

CITY OF FENTON REGIONAL PROFILE AND MARKETING PLAN



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City of Fenton - Local Finance Development Authority
University of Michigan



CITY OF FENTON REGIONAL PROFILE AND MARKETING PLAN

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Lawrence Molnar, Principal Investigator¹
Director, Center for Business Acceleration and Incubation Studies
Associate Director, Institute for Research on Labor, Employment, and the Economy at the
University of Michigan

Carmen Wells Quigg, Project Manager
Rhiannon Haller, Graduate Student Project Manager
Jeffrey Camalo, Student Research Assistant
James McNulty, Student Research Assistant
Meghan Myers, Student Research Assistant
Zehra Siddiqui, Student Research Assistant

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City of Fenton

University of Michigan
Institute for Research on Labor, Employment, and the Economy
Center for Business Acceleration and Incubation Studies

¹ For more information on the City of Fenton Regional Profile and Marketing Plan, please contact:
Lawrence A. Molnar
Institute for Research on Labor, Employment, and the Economy
University of Michigan
506 East Liberty, 3rd Floor
Ann Arbor, MI 48104
(734) 998 6239
kallen@umich.edu



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OVERVIEW

EXECUTIVE SUMMARY

Fenton, Michigan offers numerous amenities to its businesses and residents - world class education, the arts, many recreational opportunities, and a highly accessible location. Existing businesses have noted, though, that Fenton property taxes are relatively high when compared to neighboring communities with access to similar amenities.

Like many communities in Michigan, Fenton has recently suffered economically from automotive restructuring and a loss of the manufacturing base in the area. In order to compensate for this decline, the city should focus on attracting businesses from industries projected to grow in the near future as suggested by survey and BLS research. Some of the anticipated growth sectors to capture include biomedical engineering, home health care, and social assistance.

The biggest challenge Fenton faces is differentiating itself from similar, nearby communities in Michigan who are also trying to capture opportunities for economic growth. In order to meet this challenge, The IRLEE team has devised a marketing strategy and implementation plan for the City of Fenton based on demographic, economic, and survey research. It has also provided steps that the city can use as a guide for application to targeted sectors to make it stand out from other area communities. Steps include:

1. Focus business attraction and retention efforts on targeted sectors
 - Expedite permitting/site plan review
 - Provide access to low-interest loans for businesses who need financial assistance to expand to Fenton
 - Create vacant parcel hub on website with specification sheets
 - Strengthen high school STEM programs
 - Forge connections with community colleges
 - Continue advertisement of iB Accredited school district
 - Assist businesses in diversification
2. Invest in basic infrastructure and quality of life enhancements appropriate to targeted sectors
 - Install fiber optic internet
 - Prioritize road and utilities maintenance in and around industrial park
 - Install modern signage around major park entrances
 - Follow landscaping standards in and around park
 - Incentivize architectural standards that avoid long, blank facades
3. Brand Fenton's industrial park
 - Rename "US-23 Industrial Corridor" to something more contemporary
 - Create modern logo for industrial park
 - Apply "Fenton Be Closer" branding to Industrial Park marketing materials

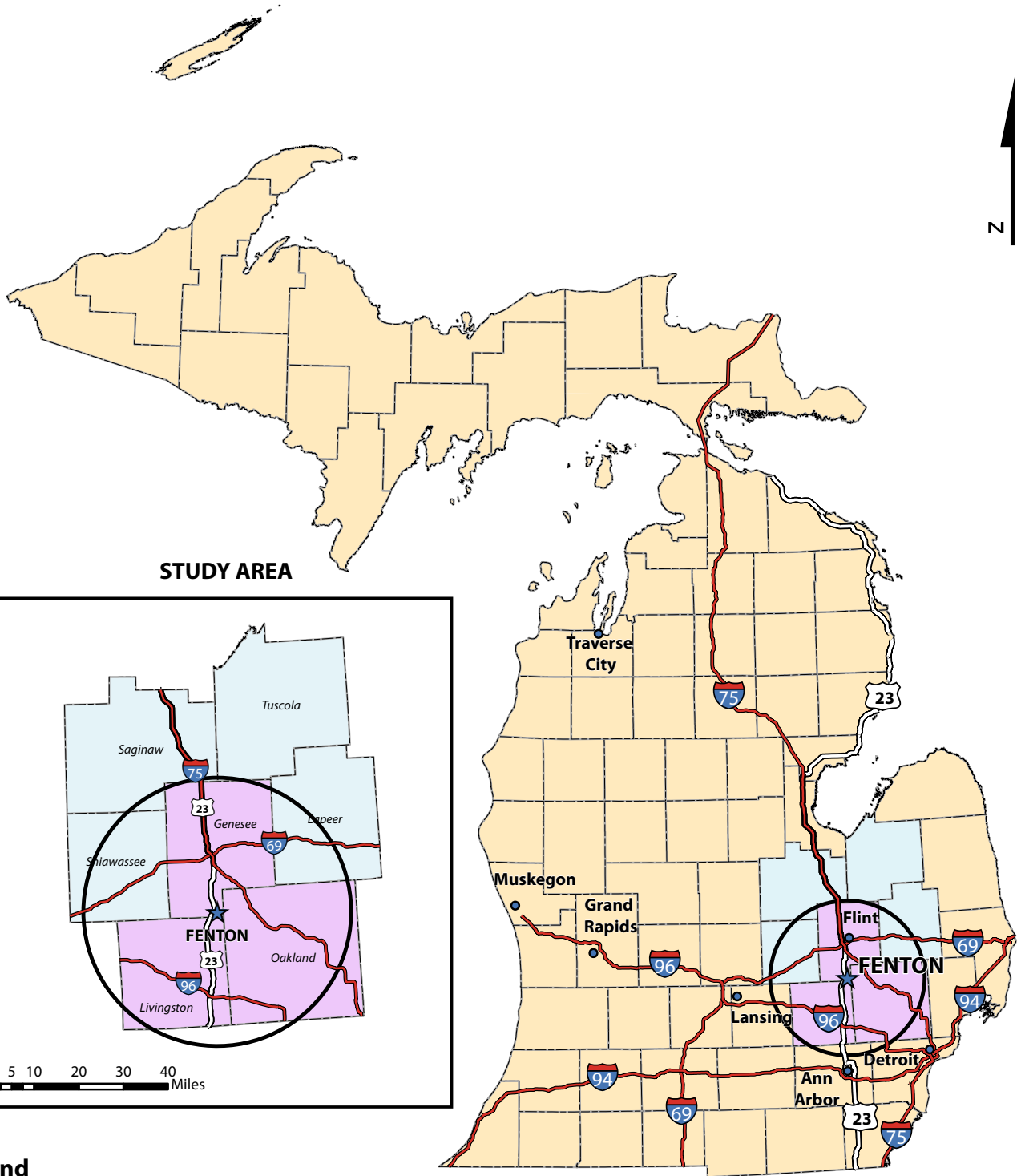
PROJECT SCOPE

Researchers at the University of Michigan conducted quantitative and qualitative analysis to develop a marketing strategy, including an implementation plan, to identify the industrial and business sectors that have the highest potential for expansion, new venture creation, or diversification.

The project included development of a database of prospective firms, an inventory and analysis of the existing occupants of the City of Fenton Industrial Park, as well as a review and analysis of covenants and restrictions and critical infrastructure. Additionally, the project includes a regional profile that details demographics, as well as key competitive assets, access to education and training, and quality of life and economic indicators. Researchers also conducted a survey of area businesses to determine which businesses are considering expansion or relocation and what kind of features they look for in a facility.

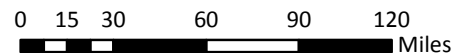
The study focused on Fenton and Genesee County, but examined surrounding counties for comparison. In addition to Genesee, the project examined the counties of Shiawassee, Livingston, Tuscola, Lapeer, Oakland, and Saginaw.

