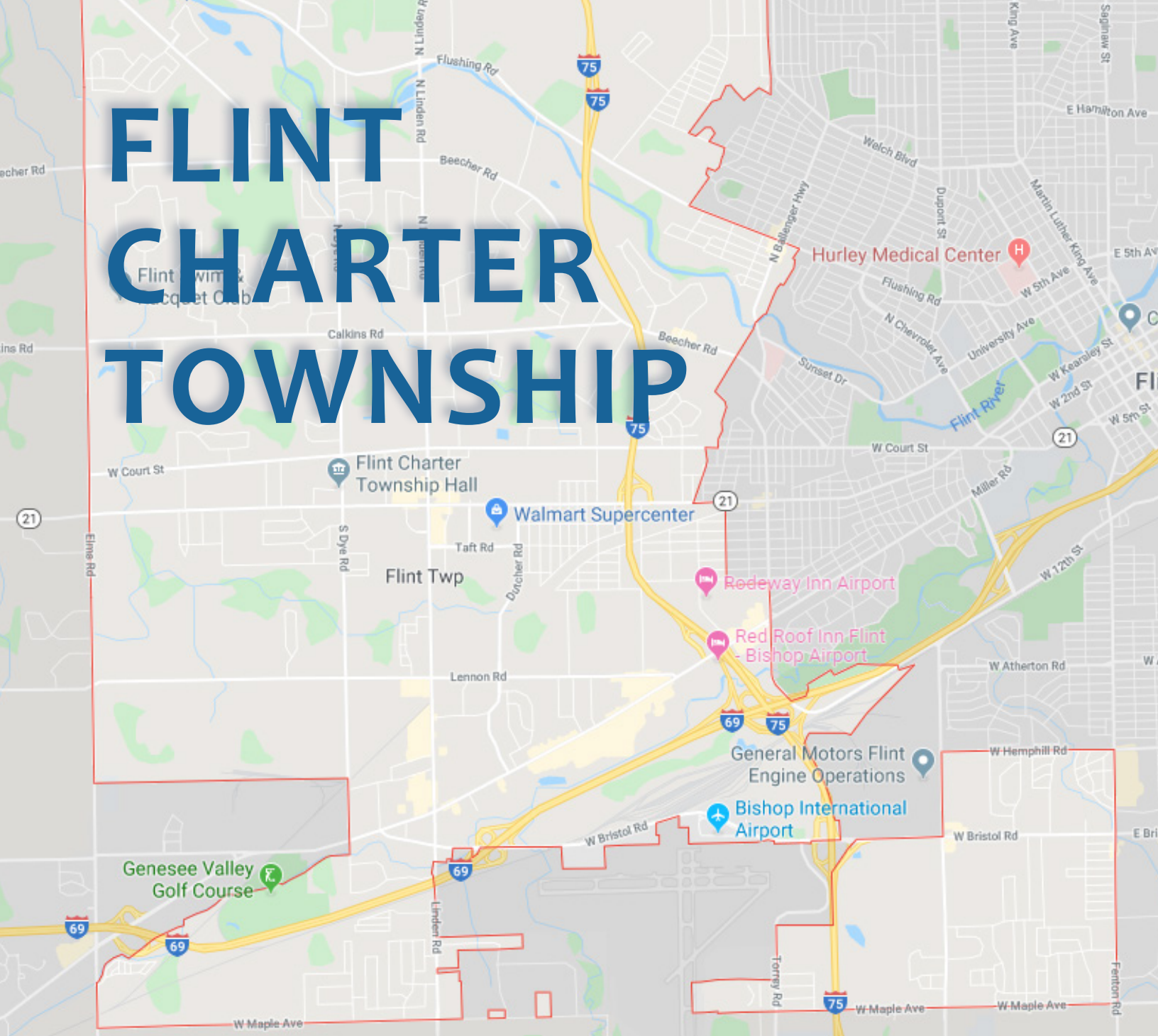


# FLINT CHARTER TOWNSHIP



## ECONOMIC DEVELOPMENT & MARKETING PLAN

2019

Prepared by Community Image Builders (CIB)



# ACKNOWLEDGEMENTS

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# Table of Contents

Planning Process	5
Economic Landscape	5
Income, Employment and Education	6
Tools and Partnerships for Economic Development	8
Downtown Development Authority	8
Beecher Road Corridor Improvement Authority	8
Bristol Road Corridor Improvement Authority	8
I-69 International Trade Corridor	9
Flint & Genesee Chamber of Commerce	9
West Flint Business Association	10
SWOT Analysis	10
Goals and Objectives	11
Implementation	13
Redevelopment Strategies	14
Action Plan	16
Incentives Available to Assist Development	18
Business Development Program	18
PA 198 Industrial Facilities Exemption	18
Commercial Rehabilitation Abatement	18
Community Revitalization Program	19
New Market Tax Credits	19
Brownfield	19
Michigan Transportation Economic Development Fund	19
Opportunity Zones	19
Marketing	20
Background on RRC Best Practice 5.2.1	20
Marketing Goals and Initiatives	20
Add Marketing to the Conversation	21

<b>Key Challenges</b>	<b>21</b>
<b>Internal Audit: Existing Marketing and Communications</b>	<b>21</b>
<b>Websites</b>	<b>21</b>
<b>Social Media Accounts</b>	<b>22</b>
<b>Media Relations</b>	<b>22</b>
<b>Brochures</b>	<b>22</b>
<b>Recommendation: Discover Flint Township video</b>	<b>22</b>
<b>Branding</b>	<b>22</b>
<b>Place Branding</b>	<b>22</b>
<b>Types of Brands</b>	<b>23</b>
<b>Methodology</b>	<b>23</b>
<b>Overarching Brand Positioning Statement</b>	<b>23</b>
<b>Economic Development Brand Positioning Statement</b>	<b>23</b>
<b>Brand Imaging/Campaign logo options</b>	<b>23</b>
<b>Economic Development Marketing</b>	<b>24</b>
<b>Primary Target Market Segments for Economic Development</b>	<b>24</b>
<b>Key Messages for Economic Development Target Audiences</b>	<b>25</b>
<b>Content Marketing and Social Media</b>	<b>28</b>
<b>Flint Township Ambassadors</b>	<b>30</b>
<b>Communications: Digital Newsletter, Brochures</b>	<b>31</b>
<b>Public Relations/Earned Media</b>	<b>33</b>
<b>Business-Focused Events</b>	<b>33</b>
<b>Community Events &amp; Local Event Sponsorships</b>	<b>34</b>
<b>Business/Managerial Recommendation</b>	<b>34</b>
<b>Physical Presence/Wayfinding Systems</b>	<b>34</b>
<b>Outbound Marketing Channels</b>	<b>35</b>
<b>Advertising: Outdoor, Print, Digital</b>	<b>35</b>
<b>Appendix A: Contacts</b>	<b>36</b>
<b>Appendix B: Site Selector Contacts</b>	<b>36</b>



# Planning Process

This economic development strategy for the Charter Township of Flint (Flint Township) is a collaborative planning project between the MEDC's Redevelopment Ready Communities program and Flint Township. The result of this project will be an economic roadmap to assist with job creation, marketing and branding along with redevelopment and investment strategies for the community. These actions will both strengthen and diversify the local economy. The roadmap will also help guide the coordinated effort between the MEDC and Flint Township to work in a cooperative manner that will integrate aspects of the regional economic development strategy with the local economic development effort. When creating an economic development strategy, it is important to answer several questions.

1. Who are the largest employers in the community?
2. What drives the local economy?
3. What is the township's role in the larger region?
4. What are the strengths of the community and how can they contribute to growth?
5. What could be potential challenges to growth?
6. What overall image is the township working to create?
7. What strategies can be implemented to execute the end vision?

As part of the planning process, a local steering committee has been assembled comprised of local leaders, businesses and other key stakeholders with a direct interest in the economic success of the Flint Township. The steering committee will help guide the development of the overall strategy, as well as provide critical input on the future economic vision for the township. Lastly, the steering committee will assist with the identification of implementation projects throughout the community which can be benchmarked and monitored for success.

This report could not have been completed without the guidance and assistance of the members of the steering committee, the Flint Township, and the Michigan Economic Development Corporation.

## Economic Landscape

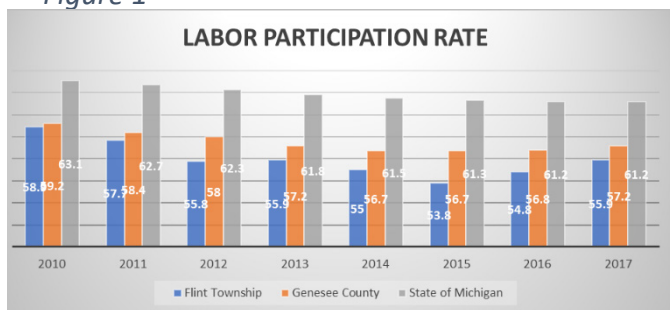
The Flint Township is located in Genesee County, west of the City of Flint, with the City of Flushing to the northwest border and the City of Swartz Creek along the southeast border. The township also borders Clayton Township, Mundy Township and Mt. Morris Township. The current population of the Flint Township is 31,929 according to 2019 US Census estimates with 63.5% of the current population within the work age group between 16 and 65 years of age. Of that percentage, 55.9% are active in the labor force with 44.1% not currently active in

the labor force for any number of reasons. Currently, the US labor participation rate is 63.2%, which Flint Township is slightly lower.

Historically, labor participation rate has been a good indicator of the strength or weakness within a local labor market. The higher the rate, the greater the availability of quality employment opportunities. Since the last recession, labor participation rates have generally been in decline, locally, regionally and nationally, but not because of reduced employment opportunities. The dip in labor

participation for Flint Township nearly mirrored that of Genesee County, both of which are lower than the State of Michigan. To better understand the decline in labor participation, we need to look at the age distribution within Flint Township.

Figure 1



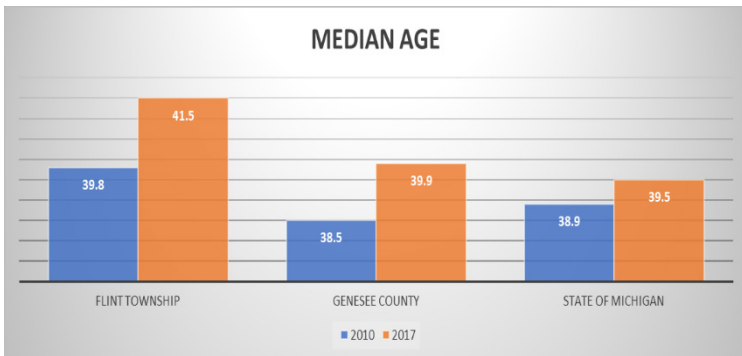


Figure 2

the township, 60.4% are families, leading us to believe that families are choosing to reside in the Flint Township for an improved quality of life along with a good school system. Given the large age bracket between 10 and 49 years of age, it is anticipated that this trend will continue should conditions remain consistent going forward.

The 2017 age distribution for Flint Township is nearly identical to Genesee County and the State of Michigan. For one, the population is aging, but not at an equal rate to the county and state, meaning the township still has a younger population for employers to draw workforce from. Secondly, while there is a large age cluster at 65+, the 10-49 age group is the predominant age cluster within the township. This shows that numerous residents within the township have families. Of the 12,899 total households within

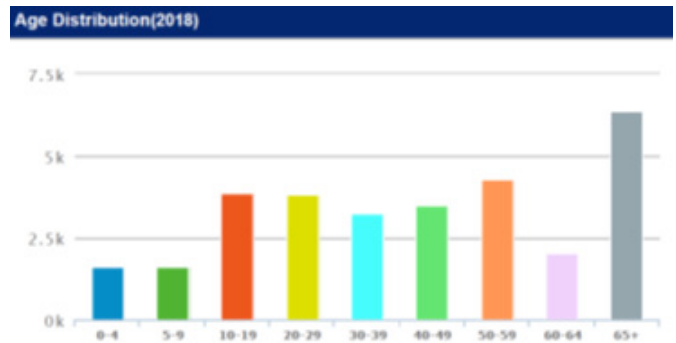


Figure 3: Age Distribution, Flint Township

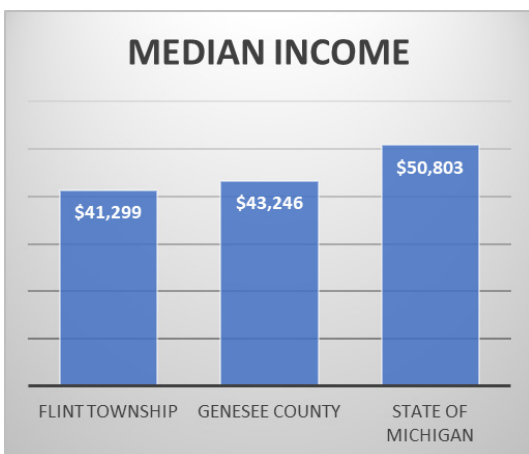
## Income, Employment and Education

The median household income of Flint Township nearly mirrors Genesee County at \$41,299 and \$43,246 respectively. When you look deeper in to the income data, the median household income for families is \$53,955. Median non-family income is \$30,035 which would generally be a single income, head of household. This again reinforces the idea that the Flint Township is a great community to raise a family.

