



2019

PLACELEAP

**ECONOMIC DEVELOPMENT
+ COMMUNITY MARKETING
STRATEGY**

DOWNTOWN PLAN

STRATEGIC COMMUNICATIONS PLAN

PLACE BRANDING



OSCODA IS A RARE MIX OF NORTHERN MICHIGAN WATERFRONT, NATIONAL FOREST, AND CENTER OF JOB CREATION IN THE REGION



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ABOUT OSCODA

Just up Michigan's Sunrise Coast, past the speeding interstate, is a community where vacations begin and never end.

A place where the sun is served fresh daily.

A place people came because of the land, but stayed because of the water.

A place that defended our country and protected the globe.

A place where the legend of the lumberjack was born.

A place where life on these sandy beaches thrives through all four seasons.

We are Oscoda, and we are proud of this place we call home.

This place where opportunity truly exists.

We invite you to spread your wings and take flight.



Redevelopment Ready Communities®

This Economic Development + Community Marketing Strategy and Downtown Plan is also aligned with and partially funded by the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities® (RRC) program. The RRC program was created to assist municipalities to establish transparent, predictable, and efficient processes for their development efforts by utilizing the program's six [best practices](#) (below.) This involves planning for new investment and reinvestment, identifying assets and opportunities, and focusing limited resources. RRC empowers communities to shape their future by assisting in the creation of a solid planning, zoning and development foundation to retain and attract businesses, investment and talent.

Oscoda Township sees RRC as being key to their redevelopment efforts and has committed to becoming a Certified RRC Community by creating this transparent, predictable, and efficient environment within the Township's regulatory authority.

Redevelopment Ready Communities® Best Practices

Best Practice One: Community Plans and Public Outreach

- 1.1—The plans
- 1.2—Public participation

Best Practice Two: Zoning Regulations

- 2.1—Zoning regulations

Best Practice Three: Development Review Process

- 3.1—Development review procedures
- 3.2—Guide to Development

Best Practice Four: Recruitment and Education

- 4.1—Recruitment and orientation
- 4.2—Education and training

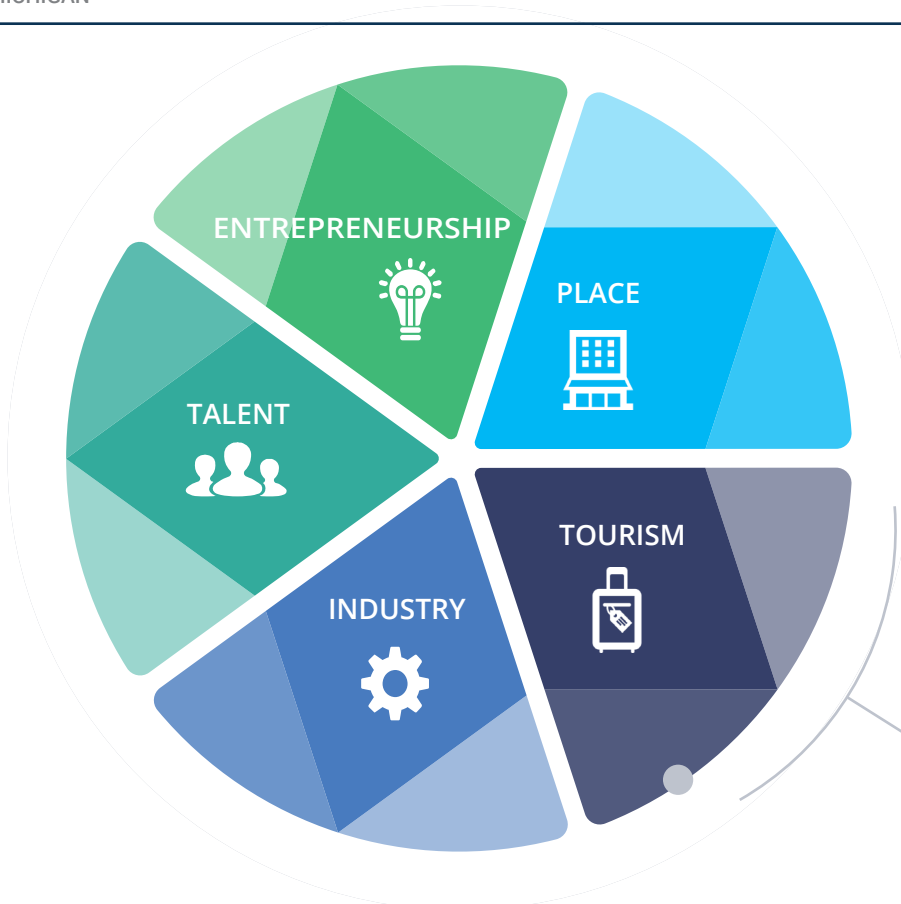
Best Practice Five: Community Prosperity

- 5.1—Economic development strategy
- 5.2—Marketing and promotion

Best Practice Six: Redevelopment Ready Sites®

- 6.1—Redevelopment Ready Sites®





ECONOMIC DEVELOPMENT SECTORS

Economic development has evolved over the last several decades to emerge as a more holistic discipline focused on creating prosperous local and state economies. Originally focused on the recruitment and retention of industry, primarily manufacturing, economic development has become a much broader effort recognizing the importance of additional factors, such as the roles played by talent, tourism, place, and entrepreneurialism in the economic success of a community. For the purpose of this economic development strategy, these areas are defined below:

Talent

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

Place

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

Industry

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

Tourism

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

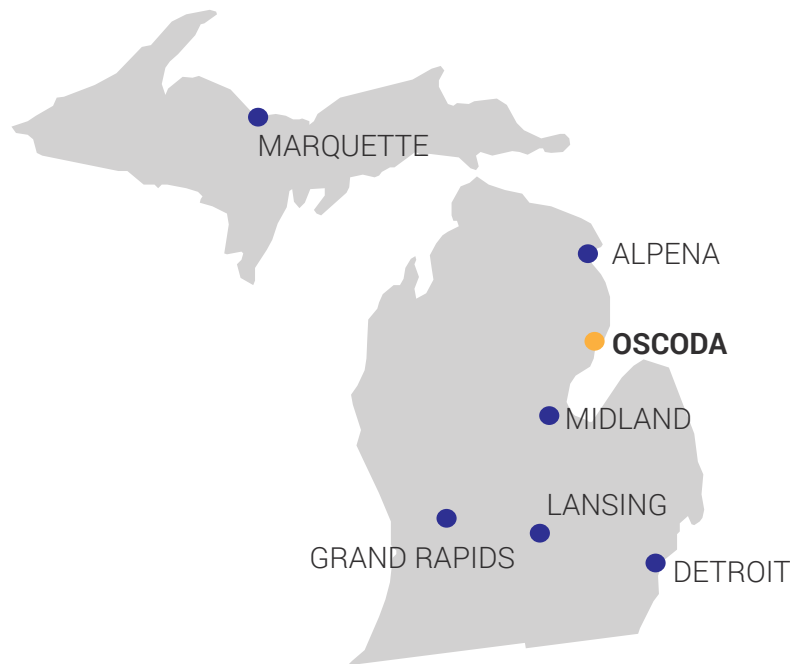
Entrepreneurialism

The development of entrepreneurs and small businesses is key to economic prosperity. In addition to their role as economic contributors, small businesses help retain money in the local economy. Nurturing these entrepreneurs can help grow them into larger businesses and contributors to the local economy.

This economic development strategy for the Township of Oscoda touches these five areas. In addition, the Township recognizes that economic development is a team sport and requires cooperation from multiple groups to reach its goals.

LOCATION

Oscoda, population 6,844, is located on the northeastern edge of Iosco County on Lake Huron in the northeast corner of Michigan's lower peninsula. It's located along US-23 roughly midway between Midland to the south and Alpena to the north.



Oscoda is home to the former Wurtsmith Air Force Base, which is now owned by the Township's airport authority. Its runways currently land 747s and 777s being brought in for repair at Kalitta Air. Its proximity to Lake Huron and existing NASA quality launch pad make it an ideal location as a potential future commercial space port.



The community is served primarily by US-23 and Business Loop US-23 as well as M-65. According to the Michigan Department of Transportation, US-23 through downtown has an annual average daily traffic count of 16,758 cars per day.

Strategic Advantage

Oscoda's strategic advantage is a high quality of life for those who enjoy outdoor and waterfront activities and low cost of housing. It is a well-known vacation destination that thousands of families flock to every summer. It has a traditional downtown that is steps away from Lake Huron and ripe for reinvestment.