STUDY AREA



Legend

- Highways
- 30 Mile Radius
- Counties
- U.S. 23
- Study Area
- Three County Region



GIS Data from the U.S. Census Bureau

REGIONAL PROFILE

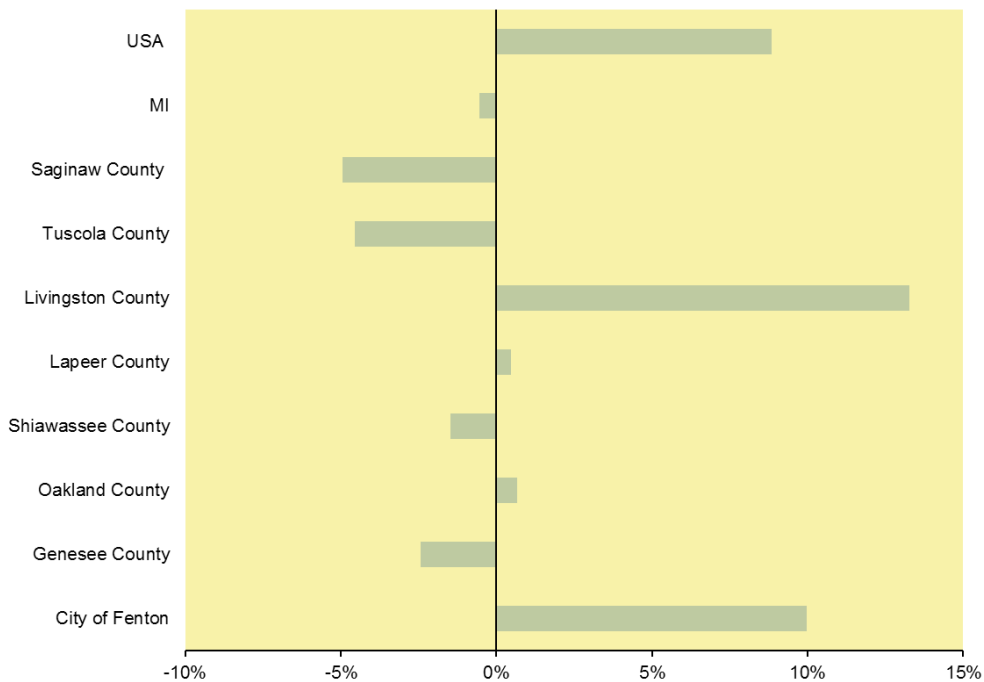
HISTORY

The economy of Genesee County has been shaped in large part by its deep roots in the auto industry. Buick, Chevrolet, and other divisions of General Motors make up what has historically been the backbone of the Genesee area economy, with production beginning as early as 1904. This led to a highly integrated economic region in which each GM job supported five to six additional jobs.

Since the 2008 recession and the declining auto industry, a new economy has begun to fill the void created by the massive loss of GM jobs. This new economy has been less integrated, with health care services and education as two of the largest new sources of employment. Since the automotive restructuring, an estimated 125,000 automotive jobs have been added back into the economy, but projections suggest that Michigan's and Genesee's economies will continue to diversify.

DEMOGRAPHICS

POPULATION CHANGE 2000 - 2010



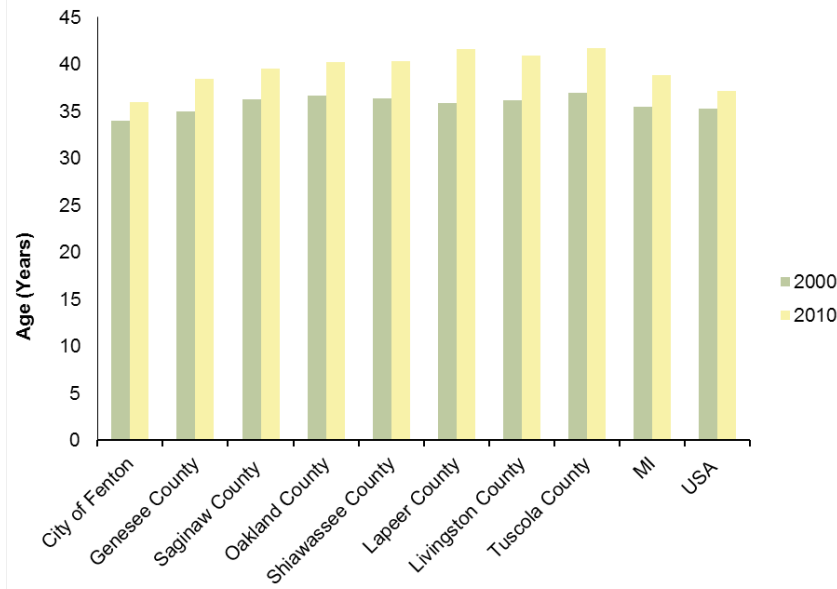
Source: U.S. Census Bureau

Although Genesee County lost about 2.4% of its population between 2000 and 2010, the City of Fenton experienced approximately a 10% increase in population in those years. The City of Fenton grew at a faster rate than most surrounding counties and the State of Michigan overall.

REGIONAL PROFILE

DEMOGRAPHICS

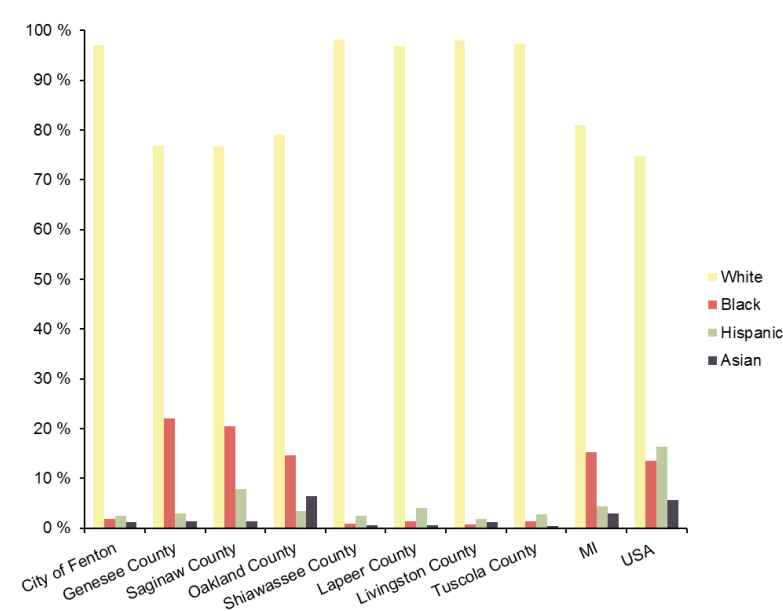
MEDIAN AGE (YEARS)



Source: U.S. Census Bureau

The City of Fenton's population is aging like the rest of the United States'. However, the median age in Fenton is slightly lower than the region and U.S. as a whole, and the percent increase in age from 2000 to 2010 is also lower compared to the other geographies in the chart.

DISTRIBUTION OF RACE



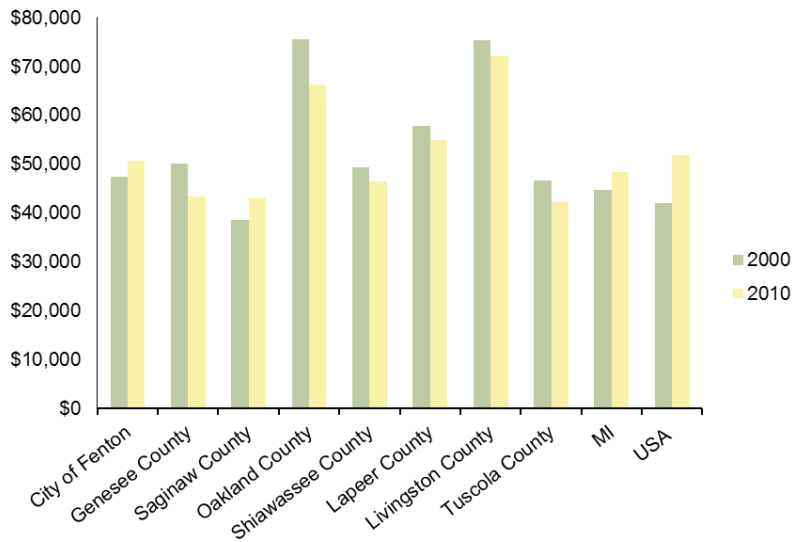
Source: U.S. Census Bureau

Proportionally, Fenton's minority population is much lower than in Genesee County, Michigan and the U.S., but slightly higher than in most surrounding counties.