Nearly half of the township (47.5%) earns from \$35,000 to \$75,000, which according to PEW Research Center, is statistically the middle-class of the United States. The second highest income cluster within the township is from \$75,000 to \$150,000 comprising 26.6% of total households. Given such a high percentage of the community is

middle class or above, it is safe to assume that Flint Township is a community with strong blue-collar and white-collar opportunities to earn a good living and raise a family. Flint Township also has a strong base of large employers including HAP, Genesee Valley Center, FedEx, UPS, numerous medical facilities and patient care centers and many others offering in higher base salary for workers.

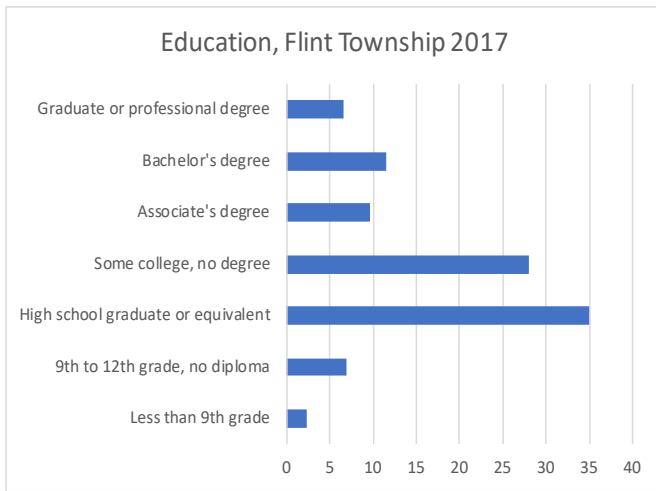
Figure 4



Looking at the educational attainment of the Flint Township, a large percentage of the population has completed high school and some level of higher education. While Flint Township falls behind the State of Michigan with bachelor's degree attainment, it has not had an overwhelming negative effect on incomes and employment opportunities for the residents of the township when you consider the labor participation rate along with the median income of the community.

Moving forward, when looking to grow the economy of any community, it is extremely important to have a highly skilled and educated workforce. This has been identified as the highest priority for employers when seeking to

Figure 5



expand their operations. It has also been identified as a top priority by the Governor for the State of Michigan. It will be imperative for the Flint Township to work with both the local educational institutions along with institutions of higher education to develop a high-skilled workforce for the future. This will both ensure retention of existing base employers, as well as serve to attract new base employers exploring the region for expansion opportunities.

The State of Michigan and many of its communities have been emerging from one of the most extensive economic recessions on record since the Great Depression. At its height, unemployment topped 16% across the I-69 Thumb Region. Locally, unemployment wasn't nearly as high as seen in Figure 6, but the same pattern was present as

identified regionally, across the state and across the nation.

Comparatively speaking, from a workforce perspective, Flint Township fared better than the rest of Genesee County, but not as well as the State of Michigan throughout the recession.

It is important to note, that while figure 7 identifies the industries of employed workers in Flint Township, it is not indicative of the industries found within Flint Township (a complete list of companies in Flint Township can be found in the Appendix Section). It should also be noted that the average commute time to work for a resident in Flint Township is 20.8 minutes, but a large percentage of the population are 15 minutes or less from their place of employment.

Figure 6

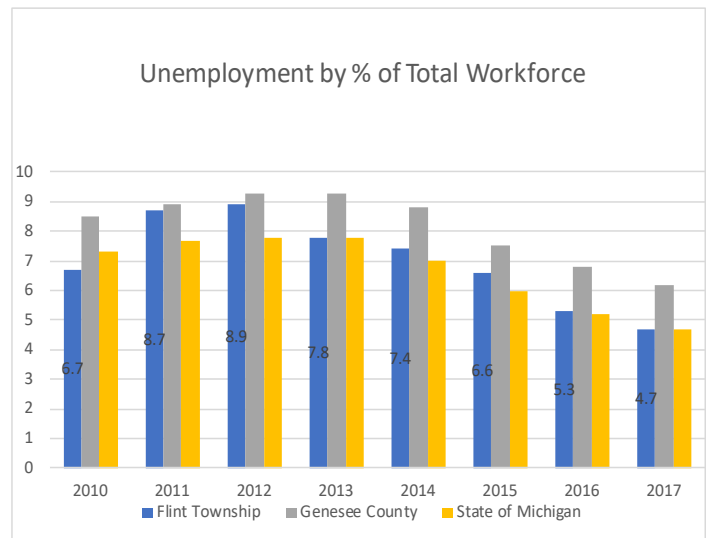
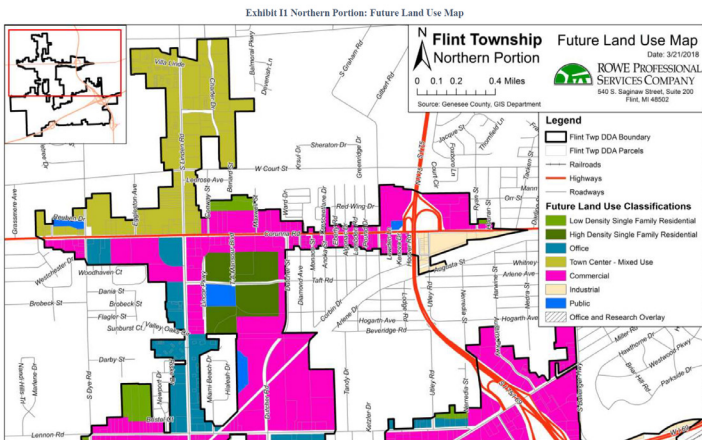


Figure 7

INDUSTRY OF EMPLOYED WORKERS (US Census 2017 Estimates)	
Civilian employed population 16 years and over	12,616
Agriculture, forestry, fishing and hunting, and mining:	33
Agriculture, forestry, fishing and hunting	23
Mining, quarrying, and oil and gas extraction	10
Construction	707
Manufacturing	1,843
Wholesale trade	175
Retail trade	2,017
Transportation and warehousing, and utilities:	623
Transportation and warehousing	588
Utilities	35
Information	235
Finance and insurance, and real estate and rental and leasing:	572
Finance and insurance	347
Real estate and rental and leasing	225
Professional, scientific, and management, and administrative and waste management	955
Professional, scientific, and technical services	418
Management of companies and enterprises	0
Administrative and support and waste management services	537
Educational services, and health care and social assistance:	3,273
Educational services	1,073
Health care and social assistance	2,200
Arts, entertainment, and recreation, and accommodation and food services:	1,247
Arts, entertainment, and recreation	191
Accommodation and food services	1,056
Other services, except public administration	556
Public administration	380

# Tools and Partnerships for Economic Development

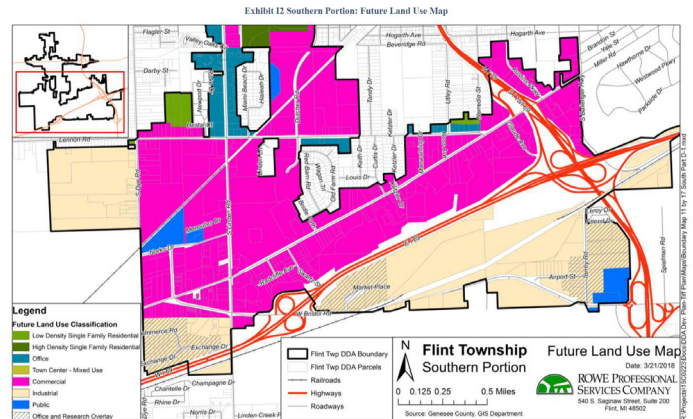
## Downtown Development Authority



The Charter Township of Flint established the Downtown Development Authority (DDA) in May of 2018. The DDA district is primarily located near the I-75 and I-69 freeways. The district is primarily along South Linden Road, Corunna Road, Lennon Road, Miller Road, and Bristol Road. Due to the size of the DDA district, the area is divided into the northern and southern portion. The northern portion of the DDA is generally considered north of Lennon Road, while the southern portion is south of Lennon Road. This large district houses much of the township’s commercial and industrial uses.

DDA Board has established as different projects for the to infrastructure such as road, sanitary sewer, and water improvements. Some projects focus on the improvement of the character of the area including streetscaping improvements, a façade improvement program, and blight control. The DDA projects also include marketing or branding activities throughout the community, conducting studies to improve the DDA district, the acquisition of property to facilitate development, and fire and police protection. These different projects outlined in this report will help vastly improve the DDA district and help not only the Charter Township of Flint, but the larger Genesee County area.

There are several different major improvements the DDA district. A few of the improvements are related



## Beecher Road Corridor Improvement Authority

Charter Township of Flint is establishing the Corridor Improvement Authority (CIA) in May of 2018. The CIA district is primarily located on the northeast side of the township near the Interstate 75 (I-75). As the name implies, the major road acting as the major corridor for the district is Beecher Road. This area primarily consists of commercial and office uses. One of the major features near the CIA is the McLaren Flint Hospital, just outside the township’s limits in the City of Flint.

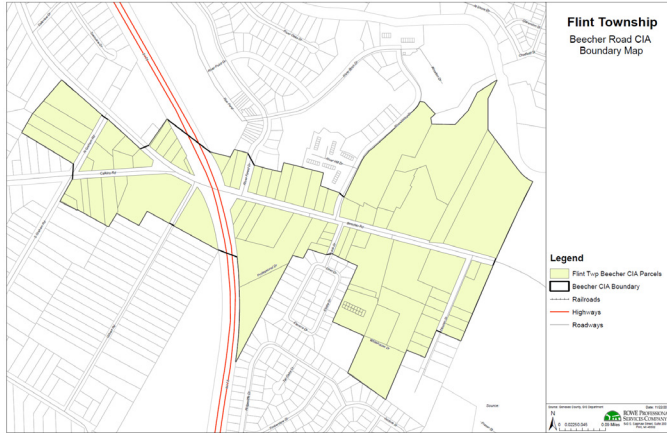
### The Objectives of this CIA are:

- To correct and prevent deterioration in CIA District
- To encourage historic preservation;
- To promote the economic growth in the CIA District

## Bristol Road Corridor Improvement Authority

The Charter Township of Flint established the Corridor Improvement Authority (CIA) in May of 2018. The CIA district is primarily located on the southeast side of the township near Interstate 75 (I-75). As the name implies, the major road acting as the major corridor for the district is Bristol Road. This area is primarily commercial and industrial uses. The major feature within the CIA district is Baker College. One of the major features near to the CIA is General Motors Flint Facility located just outside the township’s limits in City of Flint.

## The Objectives of this CIA are:



- To correct and prevent deterioration in CIA District
- To encourage historic preservation;
- To promote the economic growth in the CIA District

## I-69 International Trade Corridor

The I-69 International Trade Corridor is a four-county, multi-jurisdiction (including Flint Township), public-private economic development partnership driving corporate expansion and new investment in the region.

With one world class airport, access to three major interstates, and Class-A rail lines, the I-69 International Trade Corridor is a prime location for global companies

to build, expand, or develop.

