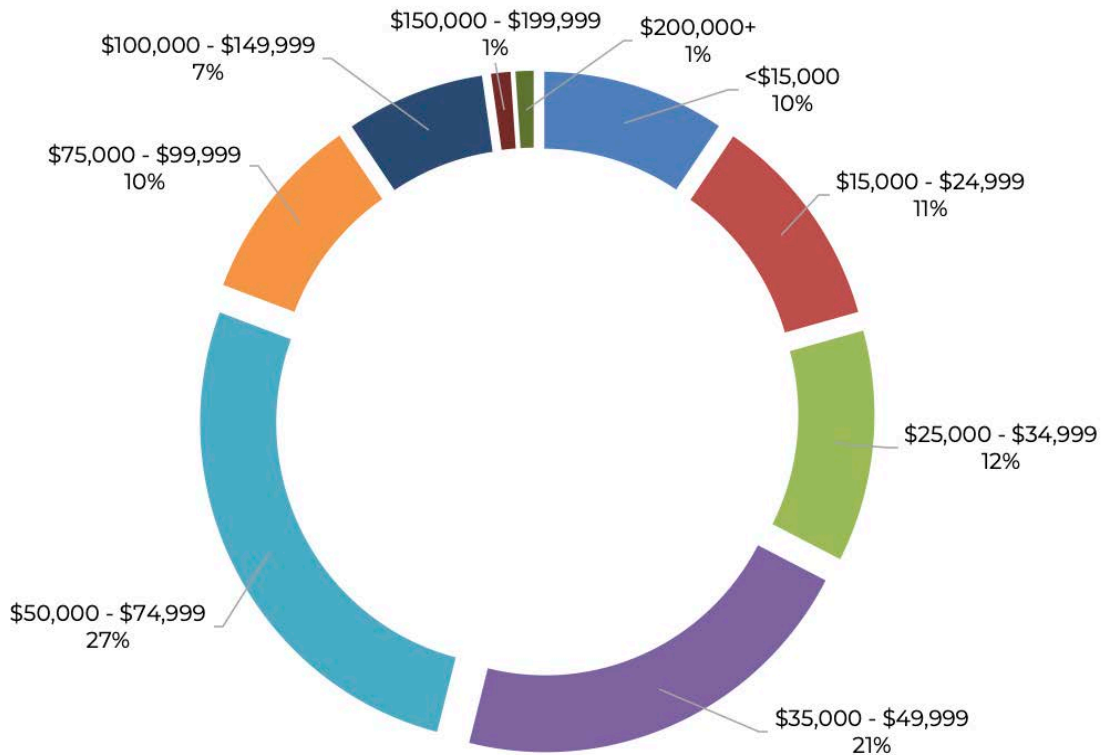
	City of Durand	Village of Vernon	Vernon Township
<\$15,000	131	28	159
\$15,000 - \$24,999	154	22	124
\$25,000 - \$34,999	164	33	183
\$35,000 - \$49,999	295	52	295
\$50,000 - \$74,999	369	73	447
\$75,000 - \$99,999	135	33	239
\$100,000 - \$149,999	100	38	266
\$150,000 - \$199,999	16	12	76
\$200,000+	15	5	27

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



# KEY DEMOGRAPHICS

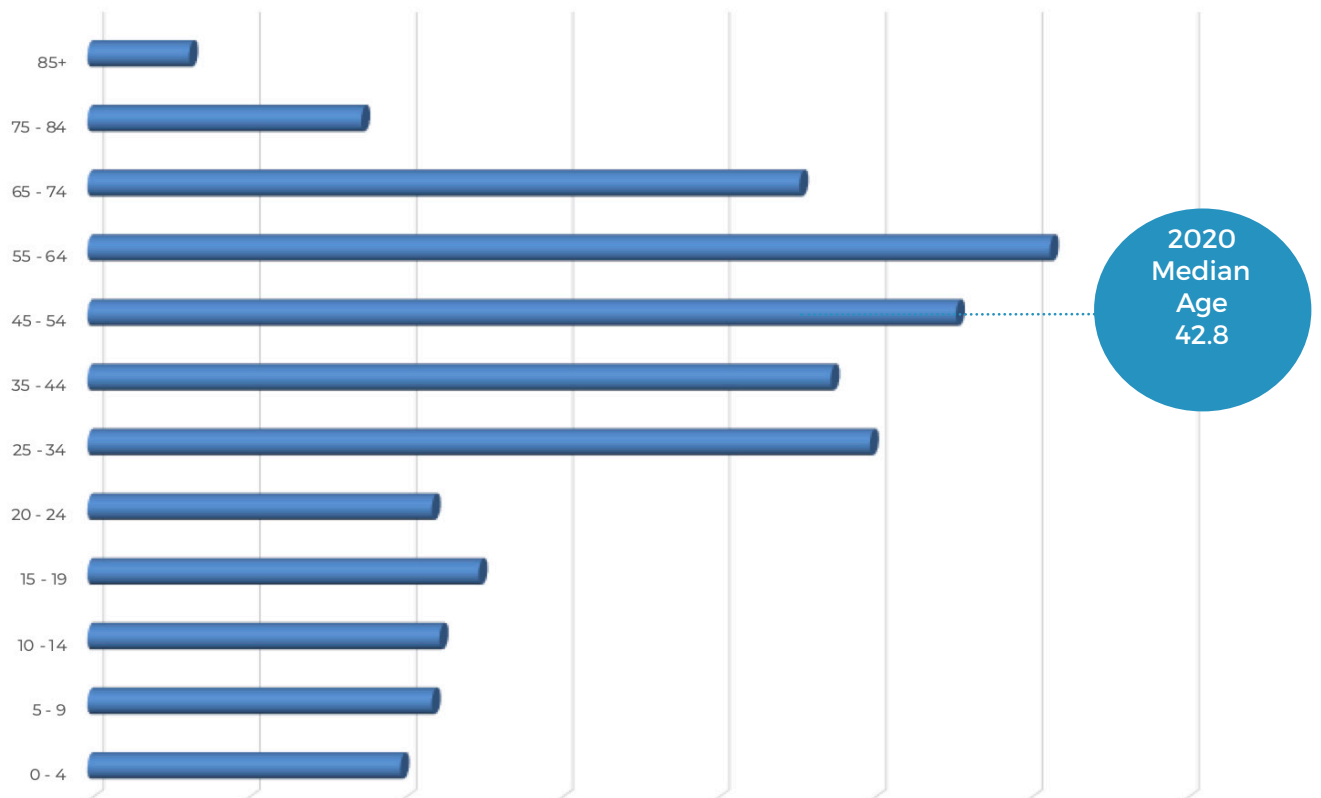
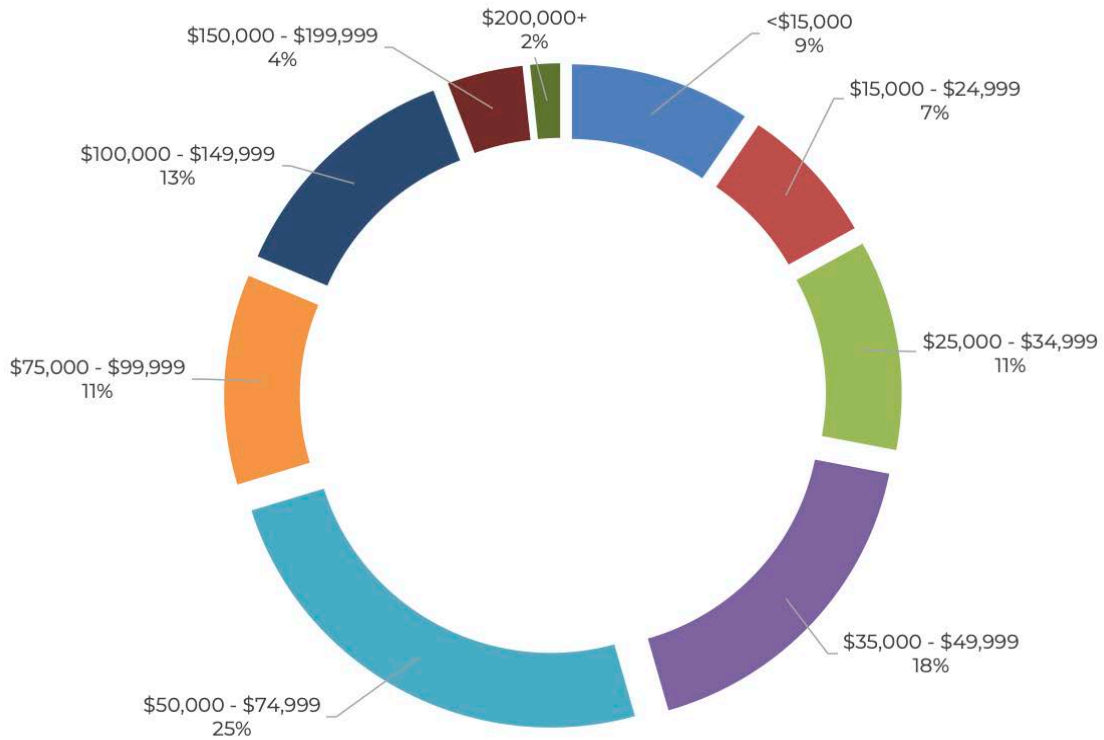
## City of Durand- Current Household Income & Age Breakdown