REGIONAL PROFILE

DEMOGRAPHICS

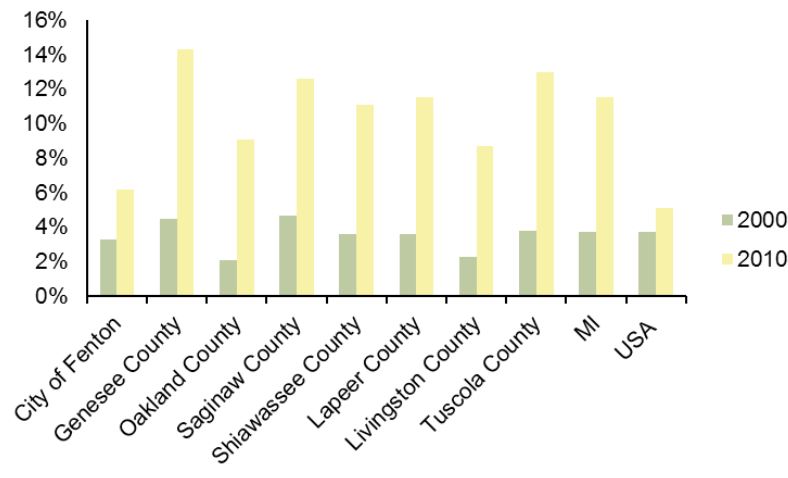
MEDIAN HOUSEHOLD INCOME (USD)



The City of Fenton's median household income increased by a little over \$3,000 from 2000 to 2010, but has a lower overall average than neighboring Oakland and Livingston counties, despite those locations experiencing a decrease in median household income from 2000 to 2010.

Source: U.S. Census Bureau

UNEMPLOYMENT RATES



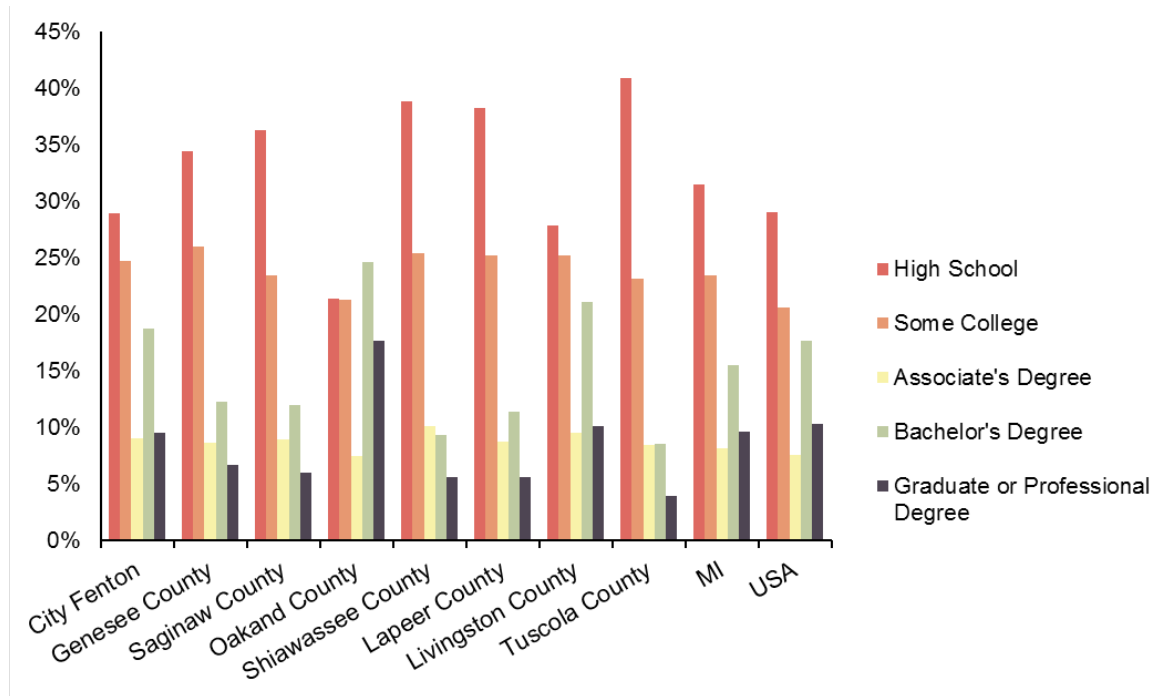
Like the rest of the nation, the City of Fenton experienced an increase in the unemployment rate between 2000 and 2010. Although its increase was higher than the increase in the national unemployment rate, it was lower than the county and state overall as well as surrounding counties.

Source: U.S. Census Bureau

REGIONAL PROFILE

DEMOGRAPHICS

EDUCATIONAL ATTAINMENT (PERCENT)



Source: U.S. Census Bureau

Fenton's educational attainment is higher than the county's, state's and nation's, but lower than neighboring Oakland County's.



Fenton High School Track - panoramio.com

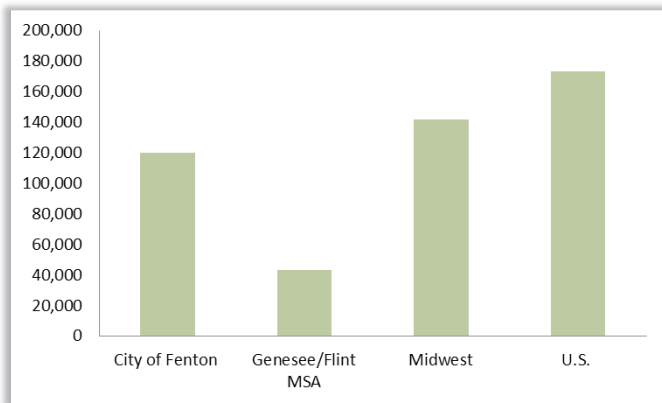


Andrew G. Schmidt Middle School
fenton.patch.com

REGIONAL PROFILE

MEDIAN HOME SALES PRICES

MEDIAN HOME SALES PRICES IN 2010 (USD)



Median home sale prices are often used as a quality of life indicator, with higher prices indicating higher quality of life but less affordability. Although Fenton's median price was high, at approximately \$120,000 in 2010, sale prices ranged from about \$40,000 to upwards of \$600,000. This suggests that Fenton meets the needs of both homebuyers in search of luxury homes and those on a tighter budget.

Source: Midwest and U.S. Prices - National Association of Realtors, 2010; Fenton - Trulia.com, 2012; Genesee/Flint MSA - Genesee Regional Chamber of Commerce, 2011

PROPERTY TAXES

BUSINESS

Taxable Value	Fenton	Flint	Brighton	Rochester Hills	Milford
\$500,000	\$29,630	\$31,740	\$18,480	\$25,305	\$28,430
\$1,000,000	\$59,260	\$63,480	\$55,140	\$50,610	\$56,860
\$2,000,000	\$118,520	\$126,960	\$110,280	\$101,220	\$113,720

RESIDENTIAL

Taxable Value	Fenton	Flint	Brighton	Rochester Hills	Milford
\$50,000	\$2,063	\$2,265	\$1,848	\$1,622	\$1,934
\$100,000	\$4,126	\$4,530	\$3,696	\$3,243	\$3,868
\$250,000	\$10,315	\$11,325	\$9,240	\$8,108	\$9,670

The charts above give an example of taxable value figures to compare commercial/second home and residential tax rates in Fenton and surrounding locations. For example, a person who owned a home with a taxable value of \$100,000 would pay \$4,530 if the property was located in Flint and \$4,126 if the property was located in Fenton. Fenton's property taxes are lower than in nearby Flint, but higher than in communities in surrounding counties. This may make Fenton less attractive to property and business owners concerned with high property tax rates.

Source: Michigan Dept. of Treasury Property Tax Estimator (based on 2011 millage rates)

REGIONAL PROFILE

EDUCATION

HIGHER EDUCATION

- **Kettering University**¹ in Flint has been ranked by *U.S. News & World Report* as one of the best regional universities in the Midwest for its strong business, engineering, mathematics, and science programs. Kettering is nationally recognized for its exceptional co-op program in which students earn credit for partnering with industry leaders in their field of study.
- **Mott Community College**², located in nearby Flint, ranks among the top 100 associate-degree producers in the nation. Over the past five years, the number of graduates from Mott Community College has doubled, providing hundreds of different degrees to over 1000 graduates each year.
- **University of Michigan—Flint**³, as part of the world-renowned University of Michigan system, offers over 100 undergraduate majors and over 25 graduate concentrations, including new progressive programs in renewable energy and its implementation in the real world.
- **Baker College**⁴ in Flint is the flagship campus of the largest independent college in Michigan. It provides specific career training in fields such as business, education, and health sciences. Currently, Baker boasts a 97% job placement rate among available graduates.