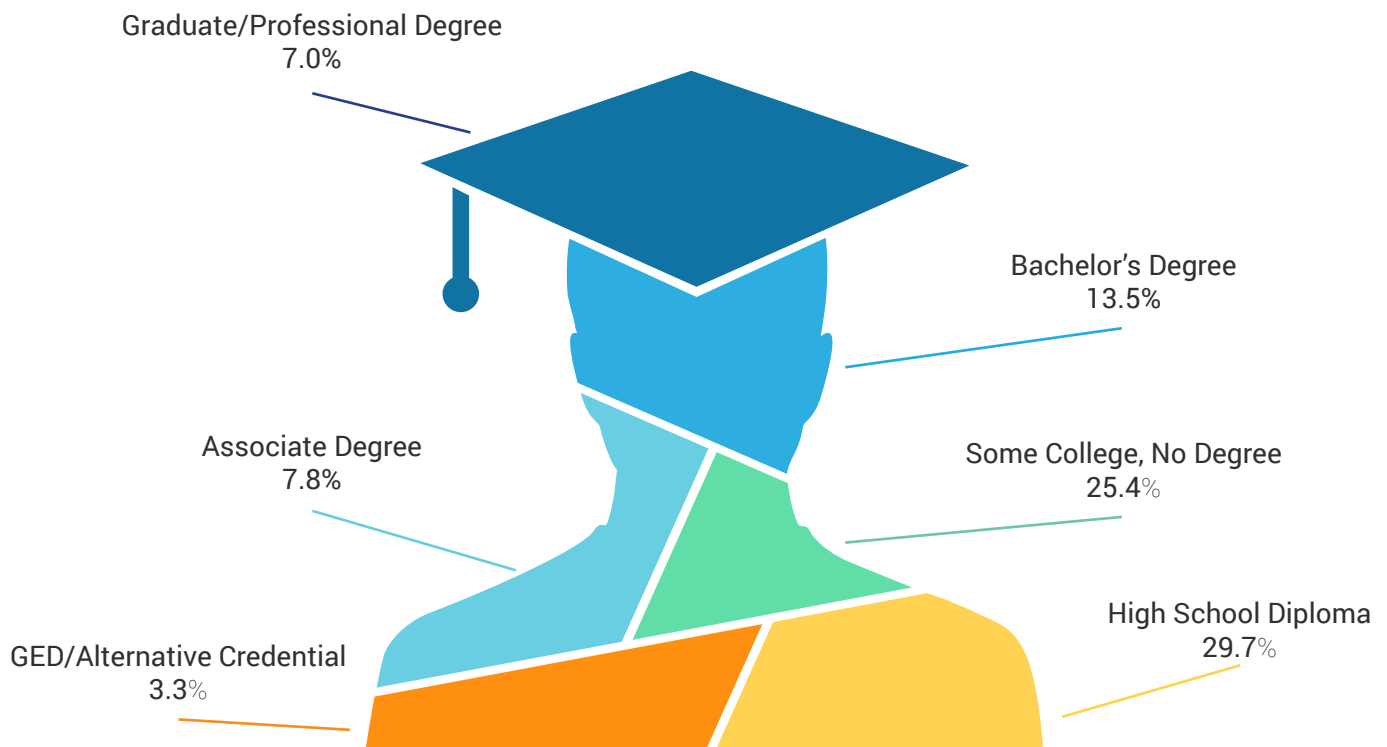
In addition to sandy beaches, Oscoda is home to the Oscoda-Wurtsmith airport and a number of Maintenance, Repair, and Overhaul (MRO) and manufacturing businesses with numerous employment opportunities. The airport also has numerous additional sites for prospective companies.

KEY STATISTICS

This section focuses on the key statistics prospective businesses are interested in to make a fair comparison of Oscoda versus other areas. Primary statistical areas include population, educational attainment, household income, employment sectors, and retail leakage.

Statistics	Oscoda Twp	Iosco County	Michigan
Population - 2019	6,844	25,269	10,097,897
Population - 2024	6,787	25,058	10,233,588
Average Household Income - 2019	\$57,243	\$57,546	\$78,237
Median Age - 2019	54.8	54.7	40.4
Average Home Value - 2019	\$96,288	\$102,402	\$172,136

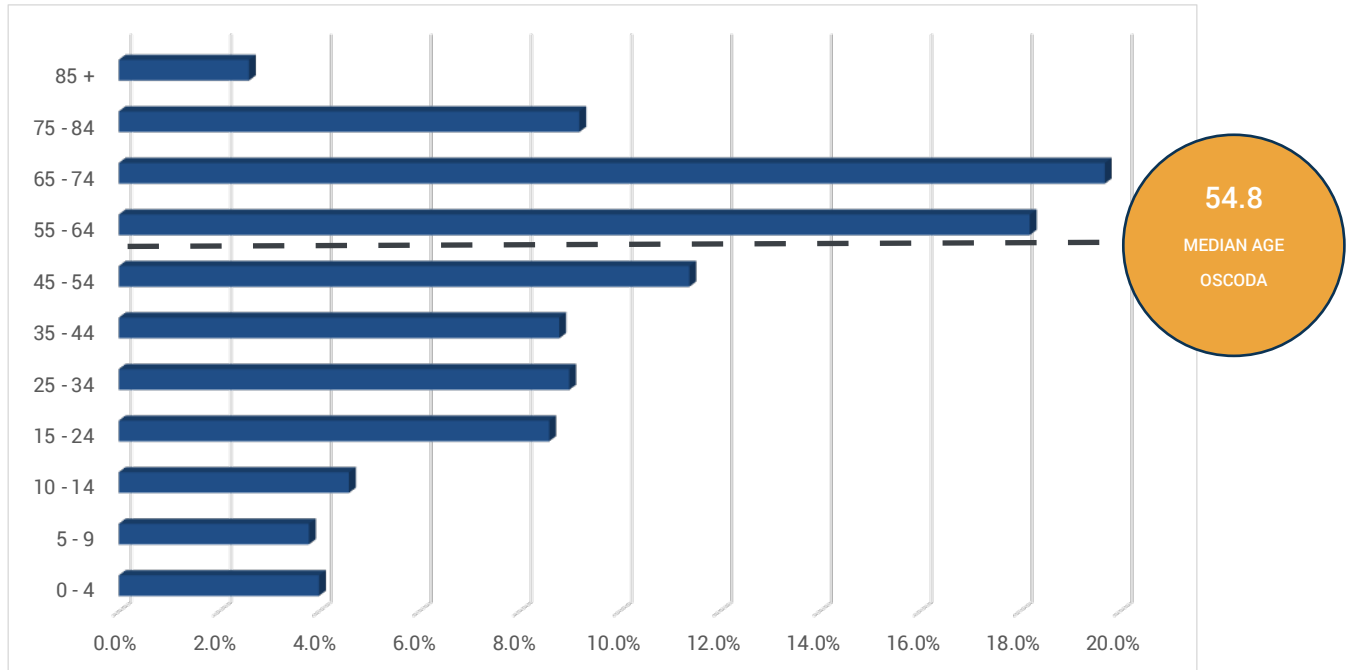
EDUCATIONAL ATTAINMENT



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

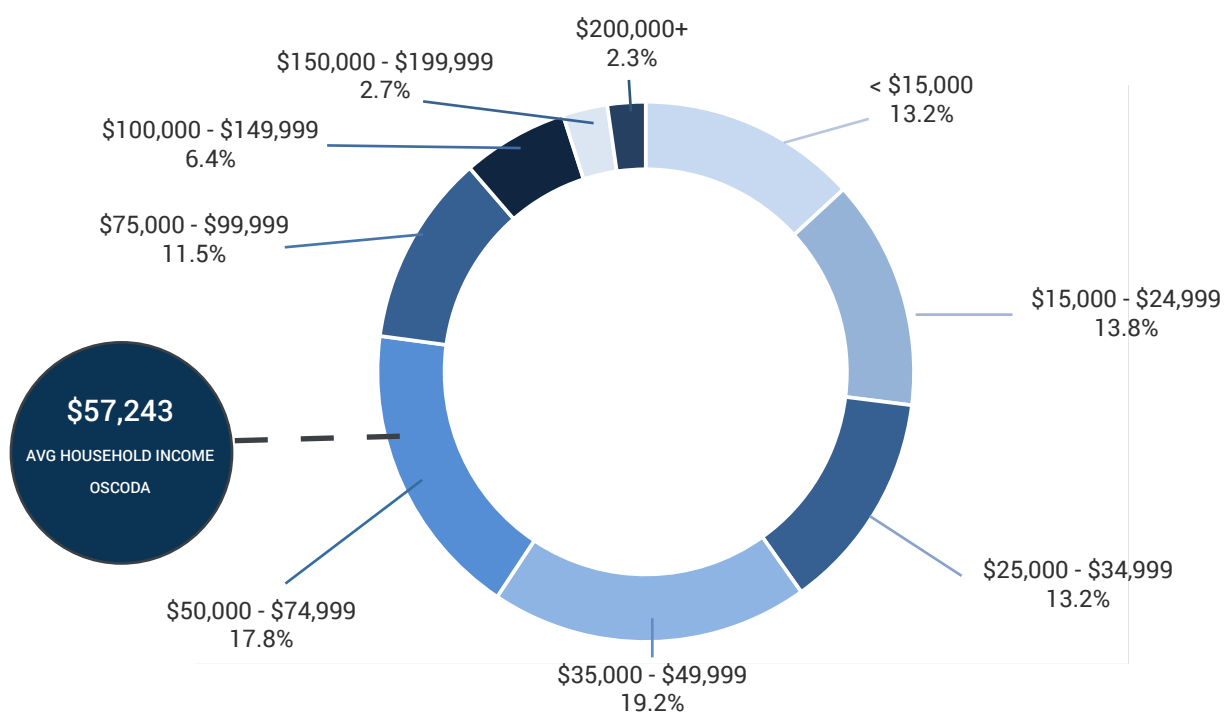
POPULATION BY AGE

2019 estimated percentage of residents by age grouping.



HOUSEHOLD INCOME

2019 estimated average household income by percent.



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

EMPLOYMENT BY INDUSTRY

2019 estimated employment by industry and occupation.

