



Economic Development Plan

2022-2025

January 1, 2022

Approved: 12.13.21

INTRODUCTION

The Village of Roscommon updated its Master Plan in 2019. The purpose of the Master Plan is to foster the growth and advancement of the Village of Roscommon as a beautiful place to live, work, and recreate. To achieve this objective the Village of Roscommon has developed an economic plan to ensure the community is ready for its future development while sustaining an environmentally balanced community. To ensure that the Village's Master Plan reflects the goals of the community, an online survey was prepared to gather input from residents. During June and July of 2018, the Village of Roscommon posted a community survey on their website and made printed copies available at the Village Offices. The Village intends to conduct a follow up survey in 2022. The survey was advertised through a press release and through social media platforms. Input was requested on several major issues including Quality of Life, Land Use and Development, Community Services, Roads and Transportation, and Economy and Business. Public input was also welcomed at all Planning Commission, Village Council, and RRC Committee (Economic Development Steering Team) meetings.

COMMUNITY SURVEY DATA

Respondents

The survey generated 158 responses. 83 of the respondents were year-round Village residents, 12 were seasonal residents, and 57 were not residents of the Village. 7% of the year-round residents of the Village responded to the survey. Over 92% of respondents are homeowners or property owners (rental or land) in the Village. 16% of respondents are business owners. Length of time spent living or owning property in Roscommon is split evenly between long-time residents and newer residents. The age of respondents showed a classic bell curve. Nearly 35% of respondents are classified in the professional/managerial occupation, 24 % are retired, over 13% are self-employed, and over 9% are in the skilled trades/crafts. 39% of respondents are employed within the Village of Roscommon.

Quality of Life

62% of respondents are satisfied with the Village as a place to live or own property while 24% are very satisfied. When asked to identify Roscommon's biggest assets, some common themes emerged including the following general themes:

- Friendly
- Quiet/quaint
- Small town/Hometown feel
- Safe
- Natural resources
- Walkability
- Sense of community
- Cleanliness/Flowers
- Events and activities
- Parks/Recreation
- Businesses

Christmas in the Village was rated by 43% of respondents as the favorite community event with the Farmer's Market coming in second. However, it was noted that respondents would have like to select more than one event as their favorite.

When asked about the biggest problems within Roscommon, the responses were more varied. Many issues emerged such as:

- Lack of shopping/Poor economy/Vacant businesses
- Lack of lodging facilities
- Blight
- High cost of living (gas, taxes, water/sewer)
- Political disputes
- Too much regulation
- Lack of events/entertainment/recreation
- Drinking water quality
- Lack of opportunity
- Lack of services

Land Use and Housing

Respondent's opinion of the quality and range of housing options in the village rated poor to moderate (71%). Over half feel that the Village should encourage more attached housing units and 46% feel the Village should allow accessory dwelling units (29% responded "no"). 53% feel that more low-cost senior housing is needed. Half of respondents support the development of Tiny Houses in the Village.

Services

70% of respondents feel that the quality of services in the Village are good or adequate. Many ideas were generated about additional needed services. When asked if the Village should maintain services such as irrigation at parks, yard waste pick-up/drop-off, sidewalk snowplowing, street sweeping, sidewalk maintenance, street/walkway signage, most respondents feel that these services should be maintained or expanded. In addition, over 70% of respondents recycle.

Roads/Transportation

69% of respondents are satisfied with the condition of the roads in the Village. The survey also asked for specific segments needing improvement. 7% are satisfied with snow removal services. Half of respondents feel that additional wayfinding signage is not needed in the Village.

Economy/Business

62% of respondents feel that there are not enough job opportunities in the Village, however 44% also feel that they have enough money to meet their everyday needs (24% say they have "just enough" money while 23% say they do not have enough money to meet everyday needs). Over 79% favor offering incentives (such as partial tax abatements) to attract and retain new jobs and businesses. When asked if they would locate a business in the Village today, 33% said they would not while only 25% said that they would. 66% of respondents leave the Village for shopping one to two times per week and 45% leave the Village for entertainment one to two times per week. 30% leave the Village for medical care one to two times per week.