PRE-K - 12 EDUCATION

Fenton Area Public Schools⁵ – 4800 students

Fenton Area Public Schools is comprised of one high school (Fenton High School), one middle school (A.G.S. Middle School), three elementary schools (North Road Elementary, State Road Elementary, Tomek-Eastern Elementary), and three pre-K programs (Early Childhood, Young 5's, and Early Childhood Special Education).

Fenton High School's students consistently score above the state averages on the Michigan Educational Assessment Program (MEAP) and are above the national and state average on the ACT and MME tests. In 2008, Fenton received World Class Authorization status, making Fenton Area Public Schools the first school district in Michigan authorized to offer the International Baccalaureate program district wide.

St. John the Evangelist Catholic School (Pre-K – 8th Grade)⁶ – 410 students

St. John the Evangelist Catholic School is a co-educational day school that serves Fenton and surrounding communities. Students at St. John score higher than the county average on the MEAP.

Genesee Early College⁷ - 118 students

Open to students throughout Genesee County, Genesee Early College (GEC) is a partnership between the County Intermediate School District and U-M Flint. GEC is a five-year high school program that prepares advanced students for careers in medical, health, and STEM professions. Students can earn up to 60 free college credits while attending GEC.

Genesee Area Skill Center⁸ - 2000 students

Located in Flint, the Genesee Area Skill Center offers vocational and STEM courses to high school juniors and seniors in Genesee County. Programs include manufacturing/engineering sciences, structural technology, business development, and visual communication.



U-M Flint - Wikipedia.org

REGIONAL PROFILE

QUALITY OF LIFE - PARKS & RECREATION

- **Silver Lake Park**⁹ is the largest park in Fenton and features a sandy beach open to the public from Memorial Weekend to Labor Day. This 35.4 acre park also houses athletic fields, picnic pavilions, and playgrounds. The city owns eight parks in addition to Silver Lake.
- **Richfield County Park**¹⁰ in Genesee County is a 345 acre park with BMX, ski trails, pavilions, a snowmobile area, and tennis courts.
- **Wolverine Campground**¹¹ in Genesee County offers camping opportunities and a wide range of outdoor activities.
- **Indian Springs Metropark**¹² encompasses more than 2,215 acres of forest and meadows, providing natural habitats for a range of wildlife. The park also features an 18-hole golf course, biking and walking trails, and an Environmental Discovery Center.
- **Holly State Recreation Area**¹³ features nearly 8,000 acres of woodland and open fields that provide opportunities for a variety of activities, including hunting, fishing, and disc golf.
- **Ortonville State Recreation Area**¹⁴ features over 5,400 acres of woodland with lake access and equestrian trails that wind throughout the high hills of the area.
- **Highland State Recreation Area**¹⁵ offers 5,900 acres of forest, marshes, and lakes with trails to accommodate equestrians, hikers, mountain bikers, and skiers.
- **Seven Lakes State Park**¹⁶ is five miles outside of Fenton and offers camping, swimming, boat rental, fishing, hunting, and even metal-detecting opportunities.



Indian Springs Metropark

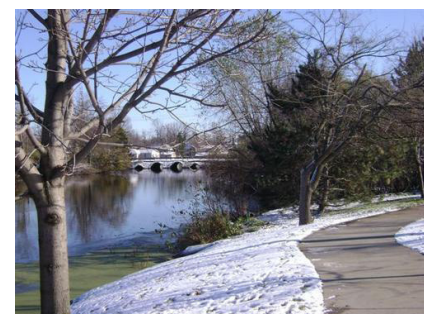


Highland State Recreation Area

QUALITY OF LIFE - CLIMATE

Average High Temp. °F (July)	82.0
Average Low Temp. °F (January)	14.9
Average Annual Rainfall (inches)	30.1
Average Annual Snowfall (inches)	21.6
Average Precipitation Days	108.0
Average Clear Days	169.0

Source: Genesee Regional Chamber of Commerce, 2011



Downton Fenton - Panoramio.com

REGIONAL PROFILE

QUALITY OF LIFE - ARTS & CULTURE

MUSEUMS AND THEATERS

- The **Flint Children's Museum**¹⁷ inspires discovery, learning, and imagination through exploration and hands-on play.
- The **Flint Institute of Arts**¹⁸ is the second largest art museum in Michigan, featuring two expansive galleries and more than 8,000 works of art.
- The **Flint Cultural Center and Whiting Theater**¹⁹ features musicians, magicians, plays, and many other performances from ballet to educational children's programs.
- The **A.J. Phillips Fenton Museum**²⁰ features exhibits detailing the history of Fenton and includes genealogy and school records for the area.

FESTIVALS AND EVENTS

- **Taste in Fenton**²¹ is an annual event that gives local restaurants an opportunity to showcase their menu selections and lets guests sample various foods and enjoy musical entertainment.
- **Back to the Bricks**²² is an annual five day festival which draws over 400,000 people every year centered on rare and historic automobiles, including a reunion for Corvette aficionados, a cruise between Grand Blanc and Flint, and many other related activities as well as musical entertainment.
- The **Maillot Jaune and Le Champion Pavé**²³ bike races are held on the same weekend in Fenton and Flint, attracting hundreds of bikers from around the country to compete in races for all skill levels. The event includes a junior race and a race for hand bikers.
- **Bikes on the Bricks**²⁴ is an annual festival in Flint showcasing motorcycles and their riders with various contests including a police motorcycling competition.



The Whiting Theater - encoremichigan.com



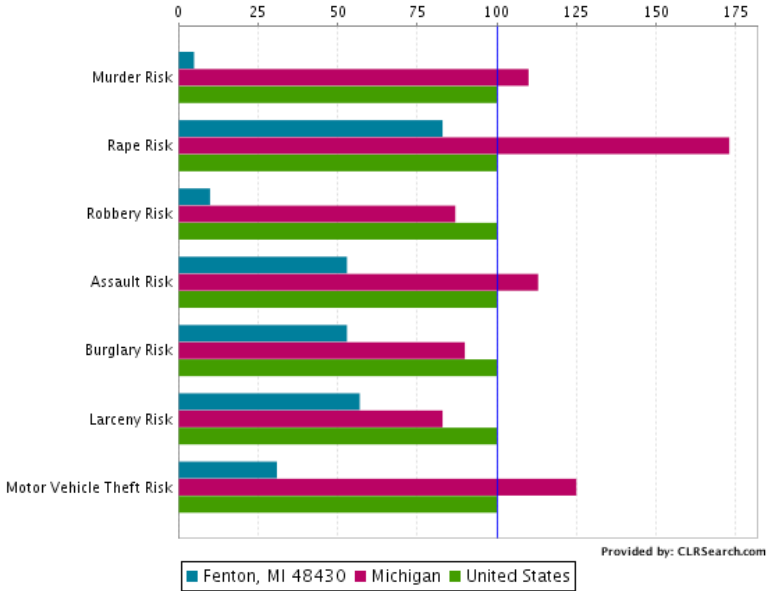
*Annual Maillot Jaune Road Race in Downtown Fenton
flickr.com*



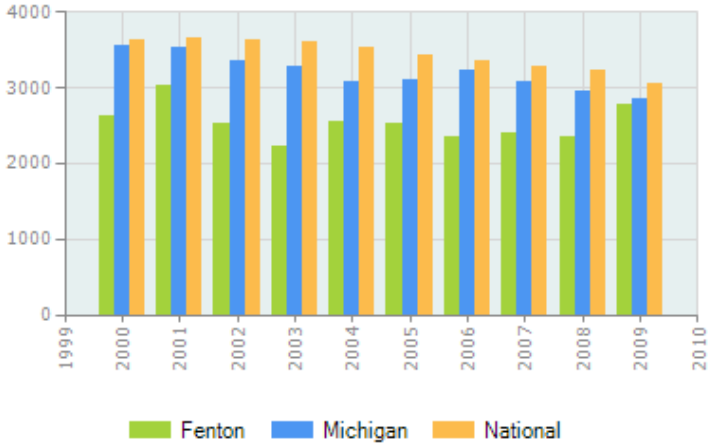
REGIONAL PROFILE

QUALITY OF LIFE - CRIME & PUBLIC SAFETY

2010 Crime Rate Indexes for Fenton, MI 48430



Fenton Property Crime Index



Crime Index corresponds to incidents per 100,000 inhabitants

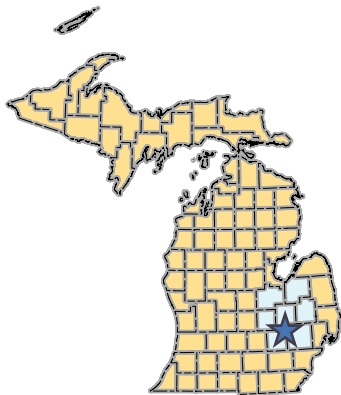
© 2012 CityRating.com - <http://www.cityrating.com/crime-statistics/>

Crime rates and murder risk are lower in Fenton relative to Michigan and the United States as a whole. Additionally, property crime in Fenton has remained below the national and state average over the last decade.