Industry	Percent	Occupation	Percent
Agriculture/Mining	1.7%	White Collar	36.6%
Construction	4.9%	Management/Business/Financial	11.1%
Manufacturing	21.1%	Professional	10.1%
Wholesale Trade	1.3%	Sales	6.6%
Retail Trade	8.8%	Administrative Support	8.8%
Transportation/Utilities	14.3%	Blue Collar	43.4%
Information	0.5%	Farming/Forestry/Fishing	1.4%
Finance/Insurance/Real Estate	4.0%	Construction/Extraction	6.8%
Services	39.2%	Installation/Maintenance/Repair	13.4%
Public Administration	4.3%	Production	13.9%
		Transportation/Material Moving	7.9%
		Services	20.0%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

KEY EMPLOYER- KALITTA AIR

Oscoda is home to the former Wurtsmith Air Force Base, which had housed the United States Northern Command. The base was decommissioned in 1993 and has been converted to house manufacturing businesses, and most notably, Kalitta Air. Kalitta Air is an air cargo and airline repair company headquartered in Ypsilanti, Michigan.

In 2001 Kalitta Air began using their Oscoda facility as one of its main repair and refurbishment locations, doing work with numerous small and major airlines. Their Oscoda facility is the largest employer in the area and is home to over 1,300 employees. In addition, this facility brings in dozens of workers per month to begin their 12-18 month airline repair certification training.



RETAIL GAP ANALYSIS + PROJECTED RETAIL GROWTH

When an area's demand for retail goods and services does not match the supply, it creates what is called a Retail Gap. If there is more supply than demand in a geographic area, then one of two things (or a combination of the two) are occurring:

- 1) There may be a strong enough draw from a specific retailer/service provider or group of them that brings in additional customers from outside the defined area and/or
- 2) there is an over-supply of a business type.

Conversely, if there is more demand for a good or service than what exists in the area's supply, a gap (or leakage) is created. This leakage is money that leaves the area to spend in another area because the particular good or service is not available within the defined area. This leakage is the best potential source for the types of additional businesses the area may need. *The presence of a gap is not a guarantee of success for prospective businesses.*

Additionally, retail markets rarely stay the same over time. Some areas grow while others shrink. As a community seeks to help existing businesses expand and attract new, having an understanding of which areas are growing or shrinking is important to know.

The following are charts showing the market demand and highest leakage areas for the 5- and 15-Minute Drive Time Radii as well as projected growth between 2019-2024.

2019 RETAIL GAP	5-Minute			15-Minute		
	Demand	Supply	Retail Gap	Demand	Supply	Retail Gap
Total Retail Trade and Food + Drink	\$30,783,980	\$51,744,237	-\$20,960,257	\$162,563,117	\$131,762,767	+\$30,800,350
Total Retail Trade	\$27,964,101	\$48,370,361	-\$20,406,260	\$147,740,223	\$121,297,649	+\$26,442,574
Total Food + Drink	\$2,819,879	\$3,373,876	-\$553,997	\$14,822,894	\$10,465,117	+\$4,357,776

2019-2024 RETAIL GROWTH	5-Minute			15-Minute		
	2019	2024	Growth	2019	2024	Growth
Total Retail Trade and Food + Drink	\$30,783,980	\$33,460,080	+\$2,676,100	\$162,563,117	\$178,697,226	+\$16,134,110
Total Retail Trade	\$27,964,101	\$30,351,054	+\$2,386,953	\$147,740,223	\$162,149,652	+\$14,409,429
Total Food + Drink	\$2,819,879	\$3,109,026	+\$289,147	\$14,822,894	\$16,547,574	+\$1,724,681

PROJECTED RETAIL GAP + POTENTIAL TARGET BUSINESSES

Using the data from the 15-minute radius of the Retail Gap Analysis and Projected Retail Growth analysis, the chart below outlines the potential gap that will exist if each category remains static and demand is realized as projected. From there, industry sales per square foot were used for each category to project the maximum amount of total square footage that the market could absorb.

CATEGORY	2019 DEMAND (\$)	\$2019 SUPPLY (\$)	2019 GAP	2024 DEMAND (\$)	PROJECTED GAP	PROJECTED MAX. SQ FOOTAGE
Tire dealers (NAICS 44132)	\$1,578,892	\$61,995	\$1,516,897	\$1,670,020	\$1,608,025	6,356
Home furnishings stores (NAICS 4422)	\$1,571,047	\$644,461	\$926,586	\$1,739,353	\$1,094,892	5,189
Electronics stores (NAICS 443142)	\$1,986,690	\$107	\$1,986,583	\$2,142,000	\$2,141,893	2,276
Pharmacies and drug stores (NAICS 44611)	\$8,479,101	\$4,460,186	\$4,018,915	\$9,360,191	\$4,900,005	7,891
Women's clothing stores (NAICS 44812)	\$772,505	\$96	\$772,409	\$770,971	\$770,875	2,570
Family clothing stores (NAICS 44814)	\$2,289,048	\$125,489	\$2,163,559	\$2,329,728	\$2,204,239	9,584
Shoe stores (NAICS 4482)	\$796,969	\$64,600	\$732,369	\$869,290	\$804,690	2,682
Sporting goods stores (NAICS 45111)	\$1,214,472	\$82,281	\$1,132,191	\$1,317,208	\$1,234,927	6,466
Department stores (NAICS 4522)	\$3,608,891	\$811,850	\$2,797,041	\$3,861,676	\$3,861,676*	35,106
Pet and pet supplies stores (NAICS 45391)	\$1,166,803	\$125	\$1,166,678	\$1,418,429	\$1,418,304	4,575
Full-service restaurants (NAICS 722511)	\$6,480,262	\$6,602,580	-\$122,318	\$7,242,293	\$639,713	1,049
Limited-service restaurants (NAICS 722513)	\$5,379,070	\$3,054,435	\$2,324,635	\$5,993,225	\$2,938,790	14,694

* 2024 Projected Gap includes closure of K-Mart

PUBLIC ENGAGEMENT

On the evening of Monday, October 29, 2018 the township hosted a public SWOT Analysis as part of their overall strategic planning process. Approximately 50 stakeholders attended, including board members, resident, business owners and leaders, and neighboring township representatives.

When input session was complete, attendees were asked to rank their top three most important items in each category. The point values were then tallied. The results of the top responses are below.



S

Strengths

What INTERNAL strengths does the Township have that are within the Township's control?

Environment/Natural Resources (93)
Kalitta Air, LLC Facility (27)
Airport (27)
Recreation Opportunities (22)
Tourism (19)
Beaches (15)

W

Weaknesses

What INTERNAL aspects of the Township are holding it back from success?

Empty Storefronts (56)
Medical Facilities/Offerings (36)
Lack of Affordable Long-Term & Short-Term Housing (24)
Curb Appeal/Appearance (21)

O

Opportunities

What EXTERNAL factors offer potential for the Township to thrive?

Beachfront Business District (41)
Redevelop Air Base (39)
Marketing (28)
Room to Grow (19)
Arts/Artisans (16)

T

Threats

What EXTERNAL factors put the Township's success at risk?

Contamination (44)
Drugs (39)
Economy/Unemployment (37)
Aging Community (26)
Low Wages (21)
Apathy (20)

LOCAL + REGIONAL GOALS

For an economic development strategy to follow best practices put forth by the Redevelopment Ready Communities program, the individual objectives must tie back to one or more local goals as well as goals identified in the regional context. Each of the goals put forth in this strategy meets this criterion. The Township's strategic plan adopted in January 2019 puts forth the following goals:

Goal 1: Create an environment where residents, development, and businesses can be successful

Goal 2: Create more housing options for existing and prospective residents

Goal 3: Preserve, integrate, and connect natural resources for residents and tourists

Goal 4: Market the community to prospective businesses, residents, and tourists

Goal 5: Further promote redevelopment of airport and surrounding property

Goal 6: Grow the number of residents, businesses, tourists, and developers in the township

Goal 7: Maintain and improve township-owned infrastructure.

Prosperity Region 3, which encompasses Oscoda Township and the northeast portion of Michigan's lower peninsula has identified the following for the region's economic development goals:

Goal 1: Strengthen the quality of place throughout Northeast Michigan to entice talent and business development.

Goal 2: Increase national and global recognition of the region by showcasing a consistent and effective Northeast Michigan image.

Goal 3: Facilitate entrepreneurship and grow existing businesses in the region.

Goal 4: Present Northeast Michigan to the global community as a high quality regional destination.

Goal 5: Expand, enhance, and support the Wood Products Industry Cluster in the Region.

Goal 6: Expand, enhance, and support the Local Foods Cluster in the Region.

Goal 7: Move toward sustainability by seizing green opportunities in Northeast Michigan.

Goal 8: Expand, enhance, and support the Aerospace Cluster in the Region.

Goal 9: Attract, develop and retain a talented workforce in Northeast Michigan.

Goal 10: Ensure adequate infrastructure exists which meets the needs of business, residents, and visitors.

Goal 11: Collaborate to provide consistent and coordinated level of service in the region.

ECONOMIC DEVELOPMENT STRATEGY

BARRIERS TO GROWTH

Oscoda faces several key barriers to future growth. This strategy attempts to address each of these barriers, however, some may not have any remedy. In those instances, mitigation of these factors will be addressed. These barriers to growth are:



Lack of Available Housing

There is a significant shortage of market rate rental housing in Oscoda. This has hampered local employers' ability to retain and attract talent to the area. Additionally, the high percentage of vacant houses by second/vacation home owners significantly depletes the housing stock to convert renters to home owners.