ECONOMIC CHALLENGES

Though the Village has many strengths, it does have challenges in terms of economic development:

- Lack of affordable housing
- Lack of incentives to developers and entrepreneurs
- Aging infrastructure
- Aging population
- Lack of living wage employment
- Empty storefronts and buildings
- Lack of local shopping opportunities
- Lack of lodging (hotels, etc.)
- Only 25% of survey respondents said they would locate a business in Roscommon
- Lack of motels/hotels

ECONOMIC OPPORTUNITIES

- There are several properties in the DDA district and surrounding village that are prime for development. (e.g. Gary Franz Building, AuSable Bakery).
- The Village Council and Downton Development Authority are committed to assisting entrepreneurs and developers interested in the Village.
- The Downtown Development Authority has a history of exploring development ideas and assisting financially with development on a case-by-case basis.
- The Village of Roscommon is near significant market populations including Higgins Lake, Houghton Lake, St. Helen, and Grayling.
- The Village is strategically located on Interstate 75 with easy on and off access to its business loop.
- The Village includes or has immediate access to many recreational opportunities.
- The Village has lots and acreage available to industrial, commercial, and residential development.
- The Village is committed to engaging with Michigan Main Street to continue efforts to further develop and expand the local economy.

KEY SUPPORT

The Village has identified the following key supporters to assist and contribute to its economic development:

[Roscommon County Economic Development Corporation](#)
[Higgins Lake – Roscommon Chamber of Commerce](#)
[East Michigan Council of Governments](#)
[Michigan Economic Development Corporation](#)
[Michigan State Housing Development Authority](#)
[Michigan Main Street](#)

Other supporting partners and resources:

[Roscommon Rotary](#)
[Roscommon Lions Club](#)
[Zonta Club](#)
[VFW Post 4159](#)
[American Legion Post 96](#)
[Roscommon Community Foundation](#)
[Roscommon Area Public Schools](#)
[Kirtland Community College](#)

SUPPORTING REGIONAL ECONOMIC DEVELOPMENT EFFORTS

Key to the economic growth of the Village of Roscommon is engagement with regional economic development efforts. The Village will engage (send a representative as appropriate) with the [East Michigan Council of Governments](#) to incorporate the following goals into the Village's plan:

1. Capitalize on East Michigan's existing transportation assets (roads, rail, port facilities, airports, etc.) and make strategic investments in regional infrastructure, including broadband, that improve the region's economic competitiveness.
2. Build on the collaboration among East Michigan's higher education, adult education, primary and secondary education (PreK-12), and workforce development organizations to create a strong talent pool to support the regions current and future employers.
3. Leverage East Michigan's higher education institutions, major industries, medical complexes, and innovation assets to establish the region as a center for technology-based entrepreneurship and small business growth.
4. Embark on local and regional initiatives to strengthen the quality of place in each of East

Michigan's communities to create an attractive environment for residents and tourists.

5. Capitalize on the Kirtland Community College Strategic and Action Plan ([Kirtland Community College Strategic and Action Plan](#)). The Village will seek to be included in the school's strategic planning task force. The college is an untapped resource for the Village. The college's main objectives are:
 - a. Develop a five-year plan to construct an additional building on the Grayling Campus to include an event/ wellness center.
 - b. Finalize a plan for the Roscommon Campus.
 - c. Encourage local public schools to bring students to the various Kirtland locations
 - d. Identify funding resources

6. Capitalize on the Roscommon Area Public Schools Strategic Plan ([Roscommon Area Public Schools Strategic Plan](#)). Village will seek to be included in the school's strategic planning. The college's main objectives are:
 - a. Improve student achievement.
 - b. Cultivate critical relationships.
 - c. Maintain a effective learning environment.
 - d. Meet the varied needs of the school community.
 - e. Capitalize on the [Higgins Lake/Roscommon Chamber of Commerce](#) whose mission is to promote and enhance the business and economic development in the area.