As a designated **Next Michigan Development Corporation**, the I-69 International Trade Corridor is empowered to approve a suite of economic development incentives to enable corporate investment.

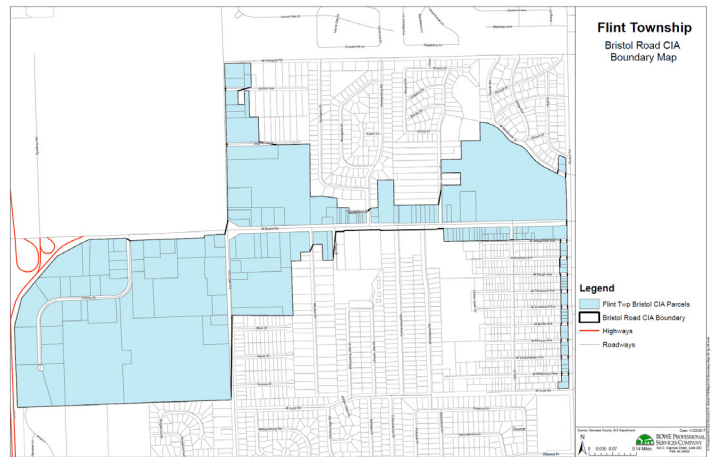
- Industrial property tax exemptions
- Personal property tax exemptions
- Renaissance Zone designations
- Tax increment financing for public infrastructure improvements

## Flint & Genesee Chamber of Commerce

The Flint & Genesee Chamber of Commerce is the region's premier business membership organization. In addition to providing traditional services for its members, the Flint & Genesee Chamber also serves as the lead economic development agency for Genesee County, operates the area's convention and visitors bureau, and delivers education and training programs to meet the needs of the region's growing workforce. Serving the business community for over 100 years, the Chamber works with its partners to:

- Build a strong business climate
- Grow investment and jobs, and retain talent
- Promote the region as a desirable tourism and meetings destination
- Serve as a shared services center that helps businesses and governments operate more efficiently to improve customer satisfaction and reduce costs
- Affect public policy through legislative and political advocacy
- Improve the quality of life and overall economic growth of the region

Collaboration is one of their core strengths. To affect real and lasting change, inclusiveness and collaboration are keys to success. They form partnerships with private businesses, education and governmental agencies at the local, state and federal levels, as well as grant-making foundations to fuel economic growth and bring positive change to the region.



## **West Flint Business Association**

The West Flint Business Association (WFBA) is made up of members of the business, professional, and civic community, primarily in the Flint Township area.

It is the intent of the WFBA to keep members informed, help businesses grow, pursue common goals, and provide unity within the community.

The WFBA brings together business, professional, industrial, governmental and other civic leaders for the purpose of educating and informing them of the activities and interests of the West Flint area. In addition, WFBA promotes a constant exchange of ideas, experiences and networking between members.

## **SWOT Analysis**

On April 18, 2019, the Flint Township Economic Development Steering Committee completed a SWOT Analysis as a way of obtaining perceptions of the township's strengths, weaknesses, opportunities and threats. The intent of the session was to gain insight, but more importantly, to establish a community identity and how the township fits into the larger region.

### **Strengths**

Businesses and residents alike share a high level of pride for Flint Township. A primary strength repeated throughout the session was the location of the township in proximity to major transportation routes including US-23, I-69, I-75, Bishop International Airport and the CN Rail Mainline system traversing Michigan from Ontario to Chicago. Additionally, there is an unlimited access to amenities in the form of retail shopping along the Linden, Corunna and Miller Road Corridors. The township is home to numerous corporations and professional offices, has a good school system with nearby access to multiple higher education options. The business community is very supportive of economic success and participates actively in the townships DDA and Corridor Improvement Authorities and housing for all income types is abundant.

### **Weaknesses**

There seems to be an identity perception issue with Flint Township. Residents feel that the township is safe and accommodating, however, the perception for some inside and outside of the township is negative and that it is not a safe place to live or work given its proximity to the City of Flint.

Overall, there is an idea that there are a number of places to work within the township, however the majority of available jobs are low-skill, low-wage that do not provide a livable wage to keep up with the ever-rising cost of living both locally and nationally. It is also felt that educational attainment within the township is not at the level it should be to attract high-wage industries to the community.

### **Opportunities**

Looking forward, there are number of opportunities that will be discussed in greater detail in the action portion of this strategy. At a high level, there is ample opportunity for infill development throughout the township, including the opportunity to redevelop a large portion of the Genesee Valley Mall site into a quasi-mixed use/downtown center for the community. There are several township-owned sites as well such as the Charter Drive property that could be redeveloped into thriving commercial/corporate centers.

Additionally, there is ample land available for new construction, including new retail/commercial, residential and industrial.

### **Challenges**

The predominant challenge to the township is competition from surrounding areas. Online retail is also a major threat for the large retail base located in Genesee County.

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# Goals and Objectives

Goals are high level policy statements that drive future decisions around projects and investment opportunities that can contribute to community growth.

Objectives are specific ideas, strategies, policy statements or projects that achieve goal results. The objectives identified in this plan will assist Flint Township by providing measurable tasks that revolve around increasing economic activity within the township. Further these objectives will support other planning efforts in the township such as the Master Plan, the Flint Township DDA Development Plan, Flint Township Corridor Improvement Authorities along with future capital improvement plans. Integrating all the above planning efforts with a committed leadership will be the most important driver of success for the community.

	Goals	Objectives
Talent	<p><b>1. To attract highly educated individuals to Flint Township</b></p> <p><b>2. Increase job placement opportunities amongst residents</b></p> <p><b>3. Recruit and retain future workforce talent.</b></p> <p><i>*Talent goals listed here correlate with the Region 6 Housing Strategy.</i></p>	<ul style="list-style-type: none"> <li>• Develop and retain a talented workforce so local and regional business can compete on a global basis</li> <li>• Identify opportunities for initiatives jointly created between the schools (Pre-K through institutions of higher education) and the township to enhance economic opportunities for students</li> <li>• Develop a resource center for residents around jobs and skills training.</li> <li>• Engage with institutions of higher education to provide learning opportunities for residents.</li> <li>• Develop affordable/workforce housing opportunities to attract new residents.</li> <li>• Increase business to school opportunities such as co-ops and internships for local students</li> </ul>
Infrastructure	<p><b>Develop, create, and maintain an efficient infrastructure.</b></p>	<ul style="list-style-type: none"> <li>• Update entry-points and streetscapes in corridors</li> <li>• Develop and implement capital improvements plan.</li> <li>• Facilitate and develop additional non-motorized options throughout the township</li> <li>• Work with the Road Commission and MDOT to secure Transportation Economic Development Grant dollars to assist with upgrading the road network in conjunction with large economic development projects</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Regional Collaboration</p>	<p><b>Strengthen existing and create new collaborative partnerships to operate effectively as one voice for regional economic success.</b></p>	<ul style="list-style-type: none"> <li>• Strengthen relationships with regional businesses to identify opportunities to support their growth in the region</li> <li>• Strengthen relationships with the local and regional chambers of commerce</li> <li>• Work with partners (people involved in promoting comm.) to promote and take advantage of the townships’ Opportunity Zones—dev. Marketing tool around opportunity zones</li> <li>• Work with the MEDC, Flint &amp; Genesee Chamber, I-69 Thumb Region and the I-69 International Trade Corridor to attract new industry to the township.</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Industry Activities</p>	<p><b>Develop an ecosystem for creating, attracting, expanding, and retaining businesses.</b></p>	<ul style="list-style-type: none"> <li>• Become Redevelopment Ready Certified to access resources to support business growth and redevelopment opportunities throughout the Flint Township</li> <li>• Develop a marketing plan to highlight the strengths of the local workforce</li> <li>• Streamline township processes related to business development and business growth</li> <li>• Develop an incentives policy to support utilizing incentives for business development</li> <li>• Develop a Redevelopment Ready Sites brochure to assist with attracting new speculative development for commercial and industrial sites</li> <li>• Strengthen support of local small business development with assistance from the SBDC</li> <li>• Market township-owned property for sale and provide information about it on the Discover Flint Township website and social media channels-it’s more attractive for developers to work with the township staff than with private realtors</li> <li>• Identify opportunities for government contracting for local companies through the utilization of the Procurement Technical Assistance Center</li> <li>• Develop a business attraction marketing strategy... “why Flint Township”? (currently doing)</li> <li>• Work to identify an “industry” brand identity for the township (currently doing)</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Destination</p>	<p><b>Continue efforts to make Flint Township a destination township with a high quality of life.</b></p>	<ul style="list-style-type: none"> <li>• Attract new, unique and highly desirable businesses and attractions to bring outside visitors to shop, dine and spend time and money in the township</li> <li>• Retain current residents and be proud of where they are—shop local—themed events, etc.</li> <li>• Identifying and promote unique areas of township—signage—district fields</li> <li>• Expand existing township events and create new events to continue to attract new people to the Flint Township</li> <li>• Create a brand identity for Flint Township that can unify township leadership and residents around the overall vision for growth for the township</li> <li>• Develop a targeted marketing program to attract investment into the township to redevelop existing sites or develop new sites, and retain current businesses. Making a case to investors in or out of township, what places do we want built and what do we want to tell that to—including an internal marketing piece for community</li> <li>• Small business assistance for marketing but also have the township run a “shop local” campaign</li> <li>• Work to attract new investment to township-owned</li> <li>• Implement the Genesee Valley redevelopment vision outlined in the addendum to this strategy</li> <li>• Develop new housing throughout the township</li> </ul>
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# Implementation

This plan serves as the policy guide for moving Flint Township forward, guiding decisions about future physical and economic development. Transforming the plan's goals into reality will require a long-term commitment and political consensus. The plan is designed to be a road map for action, incorporating strategies, specific projects, and programs that will achieve the desired results.

This chapter synthesizes the many plan recommendations and identifies the actions and timing needed to transform the plan's vision into reality.

## Tenets of Successful Implementation

The input received through the master plan process provided a foundation to help achieve the township's vision, community support, commitment, and involvement must continue.

### Commitment

Successful plan implementation will be directly related to a committed township leadership. While elected and appointed officials will have a strong leadership role, many others - township department directors, staff, and leaders from the community's many institutions and organizations - will also be instrumental in supporting the plan.

However, commitment reaches beyond just these individuals and includes the array of stakeholders. Citizens, landowners, developers, and business owners interested in how Flint Township develops must unite toward the plan's common vision.

### Integrate with Project Design

Township officials and departments must embrace the plan, applying its recommendations to help shape annual budgets, work programs, and the design of capital improvements. For example, the township's engineering practices can support implementation through infrastructure improvements, streets, and storm systems designed consistent with plan policies and recommendations. Each department, staff person, and elected official should find it a benefit, if not an obligation, to reference the plan when making decisions and setting priorities.

### Guidance for Development Decisions

This plan is designed for routine use and should be consistently employed during any process affecting the community's future. Private investment decisions by developers, corporations, and land owners should consider the plan's direction as it is the guide for economic growth and stability of the community and supports the goals and objectives of the overall master plan.

### Evaluation and Monitoring

This plan has been developed with a degree of flexibility, allowing nimble responses to emerging conditions, challenges, and opportunities. To help ensure the plan stays fresh and useful, periodic reviews and amendments may be required. This will ensure plan goals, objectives, and recommendations reflect changing community needs, expectations, and financial realities.

# Redevelopment Strategies

## How to Attract Developers?

Developers typically look for project locations where the potential for success is fairly certain and risks limited.

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This means that they are attracted to communities with strong markets where the infrastructure is in place, reasonably-priced, quality development sites are available, and the development review process is quick. They also look for opportunities to enter a market right before it “takes off” and capture the heavy demand and associated real estate price or rent increases.

Good developers are usually inundated with requests from municipalities, DDA’s and CIA’s to develop in their community, citing the advantages they can offer. Yet only a small percentage of communities provide the information necessary to interest developers. There is specific information they look for that will minimize the amount of time it takes to make a go- no-go decision. For example, is there a market for the type of development being sought by the community? What is the role of the community within the region (i.e. bedroom community, employment destination, transportation hub, etc.)? Are reasonably priced sites available for development of redevelopment? Is necessary infrastructure in place or will this be needed and add to the cost of the project? How accessible is the development location and how large a market area can they draw from?