Population Decline

Unlike many northern Michigan communities, Oscoda has a strong and growing economically contributing jobs base. However, the above housing issues have resulted in population decline over the past 30 years. The decline of full-time residents has led to several businesses closing due to lack of year round support.



Lack of "Brand Awareness"

While Oscoda does have an active Convention and Visitors Bureau, it only markets to potential tourists. There is not a proactive county or regional economic development entity to promote the area, which then falls to the township. There is currently very limited marketing of the township's economic base assets to prospective businesses.



Lack of Expressway Access

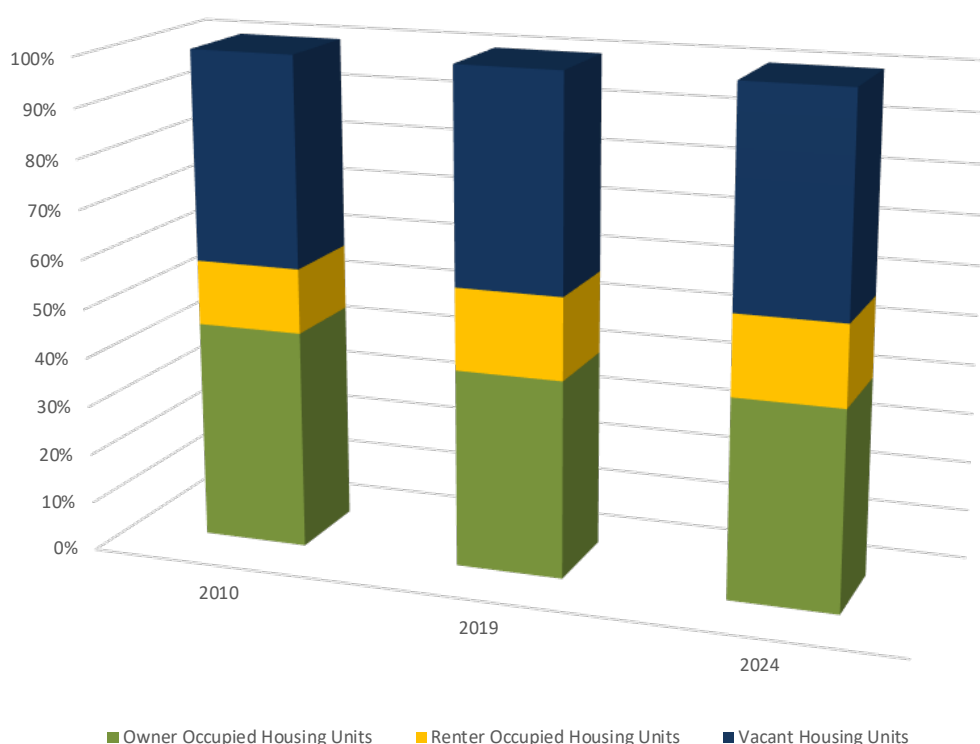
Oscoda is served by US-23, it is not an expressway and the township does not have direct access to the region's main expressway, I-75. This creates a sense of remoteness for prospective businesses.

RISK ASSESSMENT: LACK OF RENTAL HOUSING

Oscoda has an employment base that is the envy of most northern Michigan communities, with a major employer like Kalitta Air. Kalitta Air employs over 1,300 highly trained workers and brings in roughly 50 new trainees for their certification program to its Oscoda facilities per month. The major problem the community faces is there are very few apartments for rent, forcing these workers and trainees to live in hotels, motels, and resort cabins in the community. This is a fairly workable short-term solution until the summer months, where the community's strong tourism draw drives hotel, motel and resort cabin nightly prices up so high these employees cannot afford it. This results in these employees either being forced to camp at the township's campground or they live out of their vehicles. Having this issue has made retention of these employees incredibly difficult. Additionally, having such a large number of people living in the community in such a temporary setting creates the additional problem of not being able to capture their presence in any form of population counting mechanism (like the U.S. Census.) The lack of the ability to count these temporary residents does not show the true economic picture of the community to prospective businesses the community may want to attract. Furthermore, the nature of this temporary housing does not make these trainees want to stay in the community once they reach their certification. Instead, they transfer to another Kalitta facility or another job out of state altogether. This is a key group to try to convert from trainees to full-time employees and residents for both Kalitta Air and Oscoda.

Once rental housing is established, there will be a need for more single family housing as the largest percentage of Oscoda's housing stock is tied up as vacation or secondary homes. The chart below shows the impact these second homes have on housing availability.

Oscoda Housing Units Occupied By Percentage 2010-224*



* Projected

STRATEGIC OBJECTIVES

Given the barriers to growth in Oscoda, these Strategic Objectives will focus on additional housing, increasing population, and related projects that would make the community more attractive to potential residents and businesses.

PLACE

Creating quality places is also critical in retaining and attracting new residents to Oscoda. Building on the assets that already exist and offering more ways for people to connect to the community, the surrounding nature, and each other are important factors in these efforts. In addition, for Oscoda, the link between place and talent is extremely strong for two primary reasons. First, Oscoda's natural amenities are attractive to specific types of talent. Second, the lack of place (namely housing and downtown) are playing a direct role in the community's inability to attract talent. These activities, along with those named in the following section on Talent will help to address these issues. Downtown related topics will be more fully explained in the subsequent Downtown Plan.

Encourage New Rental Housing- This is THE top priority for the community. Employers and employees are citing the lack of quality, market-rate rental units as a primary reason why temporary employees don't become permanent and why those who do become permanent generally decide to transfer to another community. There is simply nowhere to live for the first 12-18 months they are here. Establishing these new units will also help the community to make a better economic case to prospective businesses looking to locate downtown or elsewhere in the township. New businesses are looking for higher income and more full-time households. All future retail success will depend on establishing more residential units. Understanding what potential development sites would be available and at what price is an important first step in marketing the community to potential developers.

Encourage New Owner-Occupied Housing- Once new rental housing has been established, focus should be expanded to include the creation of new owner-occupied housing to be able to transition renters to home owners. These offerings should include traditional, walkable single family housing as well as "missing middle" options which could include duplexes, triplexes, and condos.

Increase Density- One of the best ways to create a more vibrant downtown district (and surrounding area) is to increase the density of that area. There are two primary ways Oscoda can increase density:

Upper Floor Housing- The lack of upper floor housing in the downtown area represents a lost opportunity not just for new rental units, which would vastly help the community on multiple fronts, but for customers in a walkable distance to help support the existing businesses and make the district more attractive to potential businesses.

STRATEGIC OBJECTIVES - CONT.

Secure Public Parking + Use Underused Space- There is a substantial amount of parking downtown. The trouble with a large amount of it is it is privately owned. This creates situations where one property owner doesn't want to allow customers of another business to be able to use their lot. What happens then is there is an escalation of this and every property owner then feels the need to have their own parking lot to make sure their customers have access. By having the Township own and maintain parking is that it creates a neutral party that can allow everyone access to the parking and not require so much land use to be taken up with unproductive (non-revenue for business, low taxable value for the township) use like parking. Instead, those parcels could be developed with more multi-use buildings.

Façade Improvements- Several downtown buildings are in need of façade improvements. A concentration on the worst of these properties should be prioritized as well as using the incentive of a façade grant to help entice vacant buildings to be sold or redeveloped.

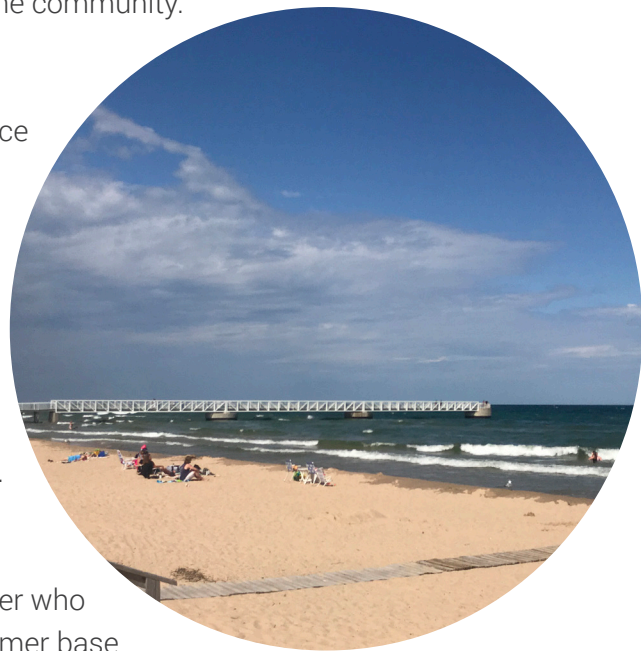
Public Space Activation- Oscoda is fortunate to have some quality park areas already in use. More effort should be made to use these spaces proactively with events and public art to increase their use, especially by younger people in the community.

Regional Opportunity Partnership- One of the biggest challenges north eastern lower peninsula communities face is attracting developers to the region to create needed housing and mixed-use projects. The region lacks a significant developer base and must rely on either attracting developers from outside the community or growing their own. Oscoda can take a lead in the region to partner with other communities to package development opportunities to developers to make the investment and travel required worth their time and effort.