7. Capitalize on the Roscommon County Michigan Strategic Plan – 2013. The Village has established a much closer relationship with the Roscommon County Economic Development Corporation. The director of the RCEDC is a member of the Village Economic Development Steering Committee. The major goals of the County and the Village are quite similar and have been incorporated when applicable in the village plan. The major goals of the County are:
 - a. Youth and family support in the community*
 - b. Education, marketing, and economic development*
 - c. Financial stability and growth
 - d. Staff development – support and retention.

*Specifically included in the Village plan

ECONOMIC DEVELOPMENT PROCESS

Through the planning process, several actions were taken to develop a working framework for identifying strategic economic goals and objectives. The Council, the Planning Commission, the Downtown Development Authority, and a newly created Redevelopment Ready Communities Steering Committee (the EDST) worked with community stakeholders to identify several focus areas, objectives, and action items.

This economic development strategy incorporates the key goals and objectives expected to help drive the conditions needed to grow a strong economic Roscommon. Responsibility for implementing this plan includes governmental, private enterprise, community groups, and individuals. It is hoped this plan will stimulate enthusiasm and interest in community and economic development that in time becomes a self-sustaining way of life for Village residents and its neighboring communities.

The plan will be written, implemented, and then reviewed annually as follows:

November	Economic Development Steering Team (EDST)
December	Downtown Development Authority (DDA)
January	Village Council (VC)
February	Planning Commission and Zoning (PC/Z)
March	Roscommon County Economic Development Corporation
June	Village Council (VC)*

* Village Council will review all revisions and adopt updated Economic Development Plan

Legend

Each of the objectives includes a “timeline” and “responsibilities” for development completion of the action steps:

IMMEDIATE: Low cost, easy implementation, directly addressing top priorities, or critical to the advancement of other strategies, and to be implemented within the next 1-6 months

SHORT: Low cost, easy implementation, directly addressing top priorities, or critical to the advancement of other strategies, and to be implemented within the next 6-12 months.

MEDIUM: Important actions that have some level of significant cost and can be implemented within the next 12-18 months.

LONG: Actions that often require significant amounts of funding that must be planned for over time or require other strategies to be completed prior to their implementation.

ON-GOING: Actions but which are continuously on-going in the Village.

M – Village Manager

PC – Planning Commission

VC - Village Council

ZO – Zoning Official

DDA – Downtown Development Authority

ECONOMIC DEVELOPMENT GOAL

2022-2025

“The Village of Roscommon will be ready for future development while sustaining an environmentally balanced community as a beautiful place to live, work, and recreate.”

Objective A

Develop and promote the growth of a diverse economic base as well as the tourism economy to serve the employment and commercial needs of residents and visitors.

Action Steps:

1. Ensure the zoning ordinance allows for areas of mixed-use development, higher density development, and walkable designs in addition to areas for general commercial and industrial development.
 - o VC/PC/EDST/M
 - o **IMMEDIATE ON-GOING**
2. Explore options (i.e. tax abatements) that would further assist with business recruitment.
 - o VC/PC/EDST/M
 - o **SHORT ON-GOING**
3. Encourage Village staff to participate in programs, seminars, and conferences which educate on available opportunities. Research incentives.
 - o VC/PC/EDST/M
 - o **MEDIUM ON-GOING**
4. Support the use of programs for rehabilitation by the DDA and Roscommon County (Façade Improvements Program, Brownfields, etc.)
 - o DDA/EDST/M/VC
 - o **SHORT ON-GOING**
5. Review and revise zoning to ensure that development of property within the Village is not unnecessarily burdensome; streamline approval processes.
 - o VC/PC/EDST/M
 - o **IMMEDIATE ON-GOING**
6. Support the development and maintenance of a vibrant downtown through implementation of the DDA Downtown Plan.
 - o DDA/M/EDST/VC
 - o **MEDIUM ON-GOING**
7. Amend the Zoning Ordinance to allow for mixed use development in the downtown and other areas identified as appropriate and consistent with existing surrounding neighborhoods.

- ZO/DDS/PC/M/EDST
 - **IMMEDIATE ON-GOING**
8. Develop and implement policies and practices that attract new employment opportunities and increase the number of living wage jobs.
- Partner with Kirtland Community College for training opportunities.
 - Partner with Michigan Works to promote job placements.*
- DDA/M/EDST/VC
 - **MEDIUM ON-GOING**
9. Conduct follow up survey to monitor progress.
- EDST
 - **MEDIUM ON-GOING**

*Regional Michigan Works Director is on our EDST

Objective B

Market the Village to attract additional commercial and industrial enterprises.