2020  
Median  
Age  
40.2

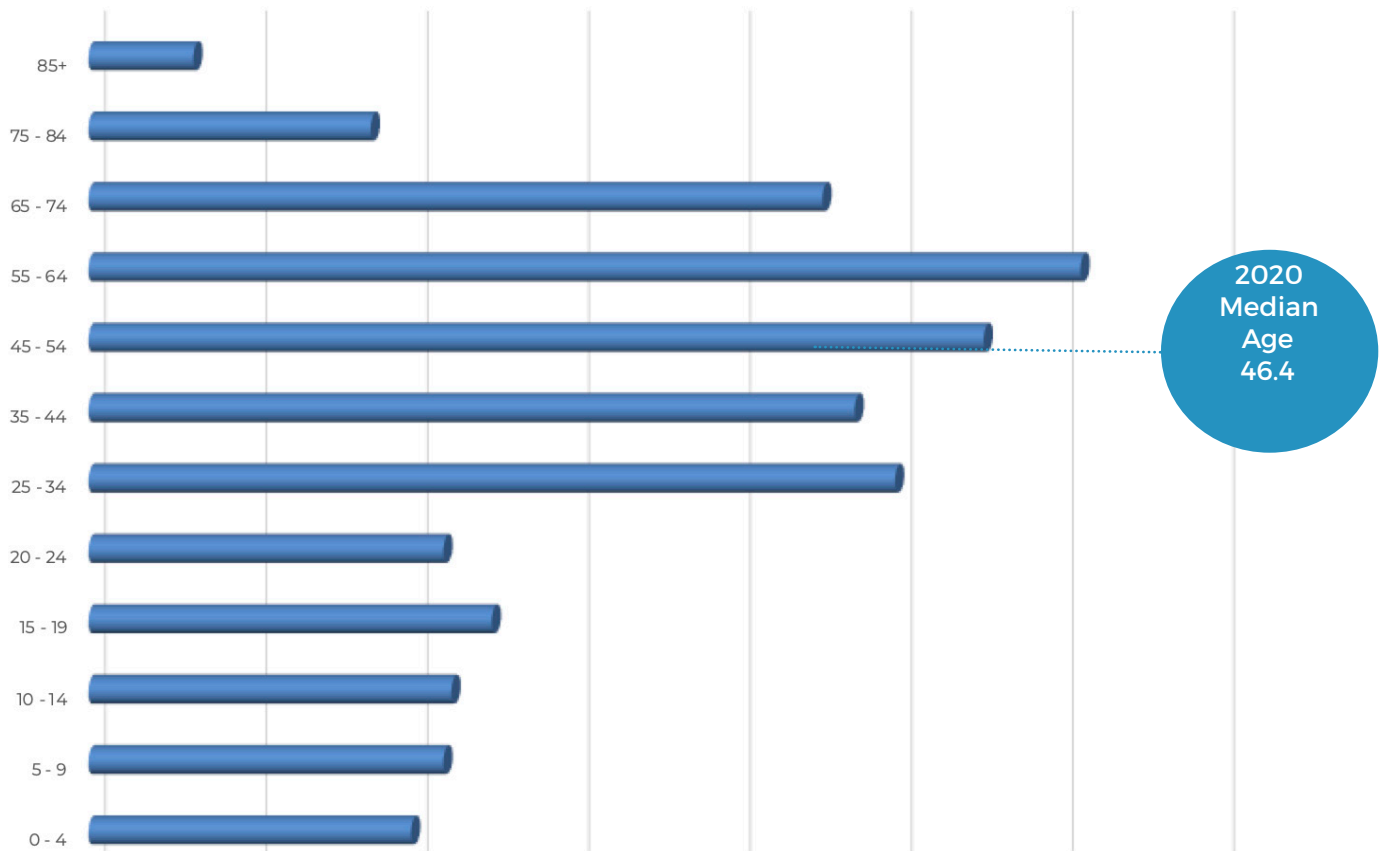
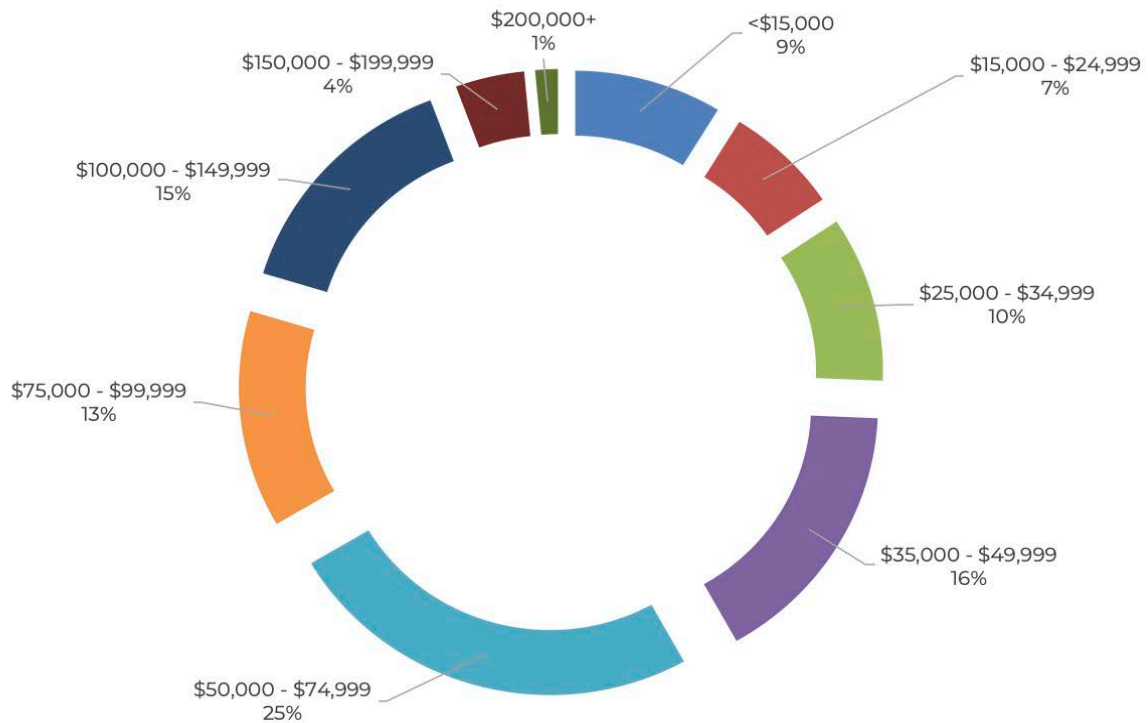
# KEY DEMOGRAPHICS