These are all vital questions that can be partly answered by the community, making it easier to pique the interest of a developer. Time is money and the less time developers have to commit to looking at a project/community, the more likely they are to dig deeper and hopefully show interest in moving forward. Some of this information might already be available while additional work is needed to gather the remaining data. It is up to the township, DDA, CIA’s, business leaders, and civic associations to work together to assemble developer information and then actively recruit developers and businesses.

## **Why Flint Township?**

Since developers look for strong or emerging markets, Flint Township must prove that it fits into this classification and may have just been overlooked. What are the positives with Flint Township that have created unmet demand for housing, commercial, office or industrial uses? This is information that must be gathered and uncovered to create the “elevator speech” for developers: meaning why invest in Flint Township as opposed to all the other communities that contact you? Also, what has changed in recent years causing the private sector to overlook the township as a place to develop? A one-page handout summarizing this key information will be a good start. After that, a separate sheet can be created for each marketing item like housing, retail, office, hospitality, etc.

## **Understand the Market**

Developers may not take the time to fully understand the dynamics of the local market and especially not unmet demand. The township can prepare a fact sheet for different market segments, working with local real estate professionals and companies. For example, some compelling information might be increased housing prices and vacancy rates; potential demand for certain types of housing using the Target Market Analysis; voids in the retail market that could be served by local businesses, etc.

## **Developer Matchmaking**

Once the above information is collected and organized, invite developers to come in and learn about available sites and why they should consider Flint Township for their next project. It would be best to invite them individually and be concise, enthusiastic, and to the point with what you would like them to consider. Be sure to share success stories from other companies and developments so they can see that others have already tested the market. It is equally important to have as much information on-hand regarding property availability, price, rental rates, recent purchase prices, traffic volumes, etc. This will provide a positive impression regarding the recruitment effort and limit the number of items that need follow-up.

## DDA/CIA/Township Property Acquisition

Property acquisition will be a necessary part of implementing the development projects contained herein, particularly for site development and redevelopment. By purchasing property in an area identified for new development, the DDA, CIA's or the township will have an added tool to attract developers and build the desired project. For example, to develop new housing, the DDA, CIA's or township can acquire several of the vacant lots and can contribute them to the project. This will provide an incentive to lower the cost, and minimize the risk, for the developer. Should the first phase be successful, the developer will more than likely undertake construction of additional units without any form of subsidy. The goal is to use tax increment financing to attract developers by minimizing risk, leverage private investment and eventually eliminate the need for financial assistance.

## Gap Funding

Some projects may need financial assistance to kick-start the development. The township may, at its own discretion, commit project-specific future tax increment capture back to private projects for a specified period of time. The goal is to provide funding to close the "gap" that prevents the project from becoming a reality due to financial feasibility. There are many additional incentives that can also be utilized to support "gap" funding.

## Action Plan

For the Flint Township Economic Development Strategy to be an effective document for the next several years, steps must be identified to guide community leaders towards implementation. This chapter summarizes the goals and the recommendations described throughout the plan and serves as a quick reference for the Township Leadership and others to monitor progress or serve as a checklist for implementing the plan.

The following table identifies major steps and projects designed to maintain and improve Flint Township. Implementation of these items will have a positive impact on the character and vitality of the community. Many of the implementation recommendations presented herein will require the close cooperation of many bodies. The final column in the table indicates the primary group(s) responsible for implementation.

Action	Priority	Responsibility
Genesee Valley Mall Phase I mixed-use implementation project – This phase includes initial buildout of residential areas and framework for downtown/town-center on the north east section of the Genesee Valley Mall Properties	1-5 years	Twp. Board, DDA, Planning Commission, Genesee Valley Mall, MEDC
Genesee Valley Mall Phase II mixed-use implementation	5-10 years	Twp. Board, DDA, Planning Commission, Genesee Valley Mall, MEDC
Linden Creek Parkway repair and repave project	1-5 years	Twp. Board
Lincor/Taft repair and repave project	1-5 years	Twp. Board, DDA
TA Mansour repair and repave project	1-5 years	Twp. Board, DDA
Austin's Parkway repair and repave project	1-5 years	Twp. Board, DDA
Holiday Drive repair and repave project	1-5 years	Twp. Board, Bristol CIA
Market Place repair and repave project	1-5 years	Twp. Board, DDA
Commerce/Exchange repair and repave project	1-5- years	Twp. Board, DDA

Action	Priority	Responsibility
Welcome signage and wayfinding signage placed at key gateway points throughout the township.	1-3 years	Twp. Board, DDA, Economic Development, Bristol & Beecher CIA's
Establish a subcommittee of the DDA, CIA's and the Planning Commission to prepare a gateway and wayfinding report, to identify key entryways to the township as well as design profiles for wayfinding and gateway signage	1 year	DDA, CIA's, Planning Commission, Economic Development, Twp. Board
Bike path extension from Linden Road to Dye Road, then down Miller Road to connect to the City of Swartz Creek per completed pathway plan	1-3 years	Twp. Board, DDA, Parks & Rec
Walkway projects for pedestrian and non-motorized pathway on key commercial corridors including Miller, Linden, Beecher and Bristol to improve community walkability scores and pedestrian access to pedestrian services such as shopping, healthcare and personal service establishments	1-5 years	Twp. Board, Parks & Rec, DDA, CIA's, MDNR
Improvements to the Township Park Facility	1-3	Twp. Board, Parks and Rec, DDA
Work with local companies and the local school systems (public, private and charter) to identify potential employment opportunities for near graduating or recently graduated students to find local employment across multiple industry sectors	1-5	Economic Development, ISD's, DDA, CIA's, West Flint Business Association, Flint & Genesee Chamber, MEDC
Complete a housing target market analysis to identify areas of the township best suited to target new housing development, specifically related to housing for middle-income (missing middle) residents and local workers	1-2	Twp. Board, Economic Development
Identify opportunities to work with the Genesee County Road Commission and MDOT to secure Economic Development Transportation Grant Funding to improve transportation routes near large economic development projects	1-5	Twp. Board, Economic Development, MDOT, Genesee County Road Commission, Genesee County Board of Directors
Implement the marketing plan associated with the Economic Development Strategy for the purposes of reaching key target investment industries and sectors	Ongoing	Twp. Board, Economic Development, DDA, CIA's
Implement a small business resource center at the Flint Township office to direct small businesses and entrepreneurs to key stakeholders that can support their growth	Ongoing	Economic Development, MISBDC, Flint & Genesee Chamber, MEDC
Develop site proforma for potential investors for key development sites within the township. This could include the Genesee Valley Phase I & II Projects, Charter Drive, Pirates Park, the former Lowe's and other critical redevelopment sites across the township	Ongoing	Economic Development, DDA, CIA's, Township Board, MEDC

Action	Priority	Responsibility
Continue implementing a proactive business retention strategy to ensure that local industry needs are being met for expansion and hiring projects. Work with the MEDC and Flint & Genesee Chamber to coordinate retention visits as much as possible to remain in the loop with business expansion opportunities	Ongoing	Economic Development, DDA, CIA'S, Flint & Genesee Chamber, MEDC
Utilize marketing messaging and key employment and demographic data to attract new industry as well as unique and highly desirable businesses to Flint Township	Ongoing	Economic Development, Twp. Board, DDA, CIA's, Flint & Genesee Chamber, West Flint Business Association

## Incentives Available to Assist Development

The following programs are a sampling of incentives available to both local communities and developers to assist with redevelopment projects.

### Business Development Program

The MiBDP is an incentive program available from the Michigan Strategic Fund, in cooperation with the MEDC. The program is designed to provide grants, loans or other economic assistance to businesses for highly competitive projects in Michigan that create jobs and/or provide investment.

### PA 198 Industrial Facilities Exemption

Industrial property tax abatements provide incentives for eligible businesses to make new investments in Michigan. These abatements encourage Michigan manufacturers to build new plants, expand existing plants, renovate aging plants, or add new machinery and equipment. High technology operations are also available for the abatement. Depending on the scope and type of project, real property taxes can be abated up to 50% for a period not to exceed 12 years for new construction. Further, the 6-mil SET may be abated up to 100% with approval from the MEDC.

In the case of a rehabilitation, the current assessed value of the property prior to improvement is frozen. This results in a 100% exemption from property tax on the value of the improvements.

### Commercial Rehabilitation Abatement

Encourages the rehabilitation of commercial property by abating the property taxes generated from new investment for a period up to 10 years. Commercial property is qualified facility that includes a building or group of contiguous building of commercial property that is 15 years or older, of which the primary purpose is the operation of a commercial business enterprise or multi-family residential. The CRA freezes the taxable value of the building and exempts the new investment from local taxes.

### Community Revitalization Program

The Michigan Community Revitalization Program (MCRP) is an incentive program available from the Michigan Strategic Fund (MSF), in cooperation with the Michigan Economic Development Corporation (MEDC), designed to promote community revitalization that will accelerate private investment in areas of historical disinvestment; contribute to Michigan's reinvention as a vital, job generating state; foster redevelopment of functionally obsolete

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or historic properties; reduce blight; and protect the natural resources of this state. The program is designed to provide grants, loans, or other economic assistance for eligible investment projects in Michigan.

## **New Market Tax Credits**

Historically, low-income communities experience a lack of investment, as evidenced by vacant commercial properties, outdated manufacturing facilities, and inadequate access to education and healthcare service providers. The New Market Tax Credit Program (NMTC Program) aims to break this cycle of disinvestment by attracting the private investment necessary to reinvigorate struggling local economies.

The NMTC Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years.

## **Brownfield**

The Brownfield Program uses tax increment financing (TIF) to reimburse brownfield related costs incurred while redeveloping contaminated, functionally obsolete, blighted or historic properties. It is also responsible for managing the Single Business Tax and Michigan Business Tax Brownfield

Credit legacy programs (SBT/MBT Brownfield Credits).

The Michigan Strategic Fund (MSF) with assistance from the Michigan Economic Development Corporation (MEDC), administers the reimbursement of costs using state school taxes (School Operating and State Education Tax) for nonenvironmental eligible activities that support redevelopment, revitalization and reuse of eligible property. The MEDC also manages amendments to SBT/MBT Brownfield Credit projects approved by MSF. The Michigan Department of Environmental Quality (MDEQ) administers the reimbursement of environmental response costs using state school taxes for environmental activities, and local units of government sometimes use only local taxes to reimburse for eligible activities (i.e., “local-only” plans).

## **Michigan Transportation Economic Development Fund**

The mission of the Transportation Economic Development Fund (TEDF) is to enhance the ability of the state to compete in an international economy, to serve as a catalyst for economic growth of the state, and to improve the quality of life in the state.

The funds are available to state, county, and city road agencies for immediate highway needs relating to a variety of economic development issues.

## **Opportunity Zones**

Opportunity Zones are a new concept recently enacted in the 2017 Tax Cuts and Jobs Act. The program is designed to incentivize capital investments in low-income communities nationwide that have been cut off from capital and experienced a lack of business growth. There are three types of tax incentives that relate to the treatment of capital gains, each of the incentives are connected to the longevity of an investor’s stake in a qualified Opportunity Fund that provides the most upside to those who hold their investment for 10 years or more.



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# Marketing

## Background on RRC Best Practice 5.2.1

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Flint Township is currently engaged in the MEDC's Redevelopment Ready Communities (RRC) program. This free, voluntary program is available to any community throughout the state and provides a framework to help communities build a foundation to foster redevelopment opportunities by incorporating a series of six best practices into the community's daily development practices. Communities who incorporate all six best practices into their everyday processes are eligible to receive RRC certification which signifies that the community has a vision for the future and has adopted practices that integrate transparency, predictability, and efficiency into the development experience.