TALENT

Oscoda is in the enviable position to have a major employer who brings in talent on a monthly basis. This is a built-in customer base for new residents. However, it is up to the community to make them want to stay once their certification training is completed. The following are recommendations to begin working with all employers bringing in new employees to the community:

New Resident Onboarding/Orientation- As employers bring on new employees, the community has the opportunity to formally introduce itself. This is critical as these new potential residents are establishing their buying habits and daily routines. There are a few different ways to create a good impression:



STRATEGIC OBJECTIVES - CONT.

Welcome Packet/Coupons- This is the most basic and traditional level of community business marketing. It is the traditional packets with a welcome letter and coupons from local businesses. This helps make new residents aware of what local businesses offer and gives them a small incentive to visit.

Familiarization Tours- While this is a standard practice in the hospitality industry to make people who have key interactions with visitors aware of everything the community has to offer, this can be adopted to directly tour new residents to make them aware of the local schools, businesses, and amenities like the parks, trails, and beach.

Monthly Welcome Event- A lower key version of a familiarization tour, a monthly welcome event would be a good fit for Oscoda as Kalitta brings in new trainees on a monthly basis. This can simply be a social mixer held once a month, rotating at different establishments with the intent of sending a welcoming message and highlighting a different business with each event.

INDUSTRY

Oscoda's industrial base is unrivaled for a community of its size. The projects below outline how they can keep their momentum and move it to the next level.

Kalitta Air Projects- Kalitta Air is a successful and growing company. Their Oscoda facilities are critical to this success. The Township has done an excellent job in being a good partner. This company's ongoing efforts and potential expansion plans should be a top priority when they arise. Keeping good two way communication between facility management and the Township is a critical component to being responsive to their needs.

Launch Initiative- The Township has been aggressively pursuing being the top candidate for the Michigan Aerospace Manufacturers Association (MAMA) efforts to attract a commercial space port to the state. As the former home of the Northern Strategic Command, the Oscoda-Wurtsmith Airport has everything a potential space port would need, including the only existing launch pad in Michigan. These efforts should definitely continue but the community should not be discouraged should the effort not come to fruition.



STRATEGIC OBJECTIVES - CONT.

Retention and Expansion Visits- a staple of traditional economic development efforts, these ongoing, proactive visits and discussions with local manufacturers should be the base level of engagement to create two way communication between the Township and these key employers.

Attraction Efforts- The Township is fortunate to have a number of available sites and several industrial buildings. Information on these properties including their sale/lease price, zoning, building/lot size, photos, and listing agents should be posted to the Township's website to help market these sites. This could also be expanded to include commercial properties as well.

ENTREPRENEURSHIP

It is not enough to simply try to bring in businesses from another area to help grow the local economy. For Oscoda to be successful, it must grow it's own businesses, helping to create local wealth. This is done through supporting existing businesses and entrepreneurs.

Business Improvement Trainings- As much as empty storefronts need to be filled, keeping the existing businesses downtown (and potentially helping them expand) should be a top priority. The Chamber and Economic Improvement Committee could partner to offer trainings on customer service, merchandising, accounting, marketing, and social media.

Entrepreneurship Trainings- In conjunction with the Small Business Development Center, trainings for people who are interested in starting a business should be held either biannually or quarterly. In addition, other business improvement trainings could also be held on topics like customer service, merchandising, accounting, marketing, and social media.

Market Data + Recruitment/Expansion- This data includes retail leakage statistics which calls out the areas where spending within the community is leaving to other markets or online competitors. These areas are the most likely to find success locally in recapturing these sales. This data should be shared with downtown businesses and property owners to help focus efforts in expansion and /or attracting businesses to fill these needs.



Revolving Loan Program- The Township should consider creating a local revolving loan fund to help spur new locally-owned businesses or to help property owners with larger buildings to create micro-retail or pop-up opportunities. This loan fund could be administered by a local bank or consortium or banks with local lending officials.

Vacancy Marketing- Much like the inventorying process for industrial properties, tracking and gathering key information about commercial properties in the township should be undertaken. Using the Township's website as a vehicle to promote both vacant commercial and industrial property would be appropriate.

TOURISM

Tourism plays a large role in Oscoda's local economy. Lake Huron brings in numerous visitors with several cabin resorts for downstate tourists seeking summers "up north." The area's large number of vacation homes are a testament to this. However, tourism could be doing more for the community, especially in the shoulder seasons and winter.

Shoulder Season Development- Summer is an obvious popular time for tourists to come to Oscoda. However, the area's abundant natural surroundings offer opportunities for fall color tours, winter ice fishing, snowmobiling, and silent sports, as well as spring fishing and hunting. Promoting the area during these off-peak times will help downtown businesses as well as the area's hotels/motels.

Trail Town Designation- The Oscoda community (Oscoda and AuSable Townships and Oscoda Area Schools) have applied to the Michigan Department of Natural Resources (DNR) to become a Pure Michigan Trail Town. This trail town designation will be a valuable tool to market the community to potential trail users and should generate additional visitors to the community.

Increase Room Assessment to Industry Standard 5%-

The Convention and Visitors Bureau (CVB) currently levies a 2% room assessment under Michigan's CVB-enabling legislation. In recent years, this assessment has been allowed to be increased to 5%. A majority of CVBs in the state have increased their assessments to this level and Oscoda should follow suit. This would allow for more money to be used to market the community and is paid for by visitors staying in participating hotels, motels, and resorts.



ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

The Strategic Objectives were created to give a Oscoda a comprehensive approach to economic development within the community. This implementation plan contemplates the proposed objectives and provides prospective timelines and responsible parties, including possibilities of partner organizations.

Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
Property Inventory	4, 6	3, 4	Economic Improvement Director	Q1- 2020	NA	
Launch Initiative	4, 5, 6	1, 8	Superintendent + Airport Manager	Q1- 2020	NA	
Rental Housing Development	2, 4	1, 9	Economic Improvement Director	Q4 - 2021	NA	
Single Family	2, 4	1, 9	Economic Improvement Director	Q4 - 2025	NA	
Form-Based Code	1, 2, 6	1, 7	Superintendent + Zoning Admin	Q2- 2020	NA	
Increase Density	1, 2, 6	1, 7	Economic Improvement Director	Q4- 2029	NA	
Regional Opportunity Partnership	2	2, 11	Superintendent	Q4-2021	NA	
Talent	4	1, 9	Chamber + CVB	Q2-2020	\$5,000-10,000/year	Sponsorships
Kalitta Expansion(s)	1	3, 8	Superintendent	Ongoing	TBD	
Retention + Attraction	1, 4	3, 8	Economic Improvement Director	Ongoing	NA	
Revolving Loan Fund	1, 4, 5, 6	3, 4	Economic Improvement Director	Q3-2021	\$10,000 (match)	USDA-RD
Tourism	3, 4, 6	1	CVB	Ongoing	\$200,000/year	CVB Room Assessments

DOWNTOWN PLAN

A community's downtown is often seen as the barometer of its economic health. While Oscoda has some assets downtown and a strong economic base, it does not have a downtown that reflects neither the economic prowess of the community nor the desire of the community to have a strong downtown. This section addresses in more depth the improvements referenced in the Place section of the Economic Development Strategy and offers additional recommendations for projects to improve the health and performance of the district.

DOWNTOWN BOUNDARIES

The boundaries for Oscoda's downtown align with the community's Form-Based Code for the Business 1 (B-1) and Residential/Tourist (RT) areas along with the Township's Beach Park. A map highlighting the targeted area is below:



DOWNTOWN PROJECTS

To best position Downtown Oscoda for success going forward, the following projects are recommended. A timeline of recommended sequencing is included in the Implementation Plan.

Increase Density- Where possible, namely vacant lots or low value buildings, the Township should encourage two to three story mixed-use buildings with housing on the upper floors. Increasing density has several benefits to the community. First, adding additional rental housing units helps address the community's greatest need. Second, creating density in the downtown core supplies existing and prospective businesses with a built-in customer base. Lastly, it creates a greater return on investment for the public infrastructure in the area by encouraging higher value buildings.

Adopt Form-Based Code- The Township is already undertaking creating and adopting a form-based code for the US-23 commercial district. This will help create a design aesthetic that encourages density as well as walkability. By eventually removing setbacks, a denser street wall will also have the benefit of slowing traffic through the community, which in turn encourages foot traffic. Numerous studies have shown a direct link between consumer spending and walkability. Simply put, people in cars are less likely to spend money than people on foot.

Vacant Building Registry- As a longer-term goal, the Township should consider creating a vacant building registry which would require owners of vacant storefront to actively try to recruit new tenants (or sell the property) or risk compounding fines. This recommendation will require significant buy-in from existing property owners and is only advised when the Economic Improvement Committee is able to build sufficient support. The Township could also provide support in marketing these properties as an incentive.

Vacant Building Marketing- As mentioned in the Economic Development Strategic Plan, gathering critical information related to available properties downtown and posting them to Township's website. Additionally, the Township or property owner could use the Township's new branding and related "Opportunity" banners in the windows to help attract attention to the respective properties.

Increasing density in Oscoda can be as simple as putting two-story buildings in a vacant lot.



DOWNTOWN PROJECTS (CONT.)