REGIONAL PROFILE

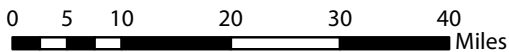
TRANSPORTATION

STUDY AREA



Legend

- Bishop Intl. Airport
- Cities
- Amtrak Stations
- City of Fenton
- Amtrak Blue Water Line
- Major Freight Lines
- Highways
- U.S. 23
- Counties



Detroit Metro Airport
 (65 miles SE of Fenton)

REGIONAL PROFILE

TRANSPORTATION

AIR

Fenton is served primarily by Bishop International Airport²⁵, which is less than a mile from the junction of I-75, US 23, and I-69 and is immediately next to a major Canadian National railway. Bishop International Airport handles over one million passengers and over thirty million pounds of freight each year. Bishop International offers direct flights to Atlanta, Chicago, Cleveland, Detroit, Fort Myers, Milwaukee, Minneapolis, Orlando, and Tampa. The airport has been undergoing renovations which include an intermodal hub which allows easy transfer of freight between rail, air, and road transportation.

Fenton is also approximately 65 miles away from Detroit Metropolitan Airport²⁶ in Romulus, Michigan. Detroit Metro is a major international airline hub and serves over 30 million customers a year, making it one of the busiest airports in the United States.

BISHOP INTERNATIONAL AIRPORT



Source: Pure Michigan

RAIL

Freight: Two major railroads serve the Fenton area: Canadian National²⁷ and CSX²⁸. The Canadian National Railroad (CN) runs from Nova Scotia to British Columbia and throughout the American Midwest as far south as New Orleans. CSX Railroad serves an expansive network of major urban areas east of the Mississippi, connecting Tampa, Boston, Atlanta, Columbus, New York, and many other important American cities.

Passenger: Amtrak's Blue Water Line travels through Flint from Chicago to Port Huron.

AMTRAK BLUE WATER LINE



Source: Amtrak

HIGHWAYS

Fenton lies directly on US Route 23²⁹ which intersects with Interstate 75³⁰ and merges onto Interstate 69³¹ within 15 minutes of the city. I-75 provides direct access to the Detroit Metro Area and runs south as far as Miami, Florida. US Route 23 crosses I-94 in Washtenaw County, providing a convenient route to Chicago; Interstate 69 crosses the Canadian border in Port Huron, as well as provides an alternate route to Chicago. There are two other crossing routes to Canada located in the Detroit area-the Ambassador Bridge and the Detroit-Windsor Tunnel.

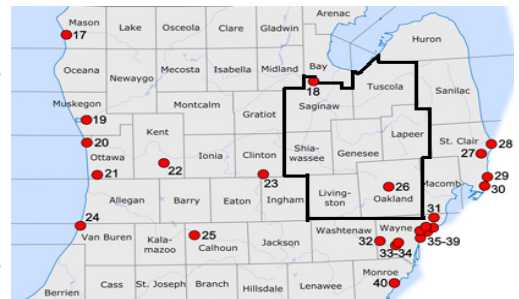
BUS

There is no public transportation provided in the City of Fenton, although Flint's Mass Transportation Authority (MTA)³² provides regular bus services in the City of Flint 7 days a week, and throughout the region Monday through Friday. MTA also provides special transportation services for the elderly and disabled.

PORTS

Fenton is approximately 65 miles from the Port of Saginaw and approximately 60 miles from the Port of Detroit³³.

PORTS NEAR FENTON

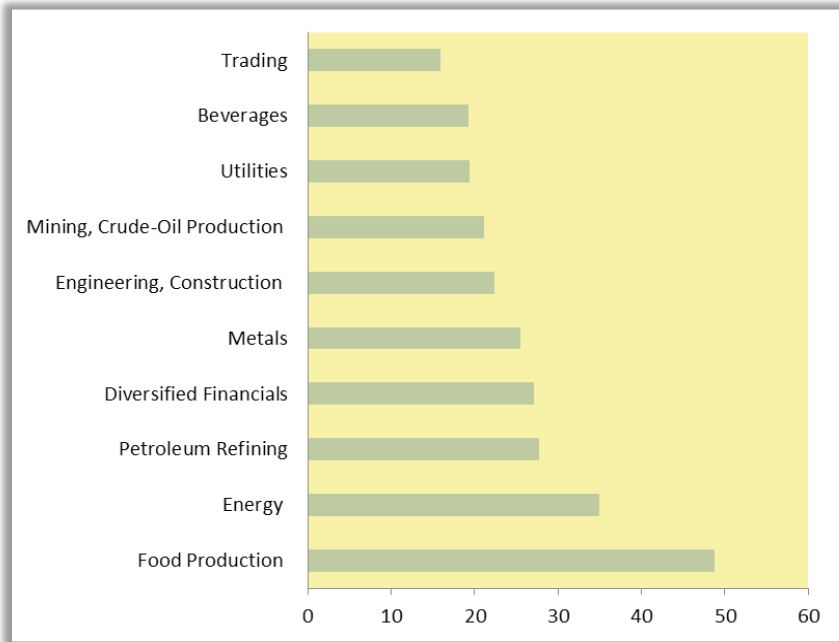


Source: MSU Extension

ECONOMIC ANALYSIS

GROWTH INDUSTRIES

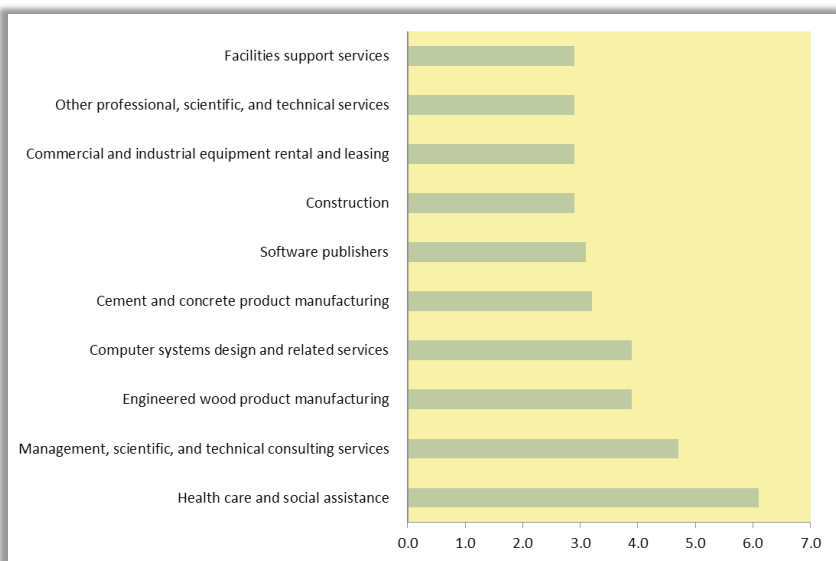
TOP TEN INTERNATIONAL GROWTH INDUSTRIES (Percent, 2009)



Source: CNN Money

The food production industry experienced the fastest revenue growth internationally between 2007 and 2009 at a rate of about 50%, with energy following at about 35%.