Among the RRC best practices is the need for a marketing and branding strategy that describes deliberate steps to be taken to communicate strategic community messages to reach target audiences. The marketing and branding strategy helps to define and leverage the local brand and communicate a positive community identity. It helps articulate the business case for private investment by describing uniqueness, worth and value. The development of this marketing plan focuses directly on RRC Best Practice number 5.2.1 (per current RRC best practices, March 2019). The economic development strategy and the marketing and branding strategy are designed to work in collaboration so that objectives identified within the economic development strategy will have a direction connection to the marketing and branding strategy. RRC best practices encourage a community to take an introspective and thoughtful look at itself from the standpoint of how it communicates local opportunity, desirability and appeal to internal and external audiences.

### Mission of the Marketing & Branding Plan

The purpose of this marketing plan is to set forth the goals and strategies for the Flint Township marketing effort. The intended result of this strategic marketing plan is a more focused and therefore more cost-effective effort to attract new organizations into Flint Township, to promote business assistance to existing firms, and to build support within the community for the economic development and marketing programs. This plan will be the roadmap for the marketing activity, telling us where we are, where we want to go, and how to get there. It is based on the assessment of strengths and weaknesses of Flint Township and results from the feedback from regional business owners via an online survey.

## Marketing Goals and Initiatives

Organizations who articulate their initiatives and goals are more likely to make them a reality. Initiatives capture the high-level efforts needed to achieve your marketing goals. Marketing goals define a set of time-bound and measurable goals that support your overarching business goals. Goals also provide clear understanding of how your work makes a difference.

### Initiatives

- Develop and promote a community brand for Flint Township and position the community as a desirable place to locate new commercial, industrial, and medical businesses.
- Identify appropriate targets for this development opportunity and provide specific marketing plans to reach high potential targets.

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- To recruit businesses that are suited to the region.

## Goals

- Within a year, Flint Township will have initiated 12 of conversations about business expansion in the region.
- Within a year, Flint Township will have initiated 12 of conversations about business relocation in the region.

## Add Marketing to the Conversation

To facilitate an ongoing process of creative thinking in this marketing effort, and to keep lines of communication open, we recommend adding a status update on marketing strategy to the Flint Township DDA, Beecher Road CIA, Bristol Road CIA. Discussing the marketing/branding plan and how elements are moving forward would provide guidance as the plan adjusts and responds to changing economic circumstance in the community.

## Key Challenges

The following are key challenges that were uncovered during the SWOT analysis and from prior experience that will hinder the effectiveness of this marketing plan if not adhered to:

**Accuracy:** The Township's true image is not accurately portrayed; the external perception of the township is out of sync with what the township and community see as reality.

**Consistency:** Marketing messages need to be clear and consistent. It is the consistent, desired experience that builds trust and trust is the foundation for loyalty.

**Frequency:** Marketing outreach and promotion should adhere to a scheduled frequency to be effective (i.e. press releases focused on economic development to media 2x a month).

# Internal Audit: Existing Marketing and Communications

Flint Township uses online vehicles and printed materials to communicate information to its key constituents. CIB Planning reviewed the primary vehicles as part of the marketing audit process.

## Websites

The township is in the process of launching a new economic development website with support from GIS Planning at [discoverflinttownship.com](http://discoverflinttownship.com), and is updating the township's main charter of Flint Township website (<http://www.flinttownship.org/>). The new economic development site contains a site and building search tool, demographic information, a business search tool, a compare communities area, a mapping tool, and a community profile section. These tools are excellent ways for site selectors to access important data.

## Social Media Accounts

There is an existing Facebook page called "Flint Township Events" and is used to promote and report on events in the region. At the time of this writing, active LinkedIn, Twitter, and Instagram accounts for the township do not exist.

## Media Relations

The Economic Development Department, led by the Economic Enhancement Director, handles all of the media relations duties, in addition to core public information functions. The township communicates with radio stations and media outlets via email to inform them of news stories and events for promotion and coverage.

## Brochures

The current brochure entitled “The Charter Township of Flint” contains useful information. We recommend updating the brochure with the new website address and key messages outlined below once it is time to re-print.

## Recommendation: Discover Flint Township video

One recommendation that would demonstrate the spirit of both the business community and overall community is to create a short video or video series about the township and its economic vitality and business opportunities. Reaching out to a handful of local business owners to provide video testimonials would complete the full-circle concept that site selectors need when researching a region for business. Showing available properties and landmarks like the McLaren Hospitality house, HeathPlus Building (HAP), Genesee Valley Center, Bishop Airport, select retail and dining areas and the Genesee Valley Trail would put a spotlight on successful areas within the community. The video is also a useful branding tool that could be promoted via social media channels and featured in other online communication venues.

# Branding

## The Need for a Brand

At first glance, one might think branding a community is not necessary. In today’s brand-driven world, fueled by social media and search engine optimization, there is absolutely nothing more important to the long-term vitality and viability of a community than having a recognized and well-understood brand. People have choices where to live, work and recreate and it’s imperative for every community to make sure its brand is considered. A community is the most important brand to a resident, a business owner, or a community leader. Where you decide to plant your feet, build your home, raise your children, start your career--that place is inextricably part of a person’s individuality, their personal brand, a business’s image and it plays a big role in the business’s culture. Often referred to as a ‘sense of place’ a community brand can be defined as the totality of thoughts, feelings, and expectations that people hold about a location. It’s the character, reputation and the enduring essence of the place and represents its distinctive promise of value and sense of place. Most importantly, it’s a valued promise that must be grounded in truth and reality.

## Place Branding

Place brandING is strategic and provides the toolkit and actions for defining, managing and communicating the township’s competitive identity to ensure that messages and experiences are as distinct, compelling, and rewarding as possible.

## Types of Brands

An overarching place brand is a high level ‘umbrella’ brand embracing a township, downtown or region’s holistic qualities. It captures the distinct character and sense of place, and usually links the portfolios focused

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on tourism, economic development, education, placemaking, investment or community pride through a common DNA. An *economic development brand*, not including tourism, is typically directed toward business relocation, expansion, and investment.

## Methodology

The process that the consultant team underwent involved primary and secondary research methods. Data from various secondary sources including the master plan, corridor development plans, social media posts, and news articles. Primary research included an online survey to steering committee members for initial SWOT and branding feedback, an in-person SWOT analysis session with the 12 steering committee members, and a business outreach survey that went out to Flint Township business owners via the West Flint Business Association and the Flint & Genesee Chamber of Commerce. We received feedback from the 12 steering committee members and 21 business owners through the online survey. Questions in the survey included feedback about business operations and benchmarking, area assets, township differentiators and branding questions. Full survey results can be found in the appendix.

### Overarching Brand Positioning Statement

Flint Township is Genesee County's retail and dining destination. Located in the heart of Genesee county at the crossroads of I-75 and I-69, with the state's third largest airport (Bishop International Airport), our excellent location is home to many thriving retail stores, family dining options, and entertainment attractions. Our community is diverse and friendly, and our residents benefit from great schools, top-rated medical facilities, and beautiful recreational options on the Genesee Valley Trail. Discover Flint Township!

### Economic Development Brand Positioning Statement

Flint Township is Genesee County's retail and dining destination. Located in the heart of Genesee county at the crossroads of I-75 and I-69, with the state's third largest airport, we truly are in the center of it all with 70% of the state's population within a 100-mile radius. Flint Township is home to many thriving retail stores, family dining options, entertainment attractions, good schools, and affordable housing. Our hard-working talent pool numbers over 14,000 with 48% of the population in the 10-49 age group. Ambitious municipal leadership is known for their expedited business support and attractive incentives, and the township maintains Opportunity Zones primed for business. Discover Flint Township!

## Brand Imaging/Campaign logo designs

Logo designs were developed based on the framework that the economic development brand promise provided. Four designs were presented, and the one selected was refined to reflect the assets of the township in a symbolic manner. The logo can be used in association with campaigns built around the brand promise; "Discover Flint Township."



# Economic Development Marketing

## Primary Target Market Segments for Economic Development

Identifying the marketing opportunities starts with first defining the target market segments with differentiated needs. There are many diverse individuals and groups who may be considered “customers” of the township, from residents to the Township Board, community leaders, local businesses, and potential businesses. To ensure adequate focus on moving the township closer to its economic development vision of attracting new businesses, we identified 3 key audience groupings: location advisors/site selectors/corporate executives, developers & commercial real estate professionals, and regional organizations/public-private partnerships.

### 1. Location Advisors/Site Selectors & Corporate Executives

Location advisors, also known as site selectors, are the executives within an organization or who work on behalf of an organization who are responsible for deciding where to locate next. Other c-level executives (CEOs, COOs, CFOs, etc.) would have significant influence in the decision as well. One avenue is the Site Selectors Guild, the only association of the world’s foremost professional site selection consultants. Information about the Site Selectors Guild members including full contact information can be found here: <https://siteselectorsguild.com/for-economic-developers/>

### 2. Developers & Commercial Real Estate Professionals

Developers and commercial real estate professionals play a highly active role in economic development. Because of the location next to the City of Flint and the major automotive industry in the area, Flint Township has been known to be the retail, dining and entertainment area as well as the host for medical care for residents living in Genesee County. Continuing to partner with developers and real estate professionals in those fields will aid in attracting new businesses and maintaining industry growth, especially as the township embarks on the redevelopment of the Genesee Valley Center mall property. A list of Michigan-based commercial real estate professionals can be found on the [CPIX site](#).

### 3. Regional & Intermediary Organizations and Public-Private Partnerships

Regional and intermediary organizations and public-private partnerships serve as catalysts and neutral meeting grounds to connect universities, the private sector, and the public sector. These organizations are or will be key partners and can provide Flint Township with access to a network on a much larger scale. This group includes the following, but is not an exhaustive list, of all relevant organizations:

- Flint & Genesee Chamber of Commerce
- West Flint Business Association
- MEDC
- Small Business Development Center
- I-69 Thumb Region

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## Secondary Target Audiences

- Residents
- Visitors
- Existing Businesses/Business Owners

# Key Messages for Economic Development Target Audiences

## Discover our excellent location

- Flint Township is located in the heart of Genesee county at the crossroads of I-75 and I-69 and US 23.
- Flint Township is home to Bishop International Airport, the state's 3rd largest airport
- Flint Township is within 100 miles of over 70% of the state's population
- Flint Township is Genesee County's retail and dining destination with many thriving retail stores, family dining options, and entertainment attractions
- Flint Township has vacant land available for development
- We boast a variety of housing options; low, middle, and high income.

## Discover our talent

- Flint Township is home to an up-and-coming labor force with 48% of its residents in the 10-49 age group.
- Flint Township has a strong active labor force of over 14,000 people
- Flint Township's residents are educated. 57% of have either completed some college, have an associates, bachelors or graduate degree.