## Village of Vernon Current Household Income & Age Breakdown



# KEY DEMOGRAPHICS

## Vernon Township Current Household Income & Age Breakdown



# Community Marketing Strategy

This section provides a strategy for the three units of government to market themselves collectively to potential businesses, residents, and visitors.



# COMMUNITY MARKETING STRATEGY

An effective Community Marketing Strategy needs to assess a community's assets (people, places, culture) and help them to position themselves to effectively tell their story to multiple audiences in a compelling way.

This strategy contemplates ways the community can market to potential developers, residents, businesses, and tourists.

## ASSETS

Below are the key assets that residents and stakeholders voted through the community SWOT analysis as the biggest strengths in the community:



**Rail Access**



**Freeway Access**



**Small Town Feel**

# COMMUNITY MARKETING - DEVELOPERS

## DEVELOPERS

The Durand-Vernon-Vernon Township area has a significant need to encourage additional single- and multi-family development within the area.

### Target Audiences

There are few traditional developers in mid-Michigan. Those who would be considered traditional developers closest from a geography standpoint are based either in the Flint or Lansing areas. Lansing developers have been hesitant to venture out of that market, but Flint area developers appear to be more open to possibilities. In addition to these sources, several options could also be available:

*Regional Builders-* The community should explore the desire of builders in the region of looking at the Durand-Vernon-Vernon Township area and get an understanding of what they see as the challenges in the market. These builders are best equipped to jump from contractor to developer at a larger scale.

*Local Investors-* Many communities have people who have the means to take on smaller projects but not necessarily the "know how" to actually become small scale developers themselves. Fortunately, there are resources available to help educate through the process. Groups like the Incremental Development Alliance have Michigan chapters with other small developers to learn from.

*Other Developers-* It's difficult to understand who exactly may be interested in doing development in the community whether in the region, state, or elsewhere. It will be important to get information out on the local units' websites and other channels to let potential developers not already identified know of the possible opportunities.

*Vacant parcels in the City of Durand and like the one in Village of Vernon (right) should be targeted for small-scale multi-family housing.*



# COMMUNITY MARKETING - DEVELOPERS

**Medium & Channels-** In order to have your message heard, you have to get your message in front of your target audiences in a format they will see. Below are the recommended mediums and channels of communication for each of the groups.

Target	Medium + Channel(s)
Regional Builders	One-on-one meetings
Local Investors	Social media posts, One-on-one meetings
Other Developers	One-on-one meetings

## ***One-on-One Meetings***

While one-on-one meetings with developers is one of the most time consuming methods to attract developers, it's often the most effective. By showing the willingness to put that much time and attention to developers makes a very positive impression. It also allows the community to receive direct feedback on the challenges potential developers will face in creating the type of development the community wants.

## ***Social Media Posts***

This channel would simply ask people if they have ideas or interest in developing specific property. This is reliant on an audience of the three government units' social media channels that includes both people from and connected to the Durand-Vernon-Vernon Township area either through residency, past school affiliation, or through tourism.

# COMMUNITY MARKETING- RESIDENTS

One of the community's top threats is its declining population. This community marketing strategy focuses on resident attraction efforts, but also touches on business and developer recruitment as well as potential tourism marketing efforts.

## RESIDENTS

The community's economy rests on its ability to attract talent for businesses, customers to buy things, and home owners and renters to pay taxes.