NATIONAL GROWTH PROJECTIONS (Percent, 2010-2020)



Source: U.S. Bureau of Labor Statistics

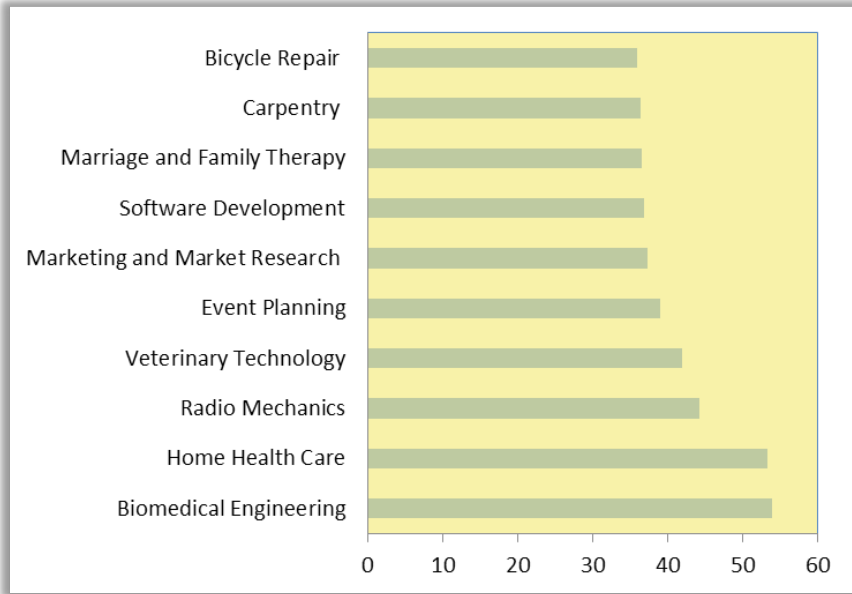
National industry growth projections predict that the health care and social assistance industry will experience the most revenue growth between 2010 and 2020.



ECONOMIC ANALYSIS

GROWTH INDUSTRIES

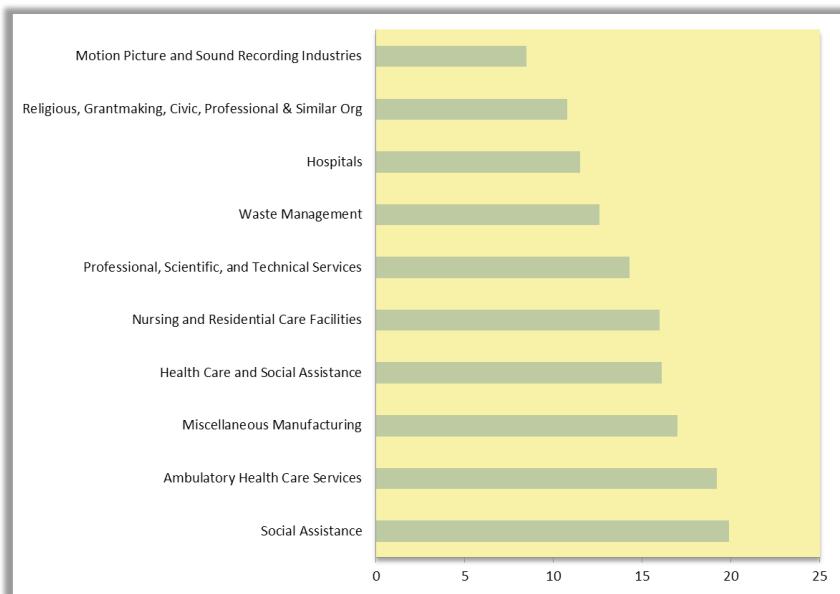
MICHIGAN GROWTH PROJECTIONS (Percent, 2010-2018)



Source: Michigan Labor Market Info

The State of Michigan predicts that biomedical engineering will experience the fastest growth in employment between 2010 and 2018, with home health care and radio mechanics (the installation and maintenance of radio transmitting and receiving equipment) following closely behind.

FLINT MSA GROWTH PROJECTIONS (Percent, 2010-2018)



Source: Michigan Labor Market Info

The City of Fenton falls inside the Flint Metropolitan Statistical Area (MSA), and the State of Michigan predicts that the region's fastest-growing industry between 2010 and 2018 will be social assistance, closely followed by ambulatory care and miscellaneous manufacturing.

ECONOMIC ANALYSIS

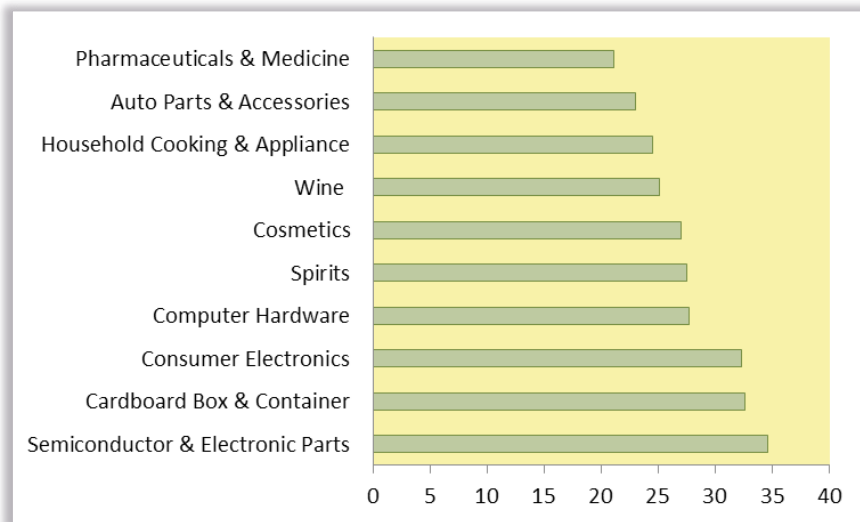
FOCUS ON MANUFACTURING

The Fenton Industrial Park and its proximity to major cities and transportation routes make the City of Fenton a prime candidate for manufacturing companies seeking to expand their operations. Understanding current market trends will help the City of Fenton to strategically target specific growth industries within the manufacturing sector. To this end, current manufacturing trends and projections are summarized below.

GLOBAL MANUFACTURING TRENDS

The figure below shows the ten global manufacturing industries with the highest projected growth (revenue) into 2018. Although the manufacturing of electronics dominates this list, substantial growth is expected in a variety of industries, including packaging and pharmaceuticals. Additionally, the production of auto parts and accessories is projected to grow, which is important to note because of Fenton's history with the auto industry.

**TOP TEN GLOBAL MANUFACTURING INDUSTRIES
(PROJECTED PERCENT REVENUE GROWTH 2013-2018)**



Source: CNN Money

NATIONAL MANUFACTURING TRENDS

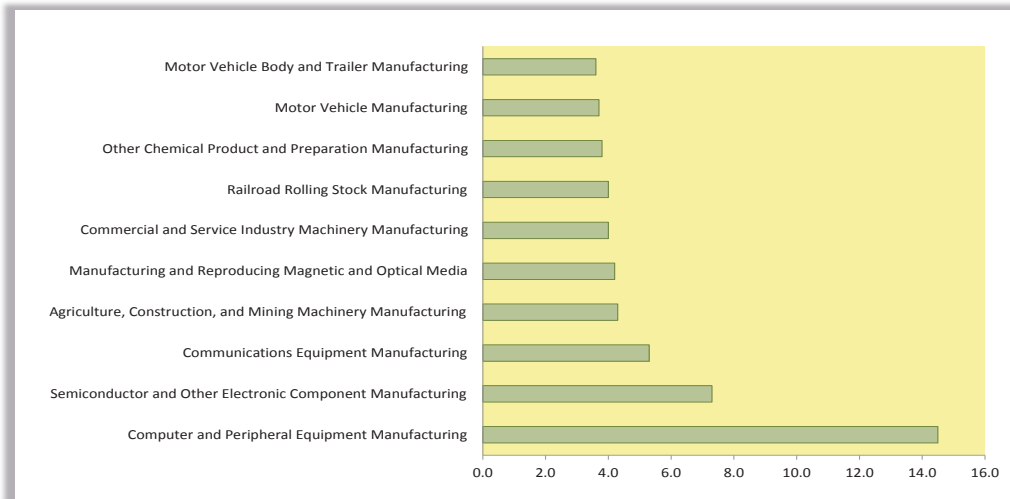
Industry growth in the United States looks similar to global manufacturing, but heavy manufacturing has a bigger prominence. For example, the manufacturing of agriculture, construction, and mining machinery is expected to grow by about 4%. However, the most growth is expected in advanced electronics manufacturing, with output dollars from computer and peripheral equipment manufacturing expected to increase by over 14% by 2020.

Generally, manufacturing growth in the United States is much more modest than global manufacturing growth. Semiconductor and other electronic component manufacturing is expected to grow about 35% globally by 2018, but only about 7% by 2020 in the United States. This indicates that the most substantial growth in manufacturing is taking place outside of the United States.