## Discover our community

- Flint Township has three highly-performing school districts and is within a few miles of excellent post-secondary options with Kettering, U of M Flint, Mott Community College, Northwood, and Spring Arbor within a few miles
- Flint Township is home to top-rated medical facilities including McLaren and Hurley Children's Center
- Flint Township has great parks and an excellent trail system with direct river access
- Unlike many townships, Flint Township has a full-time police and fire department making the community a very safe place to raise a family

## Discover our economy

- Flint Township's business-friendly community is easy to work with and is known for their expedited support and attractive business incentives
- Flint Township maintains Opportunity and Renaissance Zones
- We have a cluster of automation, logistics companies, tier one and two manufacturer suppliers and industrial companies
- Flint Township is on a separate water system from the City of Flint, and wasn't affected by the crisis
- Water and sewer rates are three times lower than neighboring areas

	<b>Primary Interests</b>	<b>Outreach Tools</b>	<b>Suggested Message to Segment</b>
<b>Location advisors/ Site selectors &amp; Corporate Executives (with site influence)</b>	<ul style="list-style-type: none"> <li>• Reducing risk, credible and trustworthy sources</li> <li>• Available and skilled workforce</li> <li>• Accessibility and location</li> <li>• Incentives and taxes</li> <li>• Predictable permitting process</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings at industry events</li> <li>• Website/online media</li> <li>• Partnerships and industry networks</li> <li>• Industry press</li> <li>• Briefings/tours</li> </ul>	<b>Discover Flint Township</b> <ul style="list-style-type: none"> <li>• Flint Township is located in the heart of Genesee county at the crossroads of I-75 and I-69, with the state’s third largest airport</li> <li>• Flint Township is Genesee County’s retail and dining destination</li> <li>• Flint Township has vacant land available for development</li> <li>• We boast a variety of housing options; low, middle, and high income.</li> <li>• Flint Township is within 100 miles of over 70% of the state’s population</li> </ul>
<b>Developers &amp; Commercial Real Estate Investors</b>	<ul style="list-style-type: none"> <li>• Reducing risk</li> <li>• Quality/style of development</li> <li>• Return on investment</li> <li>• Quick tenant placement</li> <li>• Predictable permitting process</li> <li>• Zoning and land use</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement in community building vision</li> <li>• Trade media and press</li> <li>• Briefings/tours</li> <li>• Website/online media</li> <li>• Area business reports</li> </ul>	<b>Discover Flint Township</b> <ul style="list-style-type: none"> <li>• Flint Township is located in the heart of Genesee county at the crossroads of I-75 and I-69, with the state’s third largest airport</li> <li>• Flint Township is Genesee County’s retail and dining destination</li> <li>• Flint Township has vacant land available for development</li> <li>• We boast a variety of housing options; low, middle, and high income.</li> <li>• Flint Township is within 100 miles of over 70% of the state’s population</li> </ul>
<b>Regional &amp; Intermediary Organizations, Public-Private Partnerships (MEDC, Chambers of Commerce)</b>	<ul style="list-style-type: none"> <li>• Promoting and expanding economic development in the region</li> <li>• Growing the organization’s reputation and credibility</li> <li>• Networking</li> </ul>	<ul style="list-style-type: none"> <li>• Brochures/Fact sheets</li> <li>• Briefings</li> <li>• Engagement in community building vision</li> <li>• Community educational forums</li> </ul>	<ul style="list-style-type: none"> <li>• Together we can promote Flint Township as a great place to invest in and do business</li> <li>• Improvements will offer major economic opportunities for the local community and surrounding region</li> </ul>

# Content Marketing and Social Media

## Content Marketing

According to the Content Marketing Institute (CMI), Content Marketing is defined as follows:

Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action.

To attract the target audience, a major component of an inbound marketing strategy includes content marketing via communication channels primarily online. When considering placemaking or place branding, we can think of content segmented into different “buckets” or categories. There is created content, which is content that is created by an internal team (i.e. a blog), and curated content; the process of gathering existing information like blogs, social media posts or, ebooks relevant to the township and sharing it with your followers. When building the strategy, the first thing to outline and plan are content ideas.

### Consider the following ideas for content:

- Flint Township local business spotlight (interview and photo of the business owner)
- Entrepreneur Corner or Entrepreneur of the month (interview and photo of a business owner who started their first business)
- Flint Township history lesson (interview and photo of a long-term resident who is knowledgeable about the history of Flint Township)
- Commercial real estate site of the week (vacant land or building with photo and the story behind it/info about it)
- Non-profit spotlight (interview, background story, and photo)
- Post-event summaries with photos
- Sharing stories of events and other news from neighboring townships and cities
- Photo contests

To organize the content marketing plan, you can use an excel spreadsheet listing the date, type, channel, author, etc. and share it for accountability (see example below). The important factors to keep in mind when putting together a content marketing strategy is frequency and consistency. It’s recommended to determine a set frequency for the content types, so your followers keep the township front of mind. Making sure the content can easily be shared and even asking people to share it will expand your reach.

Day	Date	Time	Message	Link	Channel	Image
Monday						
	12/16/2019	11:00 a.m.	Shop local this Holiday Season	<a href="http://www.discoverflinttownship.com/index.html">http://www.discoverflinttownship.com/index.html</a>	Facebook, LinkedIn	Logo_v3
	12/16/2019	3:00 p.m.	What are you doing for NYE?	<a href="https://www.barlouie.com/locations/us/mi/flint/ger">https://www.barlouie.com/locations/us/mi/flint/ger</a>	Facebook, Instagram	bar louie
Tuesday						
	12/17/2019	11:00 a.m.	Check out the new place!	<a href="http://www.discoverflinttownship.com/index.html">http://www.discoverflinttownship.com/index.html</a>	Facebook, LinkedIn	Logo_v3
	12/17/2019	3:00 p.m.	Support local retail	<a href="https://www.geneseemail.com/">https://www.geneseemail.com/</a>	Facebook, Instagram	Genesee Valley logo
Wednesday						
Thursday						

## Facebook

Flint Township’s official Facebook page that is governed by Flint Township officials is the “Flint Township Events” page where events are promoted and broadcast via video on site and with photos. At the time of this writing, the page has 764 followers and 711 likes. It is recommended to continue to encourage followers to share content to

elevate the brand, initiate conversation and increase followers. To state a well-known fact, comments may not always be positive, as people use Facebook to lodge complaints. In that same vein, the platform is a good way to test campaigns or messages by sending a post to a specific group of people that you pre-identify as a feedback group. It's also recommended to follow your target audiences as well as other townships and cities to see what they are doing and borrow content ideas from them.

### Facebook Goal: Flint Township Events Page

Currently reaching 764 followers (as of 12/12/19)

Goal: Increase goal 15% per year. By December 2020, the goal is to have 879 followers or more.

### LinkedIn

Set up an account for Flint Township on LinkedIn, where you have an opportunity to engage with target audience members in a professional environment, target key prospects utilizing LinkedIn's professional data, and nurture professionals by delivering insightful, relevant, and educational content in a native newsfeed format. Posting both created and curated content will enable the township to interact with target audience members and will extend your reach when content is shared. LinkedIn is also a great place to leverage branding campaigns (Discover Flint Township). LinkedIn rates highest for B2B social media and advertising on the platform can be extremely targeted and effective. However, the recommendation is to make sure the campaign, landing page and/or content that is being promoted is extremely tight and well thought out due to the fact that the pay per click (PPC) rate averages \$15-\$20.

More information about how to utilize LinkedIn: <https://business.linkedin.com/marketing-solutions/success/brand-awareness>

Local, regional, state and national level economic development organizations are successfully utilizing LinkedIn for marketing and lead generation initiatives.

### Instagram

- Leverage Instagram to reach a younger demographic (those not on Facebook) and focus on images of area businesses, business owners, properties, etc.
- Following your target audiences can initiate conversations

### YouTube

Once the township creates video content, it is highly recommended to create a Flint Township YouTube channel to reach a wide audience. Not only is your audience on YouTube, but as the internet's second largest search engine. YouTube can help improve SEO and overall brand presence. YouTube allows people to present unique content that's easy for viewers to consume and share. You can upload a channel icon (logo) and channel art to communicate and enhance the township's brand. Here is more information and a step-by-step guide: <https://www.hubspot.com/youtube-marketing>

### Sample social media content plan

Date	Section	Topic/Title/Location	Blog/News site Link	Channel	Image	Author
11/28/2019	Entrepreneur Corner	Tech company	Newsletter	<a href="http://www.discoverflinttownship.com/index.html">http://www.discoverflinttownship.com/index.html</a>	Facebook, LinkedIn	Person_v1
12/5/2019	Local Business Spotlight	Donna's Doughnuts	Blog/site	<a href="http://www.discoverflinttownship.com/index.html">http://www.discoverflinttownship.com/index.html</a>	Facebook, LinkedIn	Person_v2
12/12/2019	Commercial real estate site of the week	Site 1	Blog/site		Facebook, LinkedIn	Land_v1
12/17/2019	Local Business Spotlight	Peckham	Blog/site		Facebook, LinkedIn	Person_v3

## Metrics to measure success:

- Follower growth
- Likes and reactions for your posts
- Monitor mentions: on Facebook, you'll get notifications whenever someone tags your page name in their post
- Determine reach: on Facebook, go to your Insights tab and click the reach option in the navigation panel on the left. The top graph you see displays your post reach, which is basically the number of people who saw your post. Scroll to the bottom of the page to find your total reach. This is the number of people who saw any activity from your page as a result of follower interactions, ads, mentions, check-ins, and so on.
- Review replies and comments for your posts: replies and comments on your posts can help you gauge how interesting or engaging your topics are. As with reactions, they're direct response metrics that help you weed out uninteresting content from your publishing schedule. Because replies are typed out, you can also view individual posts that performed well to measure follower/fan sentiment. To find this information on Facebook, go to your Insights and click the Posts option in the left navigation. Scroll down to All Posts Published and click the right drop-down arrow to view Reactions, Comments, and Shares.
- Find out what content is being shared



The Detroit Regional Chamber is a good example for social media content generation and posting frequency.

## Flint Township Ambassadors

Word of mouth is considered the most trusted and most effective form of marketing. The power and effectiveness of word-of-mouth marketing can be leveraged with your long-term residents and business owners. By reaching out to established business owners and residents who have been living here for 10+ years and asking them to be a township ambassador, you will see a ripple effect. It can be an informal, volunteer-based program where they are encouraged to share out good news about the township within their network or on social media or have them send

you their videos to upload to the Flint Township YouTube channel. Build on the momentum as partnerships are created and as the Mall area experiences physical improvement.

## Communications: Digital Newsletter, Brochures

Email newsletters sent to target audiences can keep the township front of mind and are also a component of the content marketing plan. The objective of an email newsletter is to help tell the story of the community—it's a form of branding and promotion and must be done with the target audience in mind. Site selectors, investors and developers receive a lot of email, so to stand out, the community must consider design and content. John Longshore, Principal and VP of Innovation with Global Location Strategies, states the following in his blog:

*Design matters. The message matters. Send me an email newsletter with bad graphics and an unclear message and I will delete it faster than Usain Bolt. Don't come to our office and give us a half-hearted, 'I only am here because it's my job,' type of pitch. Make sure that your content is compelling and draws me in. Be innovative in the medium that you use. Give me a story that I will remember! Believe in the community you represent!*

Using an online tool like [ConstantContact](#), [SendInBlue](#) or [MailChimp](#) simplify the process through templates and some services offer free plans to limited numbers of contacts (SendInBlue and MailChimp).

#### **Some recommendations when building and deploying an email newsletter:**

- Make sure to have an unsubscribe process in place with clear links to an unsubscribe page at the bottom of the email newsletter to be in compliance with the CAN-SPAM Act of 2003.
- Decide upon a frequency (monthly, quarterly, etc.) and stick to it. If a monthly email newsletter is the goal, send it to your audience the same week every month, i.e. the third Thursday of each month.
- When targeting recipients and considering content, keep in mind that area business and their suppliers would be interested in receiving the email newsletter. For example, when building the list, target suppliers of area companies since they have a vested interest in what their partners and customers are doing.
- Use your social media accounts and post images, stories and links from the email newsletters to drive traffic to your content and increase email newsletter registration.

Keeping the target audience abreast of updates and progress through a well-designed email newsletter that's disseminated on a set frequency (monthly, quarterly, etc.) will keep Flint Township front of mind.

If resources can't support a frequent email newsletter, consider pitching stories to the staff at the FlintSide newsletter. They cover both the City of Flint and Flint Township and have a growing audience:

Continue to create and print brochures that outline and define the industry clusters that exist in the township and provide information about the incentives available, the workforce demographics, and the business community with images of locations. These brochures would be a leave-behind tool for target audience members. Brochures also provide an opportunity to present the township brand and communicate the key messages outlined above. A PDF of the brochure should be sent as a follow up email attachment after conversations with site selectors and other target audiences.

#### **Metrics to measure success:**

Email newsletter metrics: Registrations, list size, list growth rate over time, opens, views, click throughs (on articles and other links), shares

Brochure metrics: You can determine how quickly brochures are distributed by subtracting the number of available brochures at a certain point in time subtracted from the quantity that was printed.

## **Public Relations/Earned Media**

Flint Township is home to businesses involved with in various industries like health care, manufacturing, logistics (Ground Effects), construction, and others. Many people in surrounding counties are unaware of this fact. By reaching out to local businesses like Peckham and others to request the latest information about the projects they are involved with and the workforce they are employing, you can tell the story of the businesses that are experiencing success in the community.