**Target Audiences-** Most municipalities don't market to potential residents. Those that do often take a "one-size-fits-all" approach, meaning they don't know who would want to live in their community, let alone how to reach them. Understanding what type of socio-economic and lifestyle-oriented people may be interested in living in Durand-Vernon-Vernon Township area is the first step towards creating an effective strategy. Below is a breakdown of socio-economic and lifestyle types, referred to as Market Segmentation,

Segmentation	Socioeconomic Traits	Market Profile
<p>Salt of the Earth (6B)</p> <p>Percent of Area: 28.5%</p> <p>Average Household Size: 2.59</p> <p>Median Age: 44.1</p> <p>Median Household Income: \$56,300</p>	<ul style="list-style-type: none"> <li>• Steady employment in construction, manufacturing, and related service industries.</li> <li>• Completed education: 40% with a high school diploma only.</li> <li>• Last to buy the latest and greatest products.</li> <li>• Spending time with family their top priority.</li> <li>• Cost-conscious consumers, loyal to brands they like, with a focus on buying American.</li> <li>• Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips are popular.</li> <li>• To support their pastimes, truck ownership is high; many also own an ATV.</li> <li>• Residents often tackle home remodeling and improvement jobs themselves.</li> <li>• Due to their locale, they own satellite dishes, and have access to high speed internet connections like DSL.</li> <li>• These conservative consumers prefer to conduct their business in person rather than online. They use an agent to purchase insurance.</li> </ul>
<p>Traditional Living (12B)</p> <p>Percent of Area: 11%</p> <p>Average Household Size: 2.51</p> <p>Median Age: 35.5</p> <p>Median Household Income: \$39,300</p>	<ul style="list-style-type: none"> <li>• Over 70% have completed high school or some college.</li> <li>• Unemployment is higher at 7.3% (Index 134); labor force participation is also a bit higher at 63.4%.</li> <li>• Almost three quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).</li> <li>• Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.</li> <li>• Connected and comfortable with the Internet, they are more likely to participate in online gaming or posting pics on social media.</li> </ul>	<ul style="list-style-type: none"> <li>• They shop for groceries at discount stores such as Walmart supercenters.</li> <li>• Convenience stores are commonly used for fuel or picking up incidentals like lottery tickets.</li> <li>• They tend to carry credit card balances, have personal loans, and pay bills in person.</li> <li>• Half of households have abandoned landlines for cell phones only.</li> <li>• They watch their favorite channels including ABC Family, CMT, and Game Show Network.</li> <li>• They're fast food devotees.</li> <li>• They enjoy outdoor activities such as fishing and taking trips to the zoo.</li> </ul>



# COMMUNITY MARKETING

Segmentation	Socioeconomic Traits	Market Profile
<p>Comfortable Empty Nesters (5A)</p> <p>Percent of Area: 10.6%</p> <p>Average Household Size: 2.52</p> <p>Median Age: 48</p> <p>Median Household Income: \$75,000</p>	<ul style="list-style-type: none"> <li>• Education: 36% college graduates; nearly 68% with some college education.</li> <li>• Low unemployment at 4%; average labor force participation at 61%.</li> <li>• Most households income from wages or salaries, but a third also draw income from investments (Index 150) and retirement (Index 159).</li> <li>• Comfortable Empty Nesters residents physically and financially active.</li> <li>• Prefer eating at home instead of dining out.</li> <li>• Home maintenance a priority among these homeowners.</li> </ul>	<ul style="list-style-type: none"> <li>• Residents enjoy listening to sports radio or watching sports on television.</li> <li>• Physically active, they play golf, ski, ride bicycles, and work out regularly.</li> <li>• Spending a lot of time online isn't a priority, so most own older home computers.</li> <li>• Financial portfolio includes stocks, certificates of deposit, mutual funds, and real estate.</li> </ul>
<p>Heartland Communities (6F)</p> <p>Percent of Area: 9.4%</p> <p>Average Household Size: 2.39</p> <p>Median Age: 42.3</p> <p>Median Household Income: 42,400</p>	<ul style="list-style-type: none"> <li>• Retirees in this market depress the average labor force participation rate to less than 60% (Index 94), but the unemployment rate is comparable to the US.</li> <li>• More workers are white collar than blue collar; more skilled than unskilled.</li> <li>• The rural economy of this market provides employment in the manufacturing, construction, utilities, healthcare, and agriculture industries.</li> <li>• These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important.</li> <li>• Daily life is busy, but routine. Working on the weekends is not uncommon.</li> <li>• Residents trust TV and newspapers more than any other media.</li> <li>• Skeptical about their financial future, they stick to community banks and low-risk investments.</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional in their ways, residents of Heartland Communities choose to bank and pay their bills in person and purchase insurance from an agent.</li> <li>• Most have high-speed Internet access at home or on their cell phone but aren't ready to go paperless.</li> <li>• Many residents have paid off their home mortgages but still hold auto loans and student loans. Interest checking accounts are common.</li> <li>• To support their local community, residents participate in public activities.</li> <li>• Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes. They have invested in riding lawn mowers to maintain their larger yards.</li> <li>• They enjoy country music and watch CMT.</li> <li>• Motorcycling, hunting, and fishing are popular; walking is the main form of exercise.</li> <li>• To get around these semirural communities, residents prefer domestic trucks or SUVs.</li> </ul>

## COMMUNITY MARKETING - RESIDENTS

**Potential Target Audiences-** There are a number of potential types of residents for the Durand-Vernon-Vernon Township community. Below are several types the Township should target for recruitment:

Target Audience	Source
Young Families	Social Media
Young Professionals	Social Media
Blue Collar Workforce	Social Media
Former Residents/Graduates	Social Media
Train Enthusiasts	Social Media

**Messaging-** Messaging to potential target audiences should vary based on the respective group. There may be overarching themes (affordability/value) but each message should be specific to each group.

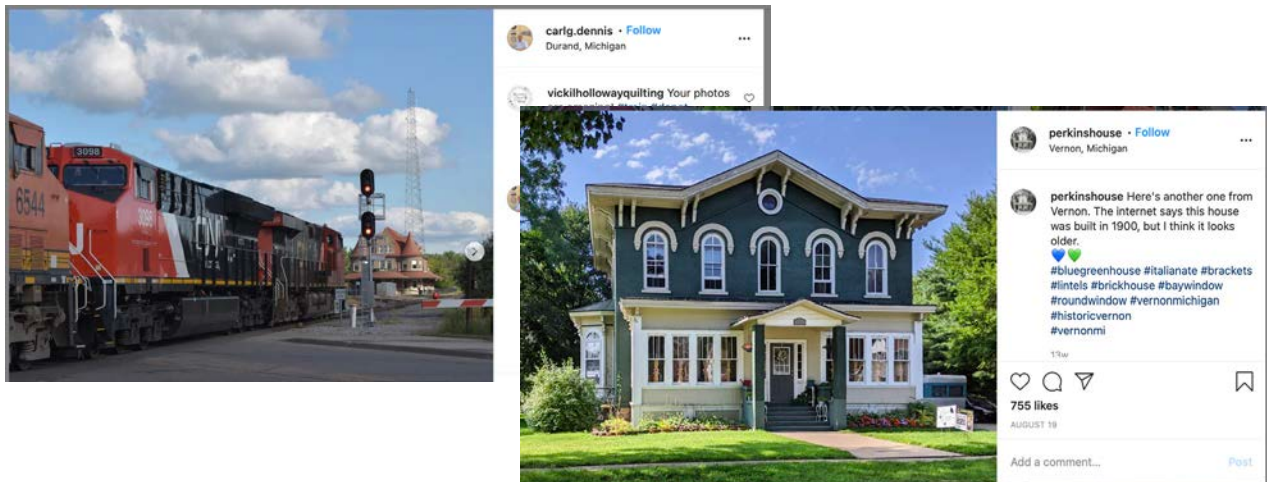
Target Audience	Key Message(s)
Young Families	"Small, safe, small town feel"
Young Professionals	"Get more home for your money." Affordable Downtown Living (once upper floor residential is available)
Blue Collar Workforce	"Affordable, family-friendly community."
Former Residents/Graduates	Make a Difference in Your Hometown "Things are changing" Available Jobs
Train Enthusiasts	(Durand) Historic Depot; Rail Yard; Diamond Crossing