ECONOMIC ANALYSIS

FOCUS ON MANUFACTURING

**TOP TEN NATIONAL MANUFACTURING INDUSTRIES
(PROJECTED PERCENT GROWTH IN OUTPUT DOLLARS 2010-2020)**

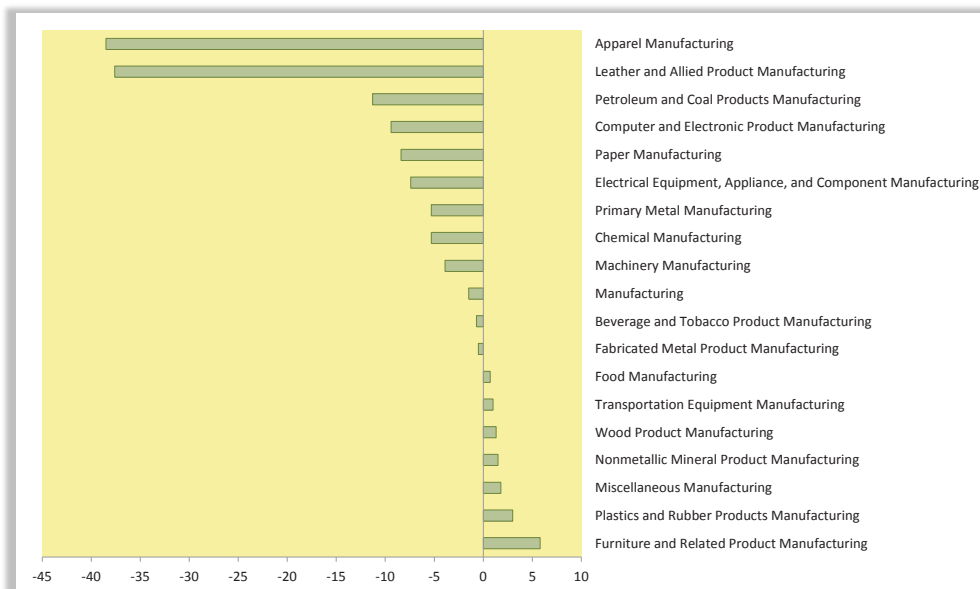


Source: U.S. Bureau of Labor Statistics

MICHIGAN MANUFACTURING TRENDS

Michigan's Department of Technology, Management and Budget (DTMB) projects that employment in the manufacturing industry will decrease by about 2% before the year 2020. Although computer and electronic manufacturing is expected to grow globally and nationally, these industries are expected to shrink in Michigan. However, the DTMB does project some growth in manufacturing in Michigan. Most notably, furniture and related product manufacturing is estimated to grow by almost 6%, and plastics and rubber products by about 3%.

**MI MANUFACTURING INDUSTRIES
(PERCENT EMPLOYMENT GROWTH 2010-2020)**



Source: Michigan Labor Market Info



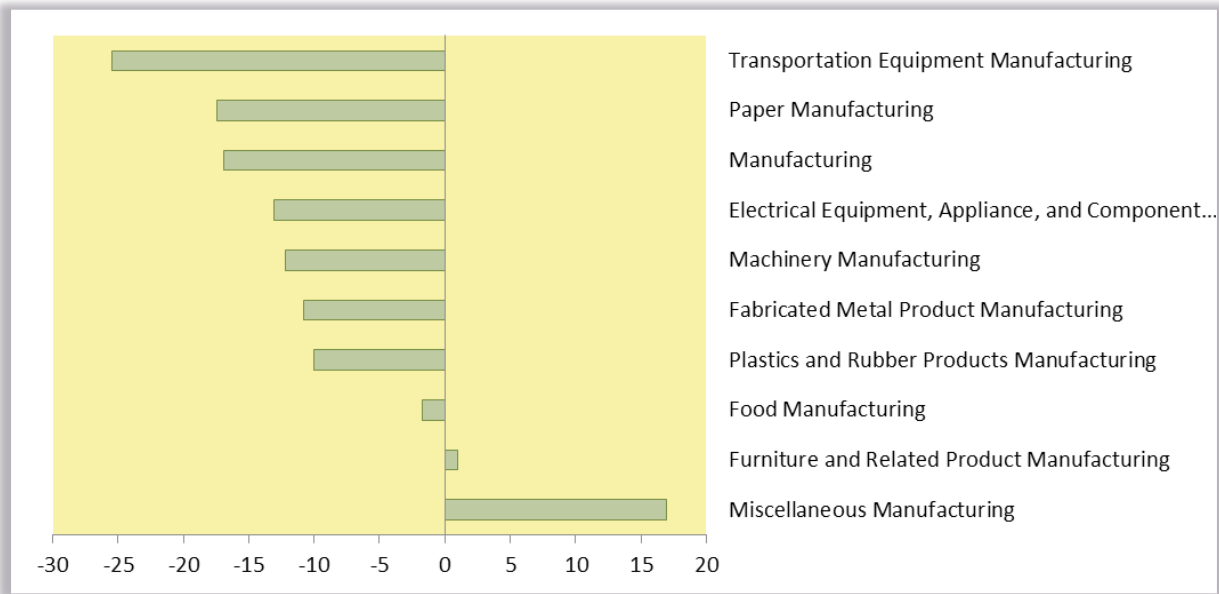
ECONOMIC ANALYSIS

FOCUS ON MANUFACTURING

REGIONAL MANUFACTURING TRENDS

The DTMB expects shrinkage in manufacturing in the Flint area, which includes the City of Fenton, as well as the rest of the state of Michigan. However, miscellaneous manufacturing is projected to increase by about 17%. This category includes anything that doesn't fall into the other industries shown on the chart.

**TOP TEN REGIONAL MANUFACTURING INDUSTRIES
(PROJECTED PERCENT EMPLOYMENT GROWTH 2008-2018)**



Source: Michigan Labor Market Info

SUMMARY

The DTMB projects that the Flint area and the State of Michigan will experience overall shrinkage in the manufacturing industry. However, as revenue in manufacturing is expected to increase nationwide and globally, the City of Fenton may be able to capture some of the growth by strategically targeting manufacturing companies in high-growth industries. Electronics and computer manufacturing, for example, are projected to grow about 8% and 15% respectively into 2020. Additionally, the City of Fenton should target Michigan growth industries such as furniture and related products manufacturing and plastics and rubber manufacturing.

ECONOMIC ANALYSIS

KEY COMPETITIVE ASSETS

The Fenton area and the State of Michigan possess several key competitive assets and business incentives to attract economic growth, including funding, training opportunities, and a network of industrial parks. These are outlined below.

MICHIGAN GROWTH INDUSTRIES

The Michigan Economic Development Corporation (MEDC) offers several business development programs that aim to spur economic growth in the state. The MEDC places a special emphasis on advanced manufacturing, alternative energy, and life science, through its Michigan's Growth Industries program. This program offers assistance to companies in these sectors wishing to expand in or relocate to Michigan by helping them in various aspects of that process.

Advanced Manufacturing

Also known as Research and Development, advanced manufacturing is the process companies use to improve their manufacturing operations. Michigan is a hotbed for advanced manufacturing in the auto industry, as it is home to 47 of the top 50 global automotive suppliers, the number one state for spending on vehicle-related R&D and number four in the nation for engineering graduates.

Alternative Energy

As states expand their renewable energy portfolios, requiring utility companies to supply a certain percentage of their energy from renewable sources, the alternative energy market has seen significant growth. The MEDC is taking advantage of this opportunity by forming strategic partnerships with academic institutions, policy makers, industry, and natural resource professionals.

Life Sciences

MEDC continues to build on Michigan's legacy as a leader in biotechnology. Michigan has seen a large number of start-ups in the biotech industry over the past few years with the help of MEDC designated SmartZones:

SmartZones provide distinct geographical locations where technology-based firms, entrepreneurs, and researchers locate in close proximity to all of the community assets that assist in their endeavors. SmartZone technology clusters promote resource collaborations between universities, industry, research organizations, government and other community institutions, growing technology-based businesses and jobs. New and emerging businesses in SmartZone technology clusters are primarily focused on commercializing ideas, patents and other opportunities surrounding corporate, university or private institute R&D efforts.

There are no SmartZones located in the City of Fenton, but there is one in the neighboring City of Flint.



Source: Michigan Advantage

ECONOMIC ANALYSIS

KEY COMPETITIVE ASSETS

LOCAL PROGRAMS, ORGANIZATIONS & INCENTIVES

The *Local Development Financing Act* allows a city, village, or urban township to utilize tax increment financing to fund public infrastructure improvements. This initiative is used to extend sewer and water lines, construct roads, and service manufacturing, agriculture processing, or high technology operations. Through this Act, Fenton's Local Development Finance Authority promotes economic development growth on properties located in the industrial district and serves as the primary instrument for developing land to augment appropriate industrial use.