Parking Management + Communication- There is a perception downtown Oscoda has a parking issue. The map (left) shows all of the parking in the downtown. Private lots are in blue, while public lots and street parking is in yellow. Based on field observation, parking supply is not an issue in downtown. Awareness of available free public parking though is

low. Better signage is needed for these lots. Additionally, the

Township should consider acquiring some of the private lots, especially those in close proximity to clusters of buildings in order to control access. Several

private parking lot owners have been referenced

in regards to an understandable lack of

willingness to allow non-customers to park in their lots. However, some of these lots

could be useful in helping to bolster traffic to the entire block. Furthermore several

of these lots could be converted to infill development which would add more

businesses, residents, and tax base to the

district.



Vibrancy Grants- Traditionally, downtowns offer façade grants to building owners. This usually includes a significant cash match on the owners part. These can be successful in addressing large problems in a downtown. In

Oscoda's case, it may be more effective to offer a more flexible and incremental approach to improve the appearance to downtown. Three such areas are:

Façade Component Grants- In lieu of the larger scale traditional façade grants, breaking the grants into smaller component grants done by year could significantly lower the barrier of entry for businesses or property owners to participate. Examples of a component grant could include new signage, awnings, or exterior paint. Each year could have a new focus based on the needs identified. All improvements should meet a minimum standard for appearance and character consistent with local code.

Street Life Grants- These grants can be used by property and business owners to create a more vibrant district such as outdoor dining seating, flags, or flower planters on their premises.

DOWNTOWN PROJECTS (CONT.)

Demising Wall Grants- Vacant buildings that may have too large of floor space to attract a small retailer could use these grants to create interior walls that could separate the front part of the retail section from the back, allowing the back to be used by another business that may not need storefront window presence (insurance agency, accountant, attorney, etc.)

Walkability + Traffic Calming- US-23 runs through the heart of downtown Oscoda. With it comes thousands of cars and trucks per day. Getting these vehicles to slow down through the downtown will be a critical component of making the district more walkable and more successful. There are a number of traffic calming measures the Township can work with and through the Michigan Department of Transportation (MDOT) to implement.

Marked Crosswalks- The only marked crosswalks downtown are at US-23 and River Street. The Township should mark the North-South crosswalks on either side of US-23 at Michigan, Dwight, Park, and Division Avenues and then the same streets east until reaching the lake front. This is the lowest hanging fruit to begin to address walkability downtown.

Decorative Crosswalks- If Oscoda wants to create another level of sophistication, it can make its crosswalks more decorative. This can be done using bricks, stamped concrete, or even just paint on stencils (right.) Creating a look of physical difference between the roadway and the crosswalk helps identify the crossing to motorists. These marking help beautify an area and make it safer for people to walk.

Curb Extensions- The Township should work with MDOT to identify areas along US-23 outside of River Street where MDOT would allow curb extensions or crosswalks.

The Township can already do these types of activities outside of the US-23 right-of-way, and should for the crosswalks downtown not along US-23.



DOWNTOWN PROJECTS (CONT.)

Murals + Public Art- Few things attract people to stop at a place as public art. Whether the art is sculptures, murals, or performance art (like music,) people are drawn to it either by choice or by happenstance. The Township should encourage as much public art as possible. There are several examples of public art already downtown, but are seemingly inconspicuous. The Rotary Garden features a beautiful sculpture and there are several murals on buildings along US-23 to facing the beach park. These assets should be built upon and even packaged as an attraction for the community to market to those who seek out public art.



Archway Connecting to the Beach- One of Oscoda's biggest assets is its sandy public beach. While it's a mere 350 yards from US-23, it is difficult to see without signage as one is driving along US-23 through town. The Township should consider erecting an archway on River Street to give a strong visual signal the beach is near. The archway design below uses the curvature of the band shell structure at the Beach Park as inspiration for an archway.

Micro + Pop-Up Retail- Traditional retail can often be hard to start from scratch. These two types of emerging retail may be good fits for Oscoda. With Micro Retail, these are smaller spaces, like sheds arranged in a village format, creating smaller spaces for new retailers to test their goods. Often first floors of buildings have fairly large amounts of square feet and start-ups can have a hard time purchasing enough inventory to fill a space so it doesn't look empty. With Pop-Up Retail, it is more limited term in nature, such as holidays or summers, where stores occupy a storefront for just a few months. Like Micro-Retail, it allows a prospective retailer to test out a market before committing to taking a larger space or a space full-time.



This example archway design uses the Beach Park band shell as design inspiration to create a professional and cohesive look to downtown.

DOWNTOWN IMPLEMENTATION PLAN

This implementation plan contemplates the proposed objectives and provides prospective timelines and responsible parties, including possibilities of partner organizations.

Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
Vacant Building Registry	1, 6	1, 3	Superintendent	Q4-2019	NA	
Parking Management	1, 7	1	Superintendent + Economic Improvement Director	Q4-2025	\$350,000	General Fund/ Take Flight Fund
Vibrancy Grants	1, 6	1	Economic Improvement Director	Q2-2020	\$30,000-50,000/year	General Fund/ Take Flight Fund
Walkability + Traffic Calming	1, 7	1, 11	Superintendent + Economic Improvement Director	Q4-2029	\$1.5-2M	MDOT
Murals + Public Art	1, 4	1, 9	Economic Improvement Director	Q2-2021	\$15,000/year	General Fund/ Take Flight Fund
Archway	1, 7	1	Superintendent	Q4-2022	\$50,000	General Fund/ Take Flight Fund
Micro + Pop-Up Retail	1, 4, 6	1, 3	Economic Improvement Director	Q2-2021	\$15,000-25,000	General Fund/ Take Flight Fund

TIES TO OTHER PLANNING DOCUMENTS

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

Project	Component	Tie To Other Planning	Action Needed
Increased Rental Housing	Economic Development Strategy	Master Plan Zoning	Amend Master Plan to Include
Increased Single Family	Economic Development Strategy	Master Plan Zoning	Amend Master Plan to Include
Increase Density	Economic Development Strategy	Master Plan Zoning	Amend Master Plan to Include Form-Based Codes
Secure Public Parking	Economic Development Strategy	Capital Improvements Plan	Amend to Include
Façade Improvement Program	Economic Development Strategy	Capital Improvements Plan	Amend to Include
Revolving Loan Fund	Economic Development Strategy	Capital Improvements Plan	Amend to Include
Adopt Form-Based Code	Downtown Plan	Master Plan + Zoning	Amend to Include
Vacant Building Registry	Downtown Plan	Zoning	Amend to Include
Vibrancy Grants	Downtown Plan	Capital Improvements Plan	Amend to Include
Walkability + Traffic Calming	Downtown Plan	Capital Improvements Plan	Amend to Include
Murals + Public Art	Downtown Plan	Capital Improvements Plan	Amend to Include
Downtown Archway	Downtown Plan	Capital Improvements Plan	Amend to Include
Micro + Pop-Up Retail	Downtown Plan	Capital Improvements Plan	Amend to Include

COMMUNITY MARKETING STRATEGY

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

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

ASSETS

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



Nature/Outdoors



Lake Huron/Beach



Kalitta Air Facilities



Airport

COMMUNITY MARKETING - DEVELOPERS

DEVELOPERS

Oscoda has a significant need to encourage additional mixed-use and multi-family development within the Township. Unfortunately, previous regional housing studies have not contemplated Oscoda's housing needs as it relates to the needs of its largest employers and their training programs.

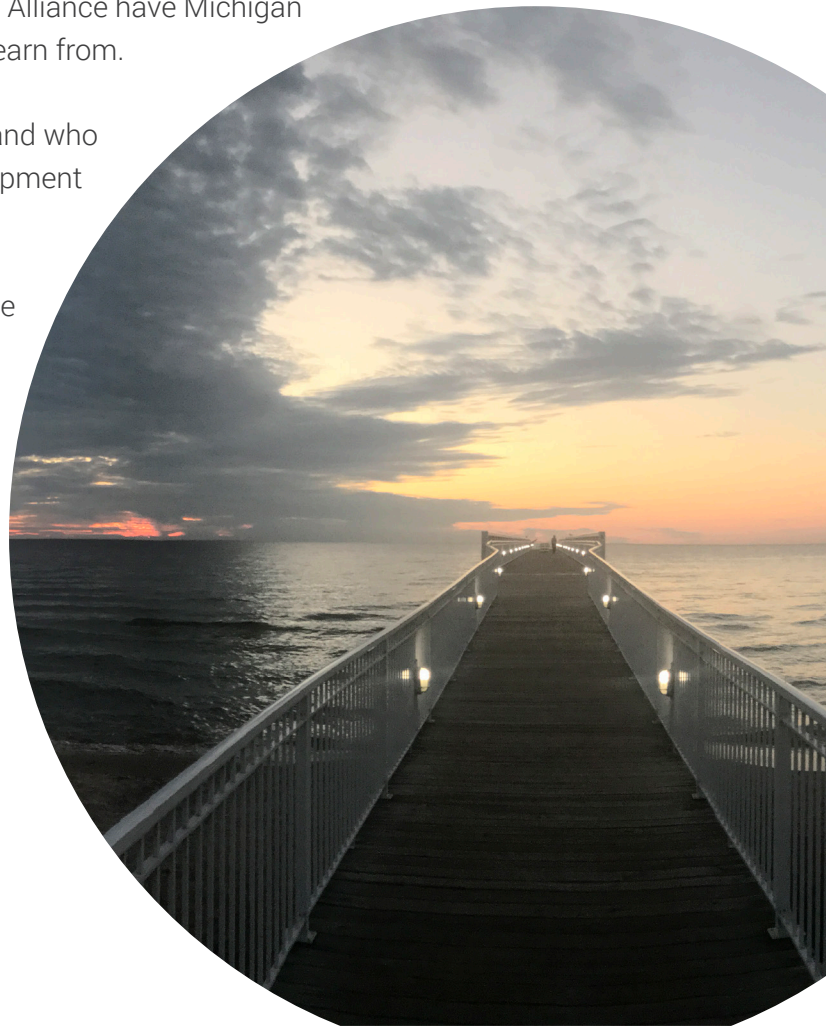
Target Audiences

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

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

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

Other Developers- It's difficult to understand who exactly may be interested in doing development in Oscoda whether in the region, state, or elsewhere. It will be important to get information out on the Township's website and other channels, such as Request for Qualifications for Township-owned or controlled properties, to let potential developers not already identified know of the possible opportunities.