# COMMUNITY MARKETING - RESIDENTS

**Medium & Channels-** In order to have your message heard, you have to get your message in front of your target audiences in a format they will see. Below are the recommended mediums and channels of communication for each of the groups.

Target Audience	Medium + Channel(s)
Young Families	Social Media- Targeted Facebook + Instagram Ads
Young Professionals	Social Media- Targeted Facebook + Instagram Ads
Blue Collar Workforce	Social Media- Targeted Facebook + Instagram Ads
Former Residents/Graduates	Social Media- Targeted Facebook + Instagram Ads
Train Enthusiasts	Social Media- Targeted Facebook + Instagram Ads

**Social Media-** These recommendations make clear the need for all three units of local government, or a partner organization, to be active on social media. Of the various channels available to the community, it is highly encouraged to have a strong presence on Facebook and Instagram as these are the two most used by potential residents. Other channels like a LinkedIn page or YouTube should also be considered. Management of these channels should also be accounted for with a person or group who have knowledge of best practices and an ability to execute them on behalf of the community.



Social media sites like Instagram (right) allow users to share their photos of places, like Durand and Vernon. The community can use these same tools to promote themselves.

# COMMUNITY MARKETING - BUSINESSES

## BUSINESSES

Filling vacancies and underused commercial properties should be a top priority in recruiting businesses. The *Projected Gap & Potential Target Businesses* section on page 16 outlines the market potential for various sectors. Typically, the larger the potential maximum square footage, the more likely it would be to be able to recruit that type of business.

**Targets-** Based on the aforementioned *Projected Gap & Potential Target Businesses* section, the following types of businesses are best recommended to pursue:

CITY OF DURAND- 20-MIN DRIVE TIME		
CATEGORY	PROJECTED GAP (BY 2025)	PROJECTED MAX. SQ FOOTAGE
Home furnishings stores (NAICS 4422)	\$7,727,917	36,625
Supermarkets and other grocery (except convenience) stores (NAICS 44511)	\$13,546,108	27,092
Beer, wine, and liquor stores (NAICS 4453)	\$4,811,940	4,374
Women's clothing stores (NAICS 44812)	\$1,927,901	6,219
Pet and pet supplies stores (NAICS 45391)	\$2,322,152	7,491
Full-service restaurants (NAICS 722511)	\$18,179,197	29,802
Limited-service restaurants (NAICS 722513)	\$6,610,317	33,052
Coffee shops (NAICS 7225155)	\$2,451,392	5,768

Every effort should be made to make existing retailers in these areas (or complimentary) aware of the unfilled potential.



## COMMUNITY MARKETING - BUSINESSES

<b>VILLAGE OF VERNON- 20-MIN DRIVE TIME</b>		
CATEGORY	PROJECTED GAP (BY 2025)	PROJECTED MAX. SQ FOOTAGE
Home furnishings stores (NAICS 4422)	\$7,689,627	36,444
Supermarkets and other grocery (except convenience) stores (NAICS 44511)	\$2,016,473	4,033
Beer, wine, and liquor stores (NAICS 4453)	\$3,578,879	3,254
Women's clothing stores (NAICS 44812)	\$1,555,380	5,017
Pet and pet supplies stores (NAICS 45391)	\$1,111,636	3,586
Full-service restaurants (NAICS 722511)	\$13,001,216	21,313
Coffee shops (NAICS 7225155)	\$2,564,526	6,034

<b>VERNON TOWNSHIP- 20-MIN DRIVE TIME</b>		
CATEGORY	PROJECTED GAP (BY 2025)	PROJECTED MAX. SQ FOOTAGE
Home furnishings stores (NAICS 4422)	\$9,091,587	43,088
Floor covering stores (NAICS 44221)	\$3,556,982	16,858
Coffee shops (NAICS 7225155)	\$3,798,467	8,938

IMPORTANT NOTE: The City of Durand and Village of Vernon's Drive Time Radius extends to Swartz Creek, but stops short of the retail in Flint Township along the Miller Road corridor, while Vernon Township's includes this area. This significantly reduces retail opportunity on a larger scale. The Miller Road corridor relies on a market draw of 30-45 minutes in all directions. While this corridor significantly impacts retail offerings, it should be noted the retail demand outlined above is largely more local.

# COMMUNITY MARKETING - BUSINESSES

**Medium & Channels-** Unfortunately, there is no silver bullet or easy route to recruiting new businesses, just hard work and hustle. However, there are a few ways to effectively recruit. These are:

***Engage Local Commercial Realtors-*** Sharing the data in the *Projected Gap + Potential Target Businesses* section with local commercial Realtors with actively marketed spaces will help give professionals in the real estate industry good information to help them lease or sell their contracted properties.

***Create Marketing Brochure & Recruitment Team-*** Creating a custom marketing brochure with market data from this strategy and available real estate will give collateral material for a recruitment team made of volunteers from the business community to identify successful businesses in the region and meet directly with them about coming to the community. Sending fellow business owners to recruit businesses is far more effective than sending municipal or non-profit staff.



***Feature Successful Businesses & Post Available***

***Real Estate on Social Media-*** Using the power of social media to promote successful businesses and available properties does two things:

- 1) Promotes Durand-Vernon-Vernon Township as a place to do business
- 2) Promotes Durand-Vernon-Vernon Township as place where people would want to live. This is one of those areas where promoting successful businesses like restaurants and retailers promotes both available real estate and makes the community look more desirable to potential residents.