Reaching out both via email and phone and requesting to speak to business content managers and editors to pitch content for relevant media outlets should be pursued and persistence is key. Contact local radio, Crain's

Detroit, Automotive News, Quality Magazine, Global Manufacturing, and other relevant outlets. Below is a list of relevant media outlets:



## Flintside | October 23, 2019

WEDNESDAY, OCTOBER 23, 2019



### Jack's Record Stache — and its collection of more than 150,000 records — opens in downtown Flint

ASHLEY SCHAFFER  
WEDNESDAY, OCTOBER 23, 2019

After years of having a passion for vinyl and a fairly lucrative side hustle, Brandon Trammell and Jerry Crago have turned the tables on their careers — with a new storefront called Jack's Record Stache in downtown Flint.



### New biography celebrates the rise and perseverance of longtime Flint businessman Willie Artis

WEDNESDAY, OCTOBER 23, 2019

Willie Artis founded Genesee Packaging in 1979 in Flint — a key part of his journey from poverty to trailblazing entrepreneur. The public is invited to a book signing of his new biography 3-5 p.m. Oct. 30 at Mott Community College's downtown Culinary Arts Institute.



### Social Cycling Flint wins state's top award for bicycling clubs

ASHLEY SCHAFFER  
WEDNESDAY, OCTOBER 23, 2019

Social Cycling Flint is a diverse group of cyclists that work to improve bicycle culture by encouraging anyone and everyone to join and ride. It hosts weekly evening rides in the spring, summer and fall — including a Halloween-themed ride at 8:30 p.m. Oct. 24.



### Bishop Airport promotes Nino Sapone to serve as director as it ramps up flight options

ASHLEY SCHAFFER  
WEDNESDAY, OCTOBER 23, 2019

Nino Sapone came on board at Bishop as deputy director in March. He was hired following a national search and brought with him more than 25 years experience in the airport industry.



### 1,200 Flint, Genesee County students commit to random acts of kindness as 'Blueberries'

ANNA MANSFIELD | FLINTSIDE  
WEDNESDAY, OCTOBER 23, 2019

Now in its seventh year, Blueberry Ambassadors say they've been inspired to make kindness a lifestyle through participation in the program founded by Flint businessman Phil Shultz.

- Automotive news: <https://www.autonomousvehicletech.com/publications/1>
- Business Facilities: Article example: <https://businessfacilities.com/2019/10/gordon-food-service-creating-over-400-new-jobs-westfield-indiana/> Contact: <https://businessfacilities.com/contact/>
- Dbusiness: <https://www.dbusiness.com/>
- Crains Detroit: <https://www.crainsdetroit.com/>
- Quality Magazine (manufacturing coverage): <https://www.qualitymag.com/>
- Site Selector: <https://siteselection.com/>
- WKAR: <https://www.wkar.org/#stream/0>
- MLive: <https://www.mlive.com/>

**Once stories about local businesses and other community achievements are published online, in print and aired on the radio, drive traffic to those outlets via social media channels.** When posting, encourage your followers to share the news on their pages to extend your reach.

**Metrics to measure success:** Track outreach to media outlets, online articles, print articles and social media shares. PR tracking tool options can be found [here](#). For example, [HelpAReporterOut](#) (HARO) offers a free basic plan.

## Business-Focused Events

As relationships with site selectors are developed, consider **hosting a FAM (familiarization) tour** for the site selectors who represent projects that are a good fit for the community. It may also be worthwhile for some of the municipal staff members to visit targeted site selectors at their location to discuss opportunities within the community and provide data and information about the sites, demographics, workforce, etc. When hosting FAM tours, consider on-location tours at locally-based companies, site tours of vacant land and sharing the Genesee Valley Mall plans.



**Industry events** like the [Site Selectors Guild](#), [Mid-America Economic Development Council](#) and the [Live X Change](#) offer opportunities to network with site selectors and learn more about the industry. Representatives from the township could attend and pass out brochures and business cards and follow up with site selectors post-event.

**Business focused events:**

- FAM Tours
- Visits to site selectors

- Site Selectors Guild conference attendance: <http://www.siteselectorsguildevents.com/2020conference>
- [Mid-America Economic Development Council](#): <http://www.midamericaedc.org>
- Live X Change in April 2020: <https://businessfacilities.com/sponsor-livex/>

**Metrics to measure success:** Number of site selectors met (and related job titles), number of business cards and brochures passed out.

## Community Events & Local Event Sponsorships

Local community events are recognized as a means of increasing the attractiveness of a place for residents through building a sense of community and contributing to quality of life. Local events also provide a channel of promotion, content for social media, and an avenue for branding via sponsorship and networking opportunities. Our recommendation is to continue to partner with organizations and local retail locations to sponsor events and support the community from both a business and residential perspective.

**Metrics to measure success:** Word-of-mouth feedback post-event, new relationships initiated with regional organizations and business owners.

## Business/Managerial Recommendation

To assist in target market or customer tracking, marketing, and lead generation, it's recommended for the township staff to consider using a customer relationship management (CRM) tool that has a marketing automation system component. CRM systems like Hubspot (free), Salesforce, MailChimp, SharpSpring and others manage interactions with target audiences, store information about them, and automate a number of processes connected with a customer's journey through the marketing funnel. Many have email newsletter templates and will track a user's journey through their selections (clicks) and score them based on their level of engagement. Many store information in the cloud which allows many users to access the data on a multitude of devices. Use of this tool will allow the township to track their marketing efforts to see what's working and what needs to be tweaked.

## Physical Presence/Wayfinding Systems

Another component of community branding is the visual branding that physical presence or wayfinding signage affords. Wayfinding involves directional signage, place identification, streetscaping, visual landmarks and other forms of environmental graphics.

According to Bill Baker in his book "Place Branding for Small Cities, Regions and Downtowns:"

Wayfinding design combines the disciplines of graphic design, architecture, storytelling, industrial design, and application of visual communication in the built environment. Signage and wayfinding systems serve vital roles. They not only inform, guide and motivate visitors and residents; they can also be attractive and functional expressions of the brand. They help shape the city's identity through its style, design, colors, lettering, content and placement. Wayfinding combines the disciplines of graphic design, architecture, storytelling, industrial design and landscape architecture.

When planning wayfinding systems within the township, and once the Genesee Valley Mall redevelopment is initiated, consider the system as a branding opportunity. Graphics should be carefully selected and planned with the users and modalities in mind.



**Below are resources on the topic of wayfinding systems:**

Example of regional wayfinding plans and systems: <https://www.nmmainstreet.org/resources/2015/WayfindingPresentation.pdf>

[Article on branding city wayfinding vs traditional wayfinding: https://www.axiacreative.com/blog/benefits-of-branded-city-wayfinding](https://www.axiacreative.com/blog/benefits-of-branded-city-wayfinding)

## Outbound Marketing Channels

### Advertising: Outdoor, Print, Digital

Paid advertising campaigns are typically based upon timing of an event or related occasion. When the Genesee Valley Mall redevelopment is underway and it is time to promote the available spaces, an advertising campaign is recommended dependent upon budget. Our team recommends advertising outdoor (billboards), online and in print.

### Magazines/Online Media:

Targeted media like Site Selector magazine and Business Facilities offers access to site selectors and corporate executives with location influence. According to their website, [Site Selector](#) has a total qualified audience of 48,700. The publication offers advertising options in print, online and in their digital magazine at various cost points. Detailed information about Site Selector's circulation can be found here: <https://siteselection.com/advertising/ss-BPA-Dec-2018.pdf>

As a recommendation, advertising pricing should be negotiated below the listed rates on the media kit. These outlets are always seeking good content for their websites and publications, so outreach on a PR basis should also be part of the mix. Also, a [QR code](#) should also be utilized in print media ads driving people to the economic development webpage or website.

## Outdoor:

Billboard advertising is on the more expensive end of the spectrum, so timing and content should be carefully considered. The call to action (visit the website [discoverflinttownship.com](http://discoverflinttownship.com)) should be clear and the economic development website/webpage should be fully tested and airtight prior to running the outdoor campaign. Digital displays on a rotating basis are typically less expensive than the traditional printed billboard and messages can be quickly updated if needed.

### Recommended county locations for outdoor advertising:

- Oakland (south of Pontiac along I-75)
- Macomb (around Sterling Heights on M-59)
- Washtenaw (along US 23)

**Metrics to measure success:** Viewership data for outdoor advertising, print and digital can be provided by the media or advertising companies.

## In Conclusion

Overall, Flint Township has strong municipal leadership and a dedicated steering committee to support economic development efforts and economic development marketing. The area is supported by strong regional partnerships; one main contributing factor to continued economic success. The challenges outlined in the plan above (accuracy, consistency, frequency) could hinder effectiveness of the plan, however, the township's strong and capable leadership along with commitment to the goals and objectives lay a stable ground work for a strong economic future.

# Appendix A: Contacts

## Video and Business Owner Testimonials (survey feedback indicated "okay to contact")

- Kristy Kranz Company, 1-800 Water Damage of Mid-Michigan, [Kristy.Kranz@1800waterdamage.com](mailto:Kristy.Kranz@1800waterdamage.com)
- Alicia Gibbons, Donna's Donuts, [lonewater21@gmail.com](mailto:lonewater21@gmail.com)
- Brad Khirfan, KBCM Inc., [bkhirfan@gmail.com](mailto:bkhirfan@gmail.com)
- Gaines jewelers, Dave Gaines, 810-230-2727, [info@gainesjewelry.com](mailto:info@gainesjewelry.com)
- Gordon and Deana, Signarama, 810-230-6445, [sales@signarama-flint.com](mailto:sales@signarama-flint.com)

**FlintSide Newsletter:** Alexandria Brown, Publisher/Managing Editor, [abrown@flintside.com](mailto:abrown@flintside.com), 810-730-2872

# Appendix B: Site Selector Contacts

*\*High-priority targets are highlighted in yellow*

Company Name	Name	Email Address
Webster Global Site Selectors	Paige Webster	<a href="mailto:paige.webster@gmail.com">paige.webster@gmail.com</a>
Global Location Strategies	Valencia, Catalina	<a href="mailto:catalinavalencia@globallocationstrategies.com">catalinavalencia@globallocationstrategies.com</a>
Global Location Strategies	John Longshore	<a href="mailto:JohnLongshore@globallocationstrategies.com">JohnLongshore@globallocationstrategies.com</a>
Global Location Strategies	Monty Turner	<a href="mailto:MontyTurner@globallocationstrategies.com">MontyTurner@globallocationstrategies.com</a>
Global Location Strategies	Hydrick, Woody	<a href="mailto:woodhydrick@globallocationstrategies.com">woodhydrick@globallocationstrategies.com</a>
Global Location Strategies	Didi Caldwell	<a href="mailto:didicaldwell@globallocationstrategies.com">didicaldwell@globallocationstrategies.com</a>
Goldsmith Strategies	Goldsmith, Jeannette	<a href="mailto:jeannette@goldsmithstrategy.com">jeannette@goldsmithstrategy.com</a>
Parker Poe Consulting	Simmons, Mark	<a href="mailto:mark@parkerpoeconsulting.com">mark@parkerpoeconsulting.com</a>
Insite Consulting	Cornwell, Robert D	<a href="mailto:rcornwell@insiteconsultinggroup.com">rcornwell@insiteconsultinggroup.com</a>
Ginovus (Site Selection)	Gigerich, Larry	<a href="mailto:larry@ginovus.com">larry@ginovus.com</a>
Ginovus (Site Selection)	Wagner, Leslie	<a href="mailto:leslie@ginovus.com">leslie@ginovus.com</a>
Ginovus (Site Selection)	Sweeney, Chad	<a href="mailto:chad@ginovus.com">chad@ginovus.com</a>
Ginovus (Site Selection)	Frazier, Gerald	<a href="mailto:gerald@ginovus.com">gerald@ginovus.com</a>
KSM Location Advisors (site consulting)	Culp, Katie	<a href="mailto:kculp@ksmlocationadvisors.com">kculp@ksmlocationadvisors.com</a>
Don Schjeldahl Group	Don Schjeldahl	<a href="mailto:Don@DonSchjeldahlGroup.com">Don@DonSchjeldahlGroup.com</a>
Ashley Capital	Balow, Michael	<a href="mailto:mbalow@ashleycapital.com">mbalow@ashleycapital.com</a>
CBRE Chicago	Schastok, Christopher	<a href="mailto:christopher.schastok@cbre.com">christopher.schastok@cbre.com</a>
Newmark Grubb Knight Frank Chicago (1)	Dusty Duistermars	<a href="mailto:dusty@gocfi.com">dusty@gocfi.com</a>
Cushman & Wakefield Atlanta	Betty McIntosh	<a href="mailto:betty.mcintosh@cushwake.com">betty.mcintosh@cushwake.com</a>
Atlas Insight, LLC Pipersville	Mussio, Kathy	<a href="mailto:kmussio@atlasinsight.com">kmussio@atlasinsight.com</a>
Highroad Consulting, Ltd	Corman, Keith	<a href="mailto:keith@takehighroad.com">keith@takehighroad.com</a>
Highroad Consulting, Ltd	Grantner, Joseph	<a href="mailto:joseph@takehighroad.com">joseph@takehighroad.com</a>