COMMUNITY MARKETING - DEVELOPERS

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

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

Request for Qualifications (RFQ)

One of the channels recommended is a Request for Qualifications, or RFQ. Unlike a Request for Proposal, or RFP, where municipalities look for a finished proposal from a prospective developer, an RFQ allows for a developer to simply supply their experience as a qualifier and opens the door for the community to help shape what the project would look like. Developers typically prefer the RFQ process versus RFP as there is far less expense without a guaranteed result.

Social Media Posts

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

COMMUNITY MARKETING- RESIDENTS

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

RESIDENTS

This is by far the most important of potential target audiences. Oscoda's economy rests on its ability to attract talent for businesses, customers to buy things, and home owners and renters to pay taxes.

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

Segmentation	Socioeconomic Traits	Market Profile
Senior Escapes (9D) Percent of Township: 38.8% Average Household Size: 2.20 Median Age: 54.6 Median Household Income: \$38,700	<ul style="list-style-type: none"> • Labor force participation is low, but more than half the households are drawing Social Security income. • They have conservative political views. • They spend majority of their time with spouse/significant other or alone. • They are limited by medical conditions but still enjoy gardening and working on their vehicles. • They take good care of vehicles, but haven't bought a new one in over five years. • They only spend within their means, do their banking in person, and do not carry a balance on their credit card. 	<ul style="list-style-type: none"> • Stock up on good deals, especially high-fiber, low-calorie, low-fat, and fat-free foods. • Own 3, sometimes 4 or more TVs and watch news, sports, CMT, Hallmark, and AMC. • Belong to veterans' clubs; maintain AARP and AAA memberships. • Get most information from TV and the Sunday newspaper; light users of home computers and the Internet. • Travel in the US via guided tours but weary of security issues. • Frequently dine out at Wendy's, Golden Corral, and Cracker Barrel.
Rural Resort Dwellers (6E) Percent of Township: 32.2% Average Household Size: 2.22 Median Age: 54.1 Median Household Income: \$50,400	<ul style="list-style-type: none"> • Rural Resort Dwellers residents are close to retirement. They've accumulated wealth and begun to shift their portfolios to low-risk assets. These active residents continue to work in skilled occupations. • Simple tastes and modesty characterize these blue collar residents. They shop for timeless, comfortable clothing, but only when something must be replaced. They pay little attention to advertising and usually stick to the brands they know. • They spend time with their spouses and also maintain a social calendar. 	<ul style="list-style-type: none"> • Residents drive older domestic vehicles and prefer to spend their disposable income on gear to support their hobbies, which include freshwater fishing, hunting with a rifle or shotgun, and motorcycling. • At home, Rural Resort Dwellers residents spend any free time working on their vehicles and maintaining their gear. They make frequent trips to their local hardware store for parts and tools. These hands-on consumers are also passionate about vegetable gardening. • Due to their remote locations, these neighborhoods have satellite dishes. A few residents still rely on dial-up modems to stay connected. They don't access the Internet often but will make online purchases for items difficult to find in nearby stores. • Their taste in TV shows reflects their hobbies—National Geographic, Discovery Channel, and the Weather Channel.

COMMUNITY MARKETING

Segmentation	Socioeconomic Traits	Market Profile
Small Town Simplicity (12C) Percent of Township: 19.6% Average Household Size: 2.26 Median Age: 40.8 Median Household Income: \$31,500	<ul style="list-style-type: none"> • Education: 67% with high school diploma or some college. • Unemployment higher at 7.7% (Index 141). • Labor force participation lower at 52% (Index 83), which could result from lack of jobs or retirement. • Income from wages and salaries (Index 83), Social Security (Index 133) or retirement (Index 106), increased by Supplemental Security Income (Index 183). • Price-conscious consumers that shop accordingly, with coupons at discount centers. • Connected, but not to the latest or greatest gadgets; keep their landlines. • Community-orientated residents; more conservative than middle-of-the-road. • Rely on television or newspapers to stay informed. 	<ul style="list-style-type: none"> • Small Town Simplicity features a semirural lifestyle, complete with trucks and SUVs (domestic, of course), ATVs, and vegetable gardens. • Residents enjoy outdoor activities like hunting and fishing as well as watching NASCAR and college football and basketball on TV. • A large senior population visit doctors and health practitioners regularly. • However, a largely single population favors convenience over cooking—frozen meals and fast food. • Home improvement is not a priority, but vehicle maintenance is.
Heartland Communities (6F) Percent of Township: 9.4% Average Household Size: 2.39 Median Age: 42.3 Median Household Income: 42,400	<ul style="list-style-type: none"> • Retirees in this market depress the average labor force participation rate to less than 60% (Index 94), but the unemployment rate is comparable to the US. • More workers are white collar than blue collar; more skilled than unskilled. • The rural economy of this market provides employment in the manufacturing, construction, utilities, healthcare, and agriculture industries. • These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important. • Daily life is busy, but routine. Working on the weekends is not uncommon. • Residents trust TV and newspapers more than any other media. • Skeptical about their financial future, they stick to community banks and low-risk investments. 	<ul style="list-style-type: none"> • Traditional in their ways, residents of Heartland Communities choose to bank and pay their bills in person and purchase insurance from an agent. • Most have high-speed Internet access at home or on their cell phone but aren't ready to go paperless. • Many residents have paid off their home mortgages but still hold auto loans and student loans. Interest checking accounts are common. • To support their local community, residents participate in public activities. • Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes. They have invested in riding lawn mowers to maintain their larger yards. • They enjoy country music and watch CMT. • Motorcycling, hunting, and fishing are popular; walking is the main form of exercise. • To get around these semirural communities, residents prefer domestic trucks or SUVs.

COMMUNITY MARKETING - RESIDENTS

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

Target Audience	Source
Transferring/Recruited Employees	Kalitta Air, Other Employers
Second Home Owners	Township Tax Assessor
Oscoda High School Graduates	Oscoda High School, Alumni, Targeted Facebook
Outdoor Enthusiasts	Targeted Facebook, Instagram

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

Target Audience	Key Message(s)
Transferring/Recruited Employees	High Quality of Life (Water, Nature)
Second Home Owners	"Live Where You Vacation" Get away from the big city
Oscoda High School Graduates	Make a Difference in Your Hometown "Things are changing" Available Jobs
Outdoor Enthusiasts	Close to Nature/Environment Low Cost of Housing

COMMUNITY MARKETING - RESIDENTS

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

Target Audience	Medium + Channel(s)
Transferring/Recruited Employees	Printed Relocation Package, Website - Direct via Employers
Second Home Owners	Newsletter, Postcard Ad- Direct Mail
Oscoda High School Graduates	Social Media- Targeted Facebook, Instagram, LinkedIn Ads
Outdoor Enthusiasts	Social Media- Targeted Facebook, Instagram, LinkedIn Ads

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

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



COMMUNITY MARKETING - BUSINESSES

BUSINESSES

Filling vacancies and underused commercial properties should be a top priority in recruiting businesses. The *Projected Gap + Potential Target Businesses* section on page 12 outlines the market potential for various sectors. Typically, the larger the potential maximum square footage, the more likely it would be to be able to recruit that type of business.

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

CATEGORY	PROJECTED GAP (BY 2024)	PROJECTED MAX. SQ FOOTAGE
Tire dealers (NAICS 44132)	\$1,608,025	6,356
Home furnishings stores (NAICS 4422)	\$1,094,892	5,189
Electronics stores (NAICS 443142)	\$2,141,893	2,276
Pharmacies and drug stores (NAICS 44611)	\$4,900,005	7,891
Women's clothing stores (NAICS 44812)	\$770,875	2,570
Family clothing stores (NAICS 44814)	\$2,204,239	9,584
Shoe stores (NAICS 4482)	\$804,690	2,682
Sporting goods stores (NAICS 45111)	\$1,234,927	6,466
Department stores (NAICS 4522)	\$3,861,676*	35,106
Pet and pet supplies stores (NAICS 45391)	\$1,418,304	4,575
Full-service restaurants (NAICS 722511)	\$639,713	1,049
Limited-service restaurants (NAICS 722513)	\$2,938,790	14,694

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

COMMUNITY MARKETING - BUSINESSES

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

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

Create Marketing Brochure + Recruitment Team-

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

Feature Successful Businesses + Post Available Real Estate on Social Media-

Using the power of social media to promote successful businesses and available properties does two things:

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

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



COMMUNITY MARKETING - TOURISTS

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

Target Audience	Source
Outdoor Enthusiasts - Fishermen - Kayakers/Canoers - Beach Goers - Hikers - Campers - Cyclists	Targeted Facebook, Instagram, Past Guests (Orchard Park)
Second Home Owners	Township Tax Assessor
Annual Resorters	Local Resorts
Day Trippers	Targeted Facebook, Instagram