The three units of government can use their social media platforms to promote available real estate, but should also create a policy around when it does and doesn't to avoid conflicts or allegations of favoritism or unfair treatment.

# COMMUNITY MARKETING - TOURISTS

**Potential Target Audiences-** There are a number of potential types of tourists for the community. Below are several types the Durand-Vernon-Vernon Township should target for recruitment:

Target Audience	Source
Outdoor Enthusiasts - Kayakers/Canoers - Campers - Cyclists	Targeted Facebook, Instagram, Past Guests (Holiday Shores, Quality Inn)
Train Enthusiasts	Targeted Facebook, Instagram
Annual Resorters	Holiday Shores
Day Trippers	Targeted Facebook, Instagram

**Messaging-** Messaging to potential target audiences should vary based on the respective group. There may be overarching themes (affordability/value) but each message should be specific to each group.

Target Audience	Key Message(s)
Outdoor Enthusiasts - Kayakers/Canoers - Campers - Cyclists	Shiawasee River; Holiday Shores, Miles of Back Roads
Train Enthusiasts	"Durand is home to a Historic Depot, Rail Yard, and Diamond Crossing"
Annual Resorters	Family Tradition, Home Away From Home Peaceful, Relaxation
Day Trippers	Road Trip, History

# COMMUNITY MARKETING - TOURISTS

**Medium & Channels-** In order to have your message heard, you have to get your message in front of your target audiences in a format they will see. Below are the recommended mediums and channels of communication for each of the groups.

Target Audience	Medium + Channel(s)
Outdoor Enthusiasts - Kayakers/Canoers - Campers - Cyclists	Social Media- Targeted Facebook, Instagram Advertising (Magazine) Public Relations - travel writers, metro Detroit media Travel Michigan (michigan.org)
Train Enthusiasts	Social Media- Targeted Facebook, Instagram
Annual Resorters	Direct Mail, Fliers
Day Trippers	Social Media- Targeted Facebook, Instagram Public Relations - travel writers, downstate media Travel Michigan (michigan.org)



# Community Goals

This section provides highlights the goals of the respective units of government as determined in their respective Master Plans.\*

\* Vernon Township does not have its own Master Plan, but is part of the Shiawassee County Master Plan.

# COMMUNITY GOALS

## CITY OF DURAND

The goals below reflect those goals identified in the City of Durand's Master Plan process which concluded in 2020.

### GOALS

- 1) Maintain a high quality of life for both present and future Durand residents that will meet their physical needs, offer variety, choice, opportunity for change, and individual growth.
- 2) Ensure the diversity, stability, and balance of city land uses thereby positively contributing to a community where its residents may live, work, and recreate.
- 3) Provide for a balanced approach to transportation which promotes not only multiple transportation modes (motorized vehicles, biking, public transit, local/regional rail, etc.) but also increases nonmotorized transportation thereby allowing for community-wide connectivity.
- 4) Capitalize on existing assets, including but not limited to regional location, transportation assets, and city history and culture to encourage and maintain business investment and support a positive economic climate.



# COMMUNITY GOALS

## VILLAGE OF VERNON

The goals below reflect those goals identified in the Village of Vernon's Master Plan process which concluded in 2020.

### **GOALS**

#### ***General***

- 1) The Village has a well-educated set of governing bodies, boards, commissions, and staff.
- 2) The community encourages economic vitality and promotes the marketing of the Village as a whole.
- 3) Promote the creation and use of redevelopment ready sites.
- 4) Encourage public engagement throughout the community.

#### ***Residential***

- 1) Provide a range of housing types to meet the housing needs of village residents of all economic and social groups while maintaining small town charm.
- 2) Protect residential neighborhoods from the intrusion of noncompatible uses.
- 3) Promote the orderly growth of residential areas to maximize the effectiveness of municipal services.
- 4) Actively work to prevent the premature decay of the residential housing stock.
- 5) Retain a greenbelt of agricultural land around the perimeter of the village.

#### ***Commercial***

- 1) Promote commercial development as part of an overall balanced land use pattern.
- 2) Promote continued development of a compact, pedestrian-oriented downtown as the village commercial core.
- 3) Prevent the development of traffic hazards and unnecessary traffic conflict points along M-71.
- 4) Provide neighborhood convenience commercial developments where necessary.
- 5) Promote cooperation between the Planning Commission, Village Council, and Downtown Development Authority (DDA).

#### ***Natural Resources***

- 1) Work to prevent degradation of the area's natural resources.
- 2) Work to preserve existing natural features where possible.
- 3) Encourage development that is sensitive to existing environmental conditions.

# COMMUNITY GOALS

## SHIAWASSEE COUNTY

Vernon Township is part of the Shiawassee County Master Plan. As such, the goals of that Master Plan, adopted in 2016, apply to the Township.

### GOALS

- 1) Aspire to orderly growth. Through orderly growth, the ability of the people to provide support services will not be overextended. Unorganized growth could be costly, wasteful, and hazardous.
- 2) Recognize the impact of the growth and development of surrounding communities and the benefits of a workable relationship with those governments.
- 3) Promote the use of good planning and management techniques to maximize the capabilities of all lands and features, such as natural resources and its rural agricultural character.
- 4) Promote orderly growth in the County while maintaining the rural agricultural character.





## COMMUNITY GOALS

### PROSPERITY REGION 6

Prosperity Region 6, which encompasses the City of Durand, Village of Vernon, and Vernon Township, has identified several goals for the region that impact economic development. These goals and their objectives are:

<b>Economic Development:</b> Develop an ecosystem for creating, attracting, expanding, and retaining businesses throughout the region	<b>Quality of Life:</b> Create a unique identity and sense of community for the region
1. Quantify available and qualified workforce; establish and improve upon training programs in the global marketplace.	1. Enhance the viability of downtown centers throughout the region.
2. Create industry targeted strategies including advanced manufacturing, information technologies, medical technologies, value-added agriculture, etc.	2. Encourage redevelopment in downtowns using private investment and philanthropy.
3. Better prepare the region for business inquiries by enhancing marketing materials, promotion, and business prospect/client responsiveness.	3. Improve the physical image of the region, especially along key corridors and community entryways.
4. Enhance the support network for start-up businesses.	4. Promote the region to former Michiganders and immigrants looking to return to the state and raise a family.
5. Support and embrace global engagement by making exports and trade a mainstream activity in Region 6.	5. Enhance the image of the region both internally and externally.

# Implementation

This section provides direction on implementing the “As-Is” scenario of this Economic Development Strategy. Implementation includes identifying potential partners, what changes may need to be made to existing planning documents, and an Implementation Plan for the projects identified.