Highroad Consulting, Ltd	Deardon, Sandra	Sandra@TakeHighroad.com
Highroad Consulting, Ltd	McKay, Donald	don@takehighroad.com
CBRE Phoenix	Trobaugh, Jim	jim.trobaugh@cbre.com
CBRE Phoenix	Assam, Gianni	gianni.assam@cbre.com
CBRE Phoenix	Juszczak, Nick	nick.juszczak@cbre.com
CBRE Phoenix	Guerrero, Steve	steven.guerrero@cbre.com
CBRE Phoenix	Major, Kevin	kevin.major@cbre.com
CBRE Phoenix	Allen, Brian	brian.allen@cbre.com
Foote Consulting Group LLC 0002	Deane Foote	deane@footeconsulting.com
Newmark Grubb Knight Frank New York	Volney, Christian	cvolney@ngkf.com
Mohr Partners, Inc. New York City	Nolan, Mike	mike.nolan@mohrpartners.com
ADP Economic Development Services New York	O'Keeffe, Damien	damien.okeefe@adp.com
Mohr Partners, Inc. New York City	Cowan, Lewis	lewis.cowan@mohrpartners.com
Mohr Partners, Inc. New York City	Carlson, Brian	brian.carlson@mohrpartners.com
ADP Economic Development Services New York	Skowronski, John	john.skowronski@adp.com
Dutra Consultants	Dutra, Vinicius	vinicius@dutraconsultores.com.br
Avison Young Detroit	Becker, James	jim.becker@avisonyoung.com
Austin Consulting	Frank Spano	frank.spano@theaustin.com
Austin Consulting	Jonathan Gemmen	jonathan.gemmen@theaustin.com
Austin Consulting	Ferguson, Michael	mike.ferguson@theaustin.com
Austin Consulting	Ung, Tori	tori.ung@theaustin.com
Grant Thornton LLP Cleveland	Carter, Steve	steve.carter@us.gt.com
Juniper CRE Solutions	Dennis Burnside	dburnside@junipercre.com
Allegro Realty Advisors	Damon Taseff	dtaseff@allegrorealty.com
Allegro Realty Advisors	Iselin, Julia	jiselin@allegrorealty.com
Allegro Realty Advisors	Kulhanek, Chelsea	ckulhanek@allegrorealty.com
Austin Consulting	Brandon Talbert	brandon.talbert@theaustin.com
Allegro Realty Advisors	Walczuk, Nate	<a href="mailto:nwalczuk@allegrorealty.com">nwalczuk@allegrorealty.com</a>

## Dallas-based site selectors

Name	Company	Address	Phone
Mike Quint, Sr. VP	Jackson Cooksey	12770 Merit Drive, Ste. 760, Dallas, TX 75251	972.715.4342
Dean Barber	Barber Business Advisors, LLC	7001 Hansell Rd., Ste.2427, Plano, TX 75024	972.767.9518
David Schrock, Sr. Director	NAI Robert Lynn	4851 LBJ Freeway, Ste. 1000, Dallas, TX 75244	214.256.7105

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Derith Jarvis	Mohr Partners	14643 Dallas Pkwy, Ste. 1000, Dallas, TX 75254	972.239.0394
Sam Weatherby	Jones Lang LaSalle Americas, Inc.	8343 Douglas Ave., Dallas, TX 75225	214.438.6197
Tim Feemster	Foremost Quality Logistics		469.554.9873
Ray Watson	Maximus Alliance	3131 McKinney Ave., Ste. 500, Dallas, TX	214.884.4405
Nancy Fallen	Maximus Alliance	3132 McKinney Ave., Ste. 500, Dallas, TX	214.884.4406

# Flint Township Economic Development Actions & ED Marketing Strategy Matrix

Timeframe	Project	Responsible Parties	Economic Development Marketing Affiliation/Opportunities	Benchmarks/Metrics	Status
1 YEAR	<b>Project 1: Establish a gateway and wayfinding subcommittee</b>	<b>Responsible Parties</b>	<b>Economic Development Marketing Affiliation/Opportunities</b>	<b>Benchmarks/Metrics</b>	<b>Status</b>
	Establish a subcommittee of the DDA, CIA's and the Planning Commission to prepare a gateway and wayfinding report, to identify key entryways to the township as well as design profiles for wayfinding and gateway signage	DDA, CIA's, Planning Commission, Economic Development, Twp. Board	Placebranding: brand elements on signage		
1-2 YEARS	<b>Project 2: Housing Target Market Analysis</b>	<b>Responsible Parties</b>	<b>Economic Development Marketing Affiliation/Opportunities</b>	<b>Benchmarks/Metrics</b>	<b>Status</b>
	Complete a housing target market analysis to identify areas of the township best suited to target new housing development, specifically related to housing for middle-income (missing middle) residents and local workers	Twp. Board, Economic Development	Placemaking, Workforce Dev: opp for influx of new residents/workforce via new middle income housing		
1-3 YEARS	<b>Projects 3 through 5</b> 3: Placement of wayfinding/gateway signage 4: Bike path extensions 5: Park facility	<b>Responsible Parties</b>	<b>Economic Development Marketing Affiliation/Opportunities</b>	<b>Benchmarks/Metrics</b>	<b>Status</b>
	Welcome signage and wayfinding signage placed at key gateway points throughout the township.	Twp. Board, DDA, Economic Development, Bristol & Beecher CIA's	Placebranding: brand elements used on signage Earned Media		
	Bike path extension from Linden Road to Dye Road, then down Miller Road to connect to the City of Swartz Creek per completed pathway plan	Twp. Board, DDA, Parks & Rec	Placemaking: brand development via recreational opportunities Flint ambassador: opp for content via social media posts Earned Media		
	Improvements to the Township Park Facility	Twp. Board, Parks and Rec, DDA	Placemaking: brand development via recreational opportunities Flint ambassador: opp for content via social media posts Earned Media		
1-5 YEARS	<b>Project 6 through 16</b> 6: Genesee Valley Mall Phase 1 7-13: Repair/Repave 14: Walkway projects 15: Workforce Development 16: Transportation	<b>Responsible Parties</b>	<b>Economic Development Marketing Affiliation/Opportunities</b>	<b>Benchmarks/Metrics</b>	<b>Status</b>
	Genesee Valley Mall Phase I mixed-use implementation project – This phase includes initial buildout of residential areas and framework for downtown/town-center on the north east section of the Genesee Valley Mall Properties	Twp. Board, DDA, Planning Commission, Genesee Valley Mall, MEDC	Placemaking, Placebranding, Workforce Dev, Earned Media, Content Marketing, Community Events		
	Linden Creek Parkway repair and repave project	Twp. Board	Placemaking: decrease blight, improve image Earned media		
	Lincor/Taft repair and repave project	Twp. Board, DDA	Placemaking: decrease blight, improve image Earned media		
	TA Mansour repair and repave project	Twp. Board, DDA	Placemaking: decrease blight, improve image Earned media		
	Austin's Parkway repair and repave project	Twp. Board, DDA	Placemaking: decrease blight, improve image Earned media		
	Holiday Drive repair and repave project	Twp. Board, Bristol CIA	Placemaking: decrease blight, improve image Earned media		
	Market Place repair and repave project	Twp. Board, DDA	Placemaking: decrease blight, improve image Earned media		
	Commerce/Exchange repair and repave project	Twp. Board, DDA	Placemaking: decrease blight, improve image Earned media		

	Walkway projects for pedestrian and non-motorized pathway on key commercial corridors including Miller, Linden, Beecher and Bristol to improve community walkability scores and pedestrian access to pedestrian services such as shopping, healthcare and personal service	Twp. Board, Parks & Rec, DDA, CIA's, MDNR	Placemaking: brand development via recreational opportunities Flint ambassador: opp for content via social media posts		
	Work with local companies and the local school systems (public, private and charter) to identify potential employment opportunities for near graduating or recently graduated students to find local employment across multiple industry sectors	Economic Development, ISD's, DDA, CIA's, West Flint Business Association, Flint & Genesee Chamber, MEDC	Placemaking, Placebranding, Workforce Dev, Earned Media, Content Marketing Regional partnership opps,		
	Identify opportunities to work with the Genesee County Road Commission and MDOT to secure Economic Development Transportation Grant Funding to improve transportation routes near large economic development projects	Twp. Board, Economic Development, MDOT, Genesee County Road Commission, Genesee County Board of Directors	Placemaking, Placebranding, Workforce Dev, Earned Media, Content Marketing		
Timeframe 5-10 YEARS	<b>Project 17: Genesee Valley Mall Phase 2</b>	<b>Responsible Parties</b>	<b>Economic Development Marketing Affiliation/Opportunities</b>	<b>Benchmarks/Metrics</b>	<b>Status</b>
	Genesee Valley Mall Phase II mixed-use implementation	Twp. Board, DDA, Planning Commission, Genesee Valley Mall, MEDC	Placemaking, Placebranding, Workforce Dev, Earned Media, Content Marketing, Community Events		
Timeframe ONGOING	<b>Projects 18 through 22</b> 18: Marketing plan implementation 19: Small business resource center 20: Site Proforma 21: Business Retention Strategy 22: New industry attraction	<b>Responsible Parties</b>	<b>Economic Development Marketing Affiliation/Opportunities</b>	<b>Benchmarks/Metrics</b>	<b>Status</b>
	Implement the marketing plan associated with the Economic Development Strategy for the purposes of reaching key target investment industries and sectors	Twp. Board, Economic Development, DDA, CIA's	Placemaking, placebranding, Earned Media, Content Marketing, Communication, Community Events, CRM system	ED metrics: No. of inquiries, relocations, business openings. Mkt metrics: Social media growth, media tracking, newsletter subscribers/traffic, event participant growth over time (CRM tool to assist w/ metrics)	
	Implement a small business resource center at the Flint Township office to direct small businesses and entrepreneurs to key stakeholders that can support their growth	Economic Development, MISBDC, Flint & Genesee Chamber, MEDC	Workforce Development, Placemaking, placebranding, Earned Media, Content Marketing, Communication, Community Events, CRM system		
	Develop site proforma for potential investors for key development sites within the township. This could include the Genesee Valley Phase I & II Projects, Charter Drive, Pirates Park, the former Lowes and other critical redevelopment sites across the township	Economic Development, DDA, CIA's, Township Board, MEDC	Placemaking, placebranding, Earned Media, Content Marketing, Communication, Community Events, CRM system		
	Continue implementing a proactive business retention strategy to ensure that local industry needs are being met for expansion and hiring projects. Work with the MEDC and Flint & Genesee Chamber to coordinate retention visits as much as possible to remain in the loop with business expansion opportunities	Economic Development, DDA, CIA'S, Flint & Genesee Chamber, MEDC	Workforce Development, Placemaking, placebranding, Earned Media, Content Marketing, Communication, Community Events, CRM system		
	Utilize marketing messaging and key employment and demographic data to attract new industry as well as unique and highly desirable businesses to Flint Township	Economic Development, Twp. Board, DDA, CIA's, Flint & Genesee Chamber, West Flint Business Association	Placemaking, placebranding, Earned Media, Content Marketing, Communication, Community Events, CRM system	ED metrics: Demographic, industry, and employment data comparisons Mkt metrics: Social media growth, media tracking, newsletter subscribers/traffic, event participant growth over time (CRM tool to assist w/ metrics)	