Action Steps:

1. Work with tourism organizations and surrounding municipalities to promote the Roscommon area as a year-round tourism destination.
 - M/EDEST/DDA
 - **MEDIUM ON-GOING**
2. Work toward development of the priority redevelopment and infill development areas.
 - ZO/DDS/PC/M/EDST
 - **MEDIUM ON-GOING**
3. Develop a database that contains specific information pertaining to each commercial/industrial property that can be used as a marketing tool for redevelopment.
 - DDA/M/EDST/PC
 - **MEDIUM ON-GOING**
4. Market redevelopment ready properties through the RRC program with assistance from the State.
 - DDA/M/PC/EDST
 - **MEDIUM ON-GOING**
5. Ensure a strong marketing message is created and displayed on the Village's website and on other local websites (branding).
 - DDA/M/EDST
 - **SHORT ON-GOING**
6. Support and monitor marketing of the downtown with regional partners.

- DDA/M/EDST
 - **MEDIUM ON-GOING**
7. Support and promote the development of mixed lodging opportunities within the Village by measures such as adopting zoning ordinance provisions that permit various forms of lodging, i.e. hotels, motels, bed and breakfasts, and tourist homes.
 - DDA/M/EDST
 - **LONG ON-GOING**
 8. Modify zoning ordinance as needed Increase the availability and attainability of a range of housing options such as accessory housing units (ADU):
 - an apartment over the garage
 - a tiny house (on a foundation) in the backyard
 - a basement apartment
 - "Granny Flats"
 - M/PC/ZO
 - **MEDIUM ON-GOING**
 9. Conduct follow up survey to monitor progress.
 - EDST
 - **MEDIUM ON-GOING**

Objective C

Work to attract a diverse age group to the Village by providing a thriving environment for training and job growth as well as by maintaining a family-friendly high quality of life.

Action Steps:

1. Support and participate with local and regional economic development personnel and educational institutions to provide job training opportunities within the Village.
 - M/DDA/EDST
 - **MEDIUM ON-GOING**
2. Encourage entrepreneurial training programs to assist residents in starting and maintaining their own small businesses.
 - VC/DDA/EDST/M
 - **MEDIUM ON-GOING**
3. Create information packets for new and potential residents and businesses.
 - EDST/M
 - **LONG ON-GOING**
4. Become more internet and Wi-Fi friendly.
 - a. EDST/M/VC
 - b. **LONG ON-GOING**
5. Develop a strategy that addresses activities related to key economic development initiatives including business and talent attraction/retention,

- and education and infrastructure
 - EDST/M/VC
 - **LONG ON-GOING**
- 6. Provide clear guidelines for developers on the Village website and include illustrations in the Zoning Ordinance.
 - M/PC/ZO
 - **IMMEDIATE ON-GOING**
- 7. Implement and maintain the practices outlined by the MEDC Redevelopment Ready Communities Program.
 - M/PC/ZO
 - **IMMEDIATE ON-GOING**
- 8. Conduct follow up survey to monitor progress.
 - EDST
 - **MEDIUM ON-GOING**

Objective D

Provide a development-friendly environment in the Village.

Action Steps:

1. Ensure development approval processes are easy to follow, seamless, and predictable.
 - M/PC/ZO
 - **IMMEDIATE ON-GOING**
2. Provide clear guidelines for developers on the Village website and include illustrations in the Zoning Ordinance.
 - M/PC/ZO
 - **IMMEDIATE ON-GOING**
3. Provide clear guidelines for developers on the Village website and include illustrations in the Zoning Ordinance.
 - M/PC/ZO
 - **IMMEDIATE ON-GOING**
4. Implement and maintain the practices outlined by the MEDC Redevelopment Ready Communities Program.
 - M/PC/ZO
 - **IMMEDIATE ON-GOING**
5. Conduct follow up survey to monitor progress.
 - EDST
 - **MEDIUM ON-GOING**