# IMPLEMENTATION PARTNERS

## CITY OF DURAND

There are numerous projects outlined in the strategies and plans contained in this document. The administration of the three units of government alone will not have the capacity to execute these projects. They will require additional help from other public and private entities. Below is a chart outlining the potential partners and roles they can play in the implementation of these projects.

Partner Entity	Project	Role
Planning Commission; Property Owners; SEDP	Add Multi-Family Units	Proper Zoning; Willingness to sell; identify potential developers
Planning Commission	Vacant Property Ordinance	Amend Ordinances
Downtown Development Authority (DDA)	Façade Improvements	Funding
Brownfield Redevelopment Authority (BRA)	Brownfield Redevelopment	Brownfield Funding
Downtown Development Authority (DDA)	Public Art	Funding
SEDP	Industrial Development	Marketing; Project Management
Village of Vernon; Vernon Township	DVVT Task Force	Partner

# IMPLEMENTATION PARTNERS

## VILLAGE OF VERNON

There are numerous projects outlined in the strategies and plans contained in this document. The administration of the three units of government alone will not have the capacity to execute these projects. They will require additional help from other public and private entities. Below is a chart outlining the potential partners and roles they can play in the implementation of these projects.

Partner Entity	Project	Role
Downtown Development Authority (DDA)	Façade Improvements	Funding
Downtown Development Authority (DDA)	Connection to Shiawassee River	Funding
Downtown Development Authority (DDA)	Public Art	Funding
Downtown Development Authority (DDA)	Bike Racks	Funding
City of Durand; Vernon Township	DVVT Task Force	Partner



# IMPLEMENTATION PARTNERS

## VERNON TOWNSHIP

There are numerous projects outlined in the strategies and plans contained in this document. The administration of the three units of government alone will not have the capacity to execute these projects. They will require additional help from other public and private entities. Below is a chart outlining the potential partners and roles they can play in the implementation of these projects.

Partner Entity	Project	Role
Planning Commission; Property Owners; SEDP	Housing	Proper Zoning; Willingness to sell; identify potential developers
Planning Commission;; SEDP	Industrial Development	Amend Ordinances; Market Property
Village of Vernon; City of Durand	DVVT Task Force	Partner

## TIES TO OTHER PLANNING DOCUMENTS

### CITY OF DURAND

These strategies and plans tie to other critical documents. The chart below shows which projects tie to existing documents and what actions need to be taken to update those documents. Amending these plans to include these projects is an important step in making them happen. Documents like the Capital Improvements Plan are used on an annual basis to guide investments the city makes in its infrastructure and community-owned assets.

Project	Tie To Other Planning	Action Needed
Add Multi-Family Units	Master Plan	Amend to include appropriate parcels
Vacant Property Ordinance	City Ordinances	Amend to include
Façade Improvements	DDA TIF Plan; Capital Improvements Plan	Amend to include
Brownfield Redevelopment	Brownfield Plan	Amend to identify potential parcels and properties
Public Art	DDA TIF Plan; Capital Improvements Plan	Amend to include
Industrial Development	Master Plan	Amend to include appropriate parcels

# TIES TO OTHER PLANNING DOCUMENTS

## VILLAGE OF VERNON

These strategies and plans tie to other critical documents. The chart below shows which projects tie to existing documents and what actions need to be taken to update those documents. Amending these plans to include these projects is an important step in making them happen. Documents like the Capital Improvements Plan are used on an annual basis to guide investments the village makes in its infrastructure and community-owned assets.

Project	Tie To Other Planning	Action Needed
Façade Improvements	DDA TIF Plan; Capital Improvements Plan	Amend to include
Connection to Shiawassee River	DDA TIF Plan; Capital Improvements Plan	Amend to include
Public Art	DDA TIF Plan; Capital Improvements Plan	Amend to include
Bike Racks	DDA TIF Plan; Capital Improvements Plan	Amend to include

# TIES TO OTHER PLANNING DOCUMENTS

## VERNON TOWNSHIP

These strategies and plans tie to other critical documents. The chart below shows which projects tie to existing documents and what actions need to be taken to update those documents. Amending these plans to include these projects is an important step in making them happen. Documents like the Capital Improvements Plan are used on an annual basis to guide investments the township makes in its infrastructure and community-owned assets.

Project	Tie To Other Planning	Action Needed
Housing	Master Plan	Amend to include appropriate parcels
Industrial Development	Master Plan	Amend to include appropriate parcels
Urban Growth Boundary	Master Plan	Amend to include appropriate parcels



# IMPLEMENTATION PLAN

## CITY OF DURAND

Local and Regional Goals are identified in the Community Goals section on page 57

Project/Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
1. Encourage Multi-Family Units	1; 2	ED-2	City Manager	December 2022	N/A	N/A
1.A. Identify appropriate parcels for multi-family			City Manager			
1.B. Identify and approach property owners to assess willingness to sell			City Manager			
1.C. Ensure proper zoning (or rezone) for multi-family housing for identified parcels			City Manager			
1.D. Solicit developers or interested parties to build multi-family housing			City Manager, SEDP			
1.E. Assist developer with understanding city processes for development			City Manager, SEDP			
2. Create Vacant Building Registry	4	QoL 1; QoL 2	City Manager, Downtown Development Authority	December 2021	N/A	N/A
2.A. Research Vacant Building Registry ordinances (examples)			City Manager, Downtown Development Authority			
2.B. Create Durand-Specific Registry Ordinance			City Manager, Downtown Development Authority			
2.C. Planning Commission Recommends Registry			City Council			
2.D. City Council Adopts Registry			City Manager, Downtown Development Authority			
3. Create DVVT Task Force	4	ED-3	City Manager, Mayor	June 2021	N/A/	N/A
3.A. Identify Appropriate Staff for Participation			City Manager, Mayor			
3.B. Work with Village of Vernon and Vernon Township to schedule meetings quarterly			City Manager, Mayor			

# IMPLEMENTATION PLAN

## CITY OF DURAND

Local and Regional Goals are identified in the Community Goals section on page 57

Project/Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
4. Downtown Façade Improvements	4	QoL-1; QoL-2	Downtown Development Authority	December 2021	\$50,000	DDA Tax Increment Financing
4.A. Identify biggest issues related to façades (awnings, signs, outdoor seating, masonry, etc.)			Downtown Development Authority			
4.B. Develop annual component grant addressing the key needs of the properties			Downtown Development Authority			
4.C. Administer grants and document successes			Downtown Development Authority			
5. Add Upper Floor Housing Downtown	1; 2; 4	QoL-1; QoL-2	Downtown Development Authority	December 2023	TBD	DDA Tax Increment Financing; Michigan Economic Development Corporation
5.A. Determine which properties could redevelop upper floors into housing			Downtown Development Authority			
5.B. Survey building owners to determine interest			Downtown Development Authority			
5.C. Hold informational meeting in conjunction with Objective 7 below			Downtown Development Authority			
5.D. Identify potential construction company(ies) to work with building owners			Downtown Development Authority			
5.E. Obtain initial construction cost estimates for upper floors			Downtown Development Authority			
5.F. Help building owners to develop pro forma			Downtown Development Authority			
5.G. Obtain commitment for financing from local lenders			Downtown Development Authority			