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

Target Audience	Key Message(s)
Outdoor Enthusiasts - Fishermen - Kayakers/Canoers - Beach Goers - Hikers - Campers - Cyclists	"All the water you want" (Lake Huron, inland lakes, Au Sable River) "Woods and water" (National Forest) "Beaches and small town charm within a short walk"
Second Home Owners	Family tradition Peaceful, relaxation
Annual Resorters	Family tradition Peaceful, relaxation
Day Trippers	Beach Day - Not far away Road Trip

COMMUNITY MARKETING - TOURISTS

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

Target Audience	Medium + Channel(s)
Outdoor Enthusiasts - Fishermen - Kayakers/Canoers - Beach Goers - Hikers - Campers - Cyclists	Social Media- Targeted Facebook, Instagram Advertising (Magazine) Public Relations - travel writers, downstate media Travel Michigan (michigan.org)
Second Home Owners	Newsletter, Postcard Ad- Direct Mail
Annual Resorters	Social Media- Targeted Facebook, Instagram
Day Trippers	Social Media- Targeted Facebook, Instagram Public Relations - travel writers, downstate media Travel Michigan (michigan.org)



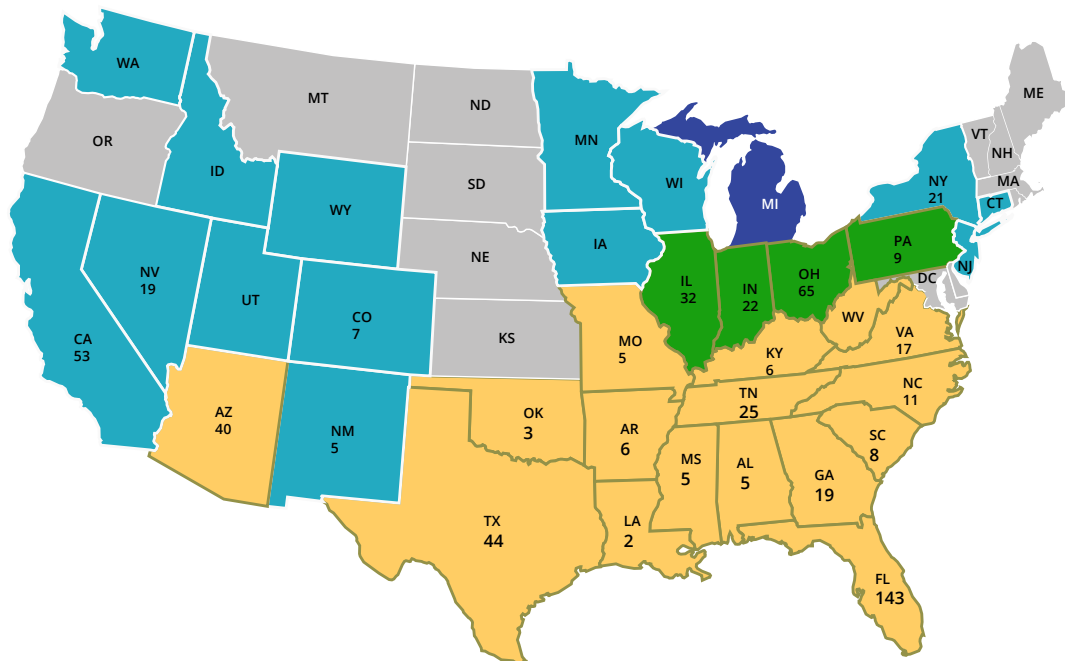
IMPLEMENTATION PARTNERS

There are numerous projects outlined in the strategies and plans contained in this document. The Township administration alone will have the capacity to execute these projects. They will require additional help from other public and private entities. Below is a chart outlining the potential partners and roles they can play in the implementation of these projects.

Partner Entity	Project	Role
Township Board of Trustees	Economic Development Strategy (All) Downtown Plan (All) Community Marketing Strategy (All)	Advisory
Township Superintendent	Economic Development Strategy (All) Downtown Plan (All) Community Marketing Strategy (All)	Execution + Advisory
Economic Improvement Committee + Economic Improvement Director	Economic Development Strategy (All) Downtown Plan (All) Community Marketing Strategy (All)	Execution + Advisory
Oscoda-Wurtsmith Airport Authority	Economic Development Strategy - Launch Initiative - Expansion Projects	Execution + Advisory
Oscoda Visitors Bureau	Community Marketing - Tourists - Residents	Execution + Advisory
Oscoda-AuSable Chamber of Commerce	Economic Development Strategy - Business Improvement Trainings - Entrepreneurship Training - Market Data + Recruitment/Expansion Community Marketing - Businesses - Residents - Tourists	Execution + Advisory

COMMUNITY MARKETING - USING TAX INFO

Tax Roll Information- There are a large number of properties in the township where the tax bills are sent outside the community for payment. This suggests the owners of these properties, which are mostly residential, live somewhere else. One of the greatest challenges of community marketing is cutting through the noise to get to potential targets. By having these tax payers already familiar with the community, and having their direct mailing addresses, the Township has a list of weekend tourists, snow birds (season residents), both of whom could be considered tourists and potential residents. The map below shows where most of the tax bills are sent outside of Michigan.



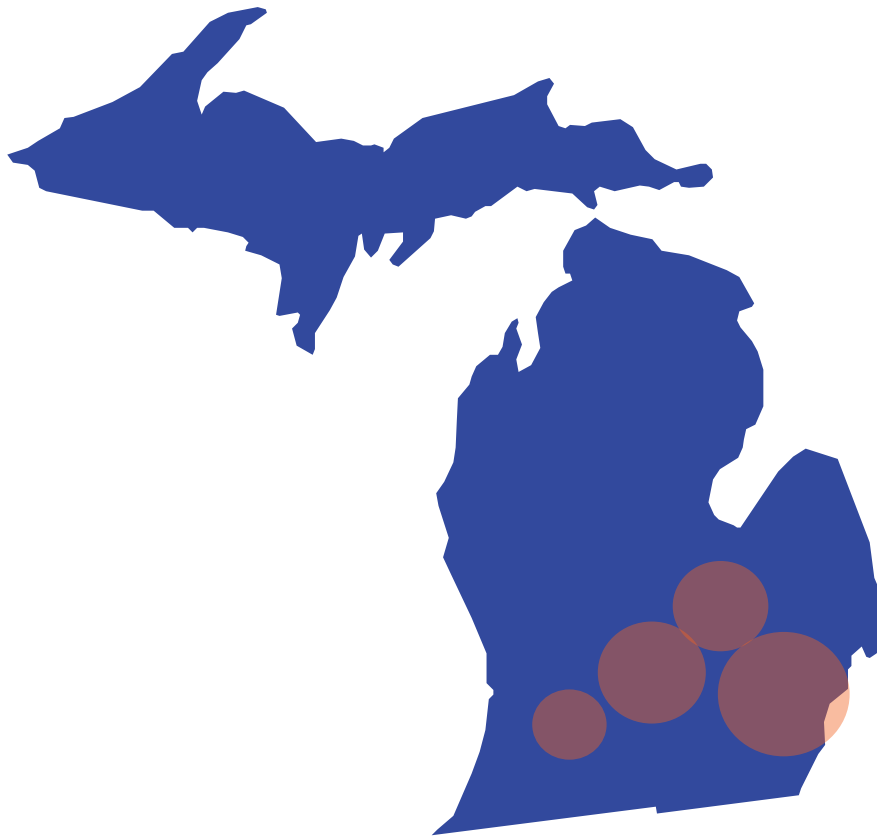
Green States- These states are likely sources of "weekenders," or people who come up on weekends during the summer. They could potentially become residents, most likely upon retirement. This group should be marketed to with upcoming events all year round (especially summer and fall) as well as with updates on businesses expanding and/or hiring.

Yellow States- These states are likely sources "snow birds," or people who spend their fall/winter/early spring in warmer climates, but spend the entire summer in Oscoda. They likely have their official residence in these southern states, but still have a strong connection to the community. This group should be marketed to for summer events and updates in the spring with important info on new businesses, activities, etc.

Light Blue States- These states are likely legacy or investment property holders. Their families may have owned the property previously but now they may be lucky to visit once or twice a year, if at all. This group should also be sent seasonal info, but an annual "real estate report" on what properties sold and for what price should be created. This may encourage these property holders to sell and return the properties to more locally-held owners.

COMMUNITY MARKETING - USING TAX INFO

In-State Property Owners- The vast majority of property tax bills for the township are sent in-state with the lion's share in the greater Oscoda area. However, there are several areas outside of the immediate area that also receive tax bills (map below.) Virtually all of these people would be considered "weekenders" for the purposes of marketing. These people could also be considered both tourists and potential residents.



For purposes of identifying geographic target audiences for social media marketing (beyond tax bill addresses,) these geographic areas should also be included.

Special emphasis on the Saginaw/Bay City/Midland areas should be considered for both day trip tourism marketing as well as for potential residents. Depending on work locations of each individual, living in Oscoda may be viable option that just had not been considered before.

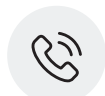
The Township has the opportunity to market in a cost-effective way that could create real impact in recruiting new residents, potential businesses, and even encourage turnover on non-locally held properties for residents.



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