# IMPLEMENTATION PLAN

## CITY OF DURAND

Local and Regional Goals are identified in the Community Goals section on page 57

Project/Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
6. Downtown Business Recruitment	4	QoL-1; QoL-2	Downtown Development Authority	Ongoing	N/A	N/A
6.A. Identify a Recruitment Committee made up of existing business owners			Downtown Development Authority			
6.B. Create custom marketing materials, including market data and available properties for prospective businesses			Downtown Development Authority			
6.C. Based on market data, identify potential businesses in the region who may benefit from an additional location in downtown			Downtown Development Authority			
6.D. Select 1-2 members of the committee to visit identified businesses to pitch			Downtown Development Authority			
6.E. Once identified, work with prospects to select best location and identify potential incentives			Downtown Development Authority			
7. Brownfield Redevelopment	2; 4	QoL-3; QoL-5	City Manager	December 2024	\$500,000	Michigan Department of Environment, Great Lakes, and Energy
7.A. Continue to pursue DEQ grants for cleanup			City Manager			
7.B. Strictly enforce blight ordinances on blighted properties			City Manager			
8. Industrial Development	2; 4	ED-3	City Manager	December 2025	N/A	N/A
8.A. Continue to market industrial properties located in the city limits			City Manager			
8.B. Identify suitable properties outside the city and discuss with Township for future development agreements			City Manager			
8.C. Negotiate pre-arranged PA 425 prior to projects (but contingent on projects)			City Manager, Mayor			

# IMPLEMENTATION PLAN

## VILLAGE OF VERNON

Local and Regional Goals are identified in the Community Goals section on page 57

Project/Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
1. Downtown Façade Improvements	C-2	QoL-1; QoL-2	Downtown Development Authority	December 2021	\$25,000	Tax Increment Financing
1.A. Identify biggest issues related to façades (awnings, signs, outdoor seating, masonry, etc.)			Downtown Development Authority			
1.B. Develop annual component grant addressing the key needs of the properties			Downtown Development Authority			
1.C. Administer grants and document successes			Downtown Development Authority			
2. Connection to Shiawassee River	NR-3	QoL-1	Downtown Development Authority	December 2022	\$5,000	Tax Increment Financing; General Fund
2.A. Identify key sites for directional signage			Downtown Development Authority			
2.B. Create and post signage			Downtown Development Authority			
3. Public Art	C-2	QoL-1	Downtown Development Authority	December 2023	\$10,000	Tax Increment Financing; Michigan Council for Arts and Cultural Affairs; Michigan State Housing Development Authority (Neighborhood Improvement Grant)
3.A. Determine the types of art the community would like to see (murals, statues, temporary art, etc.)			Downtown Development Authority			
3.B. Determine where art can be procured from and locations for art installations			Downtown Development Authority			
3.C. Install art			Downtown Development Authority			
4. Install Bike Racks Downtown	C-2	QoL-1	Downtown Development Authority	December 2021	\$5,000	Tax Increment Financing; General Fund
4.A. Identify locations for bike racks			Downtown Development Authority			
4.B. Identify design and supplier of bike racks			Downtown Development Authority			
4.C. Order and install bike racks			Downtown Development Authority			

# IMPLEMENTATION PLAN

## VILLAGE OF VERNON

Local and Regional Goals are identified in the Community Goals section on page 57

Project/Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
6. Downtown Business Recruitment	C-2	QoL-1; QoL-2	Downtown Development Authority	Ongoing	N/A	N/A
6.A. Identify a Recruitment Committee made up of existing business owners			Downtown Development Authority			
6.B. Create custom marketing materials, including market data and available properties for prospective businesses			Downtown Development Authority			
6.C. Based on market data, identify potential businesses in the region who may benefit from an additional location in downtown			Downtown Development Authority			
6.D. Select 1-2 members of the committee to visit identified businesses to pitch			Downtown Development Authority			
6.E. Once identified, work with prospects to select best location and identify potential incentives			Downtown Development Authority			
7. Create DVVT Task Force	G-2; R-1; R-5; C-1; C-2	ED-3	Village President	June 2021	N/A	N/A
7.A. Identify Appropriate Staff for Participation			Village President			
7.B. Work with City of Durand and Vernon Township to schedule meetings quarterly			Village President			



# IMPLEMENTATION PLAN

## VERNON TOWNSHIP

Local and Regional Goals are identified in the Community Goals section on page 57

Project/Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
1. Encourage Additional Housing	1	ED-2	Township Supervisor	December 2022	N/A	N/A
1.A. Identify appropriate parcels for multi-family and single family development			Township Supervisor			
1.B. Identify and approach property owners to assess willingness to sell			Township Supervisor			
1.C. Ensure proper zoning (or rezone) for multi-family and single family housing for identified parcels			Township Supervisor			
1.D. Solicit developers or interested parties to build multi-family and single-family housing			Township Supervisor			
1.E. Assist developer with understanding township processes for development			Township Supervisor			
2. Industrial Development	1; 3	ED-2	Township Supervisor	Ongoing	N/A	N/A
2.A. Continue to market industrial properties located in the township			Township Supervisor			
2.B. Identify suitable properties in the Township for future development agreements.			Township Supervisor			
2.C. Negotiate pre-arranged PA 425 prior to projects (but contingent on projects)			Township Supervisor			
3. Create DVVT Task Force	1; 2; 3; 4	ED-3	Township Supervisor			
3.A. Identify appropriate representative for participation			Township Supervisor			
3.B. Work with City of Durand and Village of Vernon to schedule meetings quarterly			Township Supervisor			

# IMPLEMENTATION PLAN

## VERNON TOWNSHIP

Local and Regional Goals are identified in the Community Goals section on page 57

Project/Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
4. Commercial Backfill	1; 3; 4	QoL-3	Township Supervisor	Ongoing	N/A	N/A
4.A. Provide property owners and commercial realtors with market information.			Township Supervisor			
4.B. Based on market data, identify potential businesses in the region who may benefit from an additional location in downtown.			Township Supervisor			
4.C. Once identified, work with prospects to select best location.			Township Supervisor			

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