Michigan's *Downtown Development Authority Act* enables a city, village, or township with downtown business districts to use tax increment financing to improve those areas and to levy a millage to address administrative expenses. Fenton's Downtown Development Authority improves its downtown district through effective planning and implementation of public improvement projects. Additionally, the DDA promotes and coordinates activities to improve the business climate and has a branding strategy and marketing program with the tagline "Fenton Be Closer."

Brownfield Redevelopment Authorities facilitate the implementation of plans to identify and treat environmentally distressed areas in order to promote rehabilitation and revitalization. Brownfield tax increment financing provisions allow reimbursement of costs of baseline environmental assessment, due care activities, and cleanup activities at contaminated sites. The City of Fenton has several properties that qualify and are being pursued under Michigan's Brownfield Redevelopment Act. The city's goal is to remediate and develop property considered a brownfield site. Currently the Redevelopment Authority is considering the Tipsico Lake and Oak Street properties, both of which are owned by the City of Fenton.

Direct Assistance to Business Block Grants support acquisition of machinery and equipment, job training, rail enhancement, small business expansion, and utility/pipeline projects.

The *Flint-Genesee Region 2011 Economic Development Playbook* outlines a strategy to build on the region's recent successes in business formation and expansion, address critical challenges, and identify policy issues that local units and state government must address together to fund vital services, and make the region competitive in the global economy.

The *Genesee Regional Chamber of Commerce* provides access to competitive incentive packages and other opportunities for Genesee County businesses. The Fenton Regional Chamber of Commerce organizes several events for businesses in the cities of Fenton and Linden as well as Fenton Township, including social nights, weekend clinics, and networking opportunities.



Image: Proposed Cornerstone development.
Source: FentonBeCloser.com

ECONOMIC ANALYSIS

KEY COMPETITIVE ASSETS

STATE PROGRAMS, ORGANIZATIONS & INCENTIVES

The *Michigan Community Revitalization Program* is designed to promote community revitalization that will accelerate private investment in areas of historically declining value, contribute to Michigan's reinvention as a vital job creating state, foster redevelopment of functionally obsolete or historic properties, reduce blight, and protect the natural resources of this state.

The *Michigan Economic Developers Association (MEDA)* is a network of organizations and businesses interested in economic development in Michigan. MEDA offers education programs, marketing for partner businesses, networking of resources, and the ability to post and market properties through a partner website.



Kettering University Innovation Center - GRCC.org

The *Michigan Economic Development Corporation (MEDC)* is charged with the implementation of many state economic development initiatives. MEDC is responsible for nationwide marketing of the state, including a campaign that looks to attract high-tech businesses and boost tourism.

The Michigan Manufacturers Association (MMA) advocates for creating a business climate favorable to industry. MMA has industry communities in the wind energy and tool and die sectors to offer targeted resources and foster business and networking opportunities in those areas.

TRAINING OPPORTUNITIES

Kettering University TechWorks - <http://www.ku-tw.com/>

Based in nearby Flint, Kettering University TechWorks helps both existing companies and start-ups advance their programs, with assistance ranging from networking opportunities to business training and talent enhancement.

Oakland University Incubator - <http://www.oakland.edu/ouinc>



Oakland University - OU.com

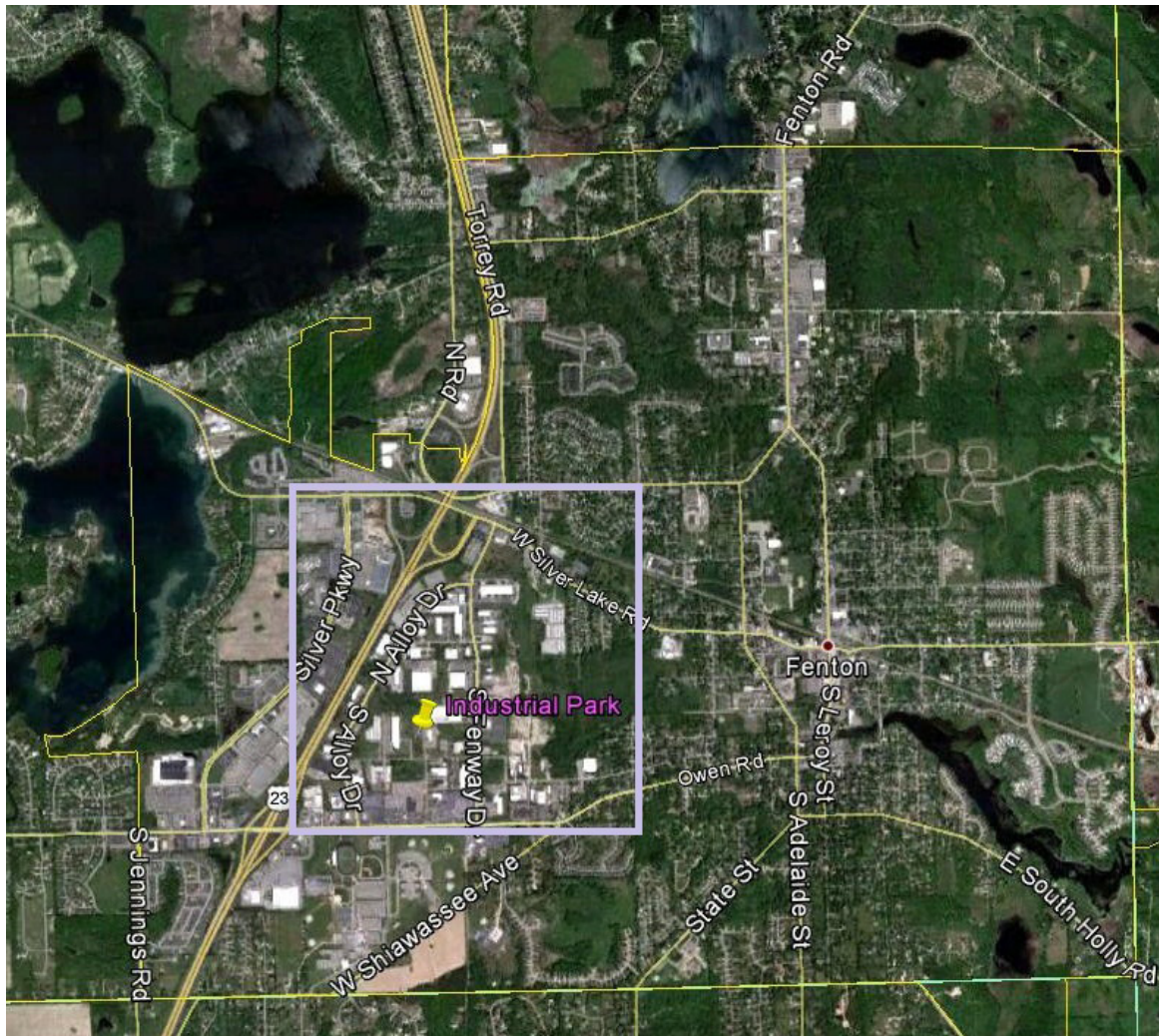
Located in neighboring Genesee County, Oakland University's Incubator offers business education training for a moderate cost, along with other business incubation services such as assistance with financing and capital acquisition.

Michigan Manufacturing Technology Centers (MMTC) - <http://mmtc.org/>

Headquartered in Plymouth, Michigan with several regional offices, including one in Fenton, MMTC offers a variety of business development services, including Six Sigma training to improve quality control and sustainable manufacturing training to help companies "go green."

ECONOMIC ANALYSIS

FENTON INDUSTRIAL PARK PROFILE



Source: Google Earth

DESCRIPTION

Fenton Industrial Park is a 207 acre site located in the southwest corner of the city near US-23 and Fenton High School. The site is connected to municipal water and sewer lines, and has access to telephone and natural gas. Currently, the park is about 85% developed and 75% occupied. Most of the tenants are industrial and manufacturing firms, but the park features businesses as diverse as an indoor snowboarding center and a Christian book publisher.

The City of Fenton has registered the site with the Michigan Economic Developers Association (MEDA) as a Certified Business Park (CBP). MEDA profiles the Fenton Industrial Park on its website as part of the CBP program, which helps connect businesses looking to relocate with suitable sites.

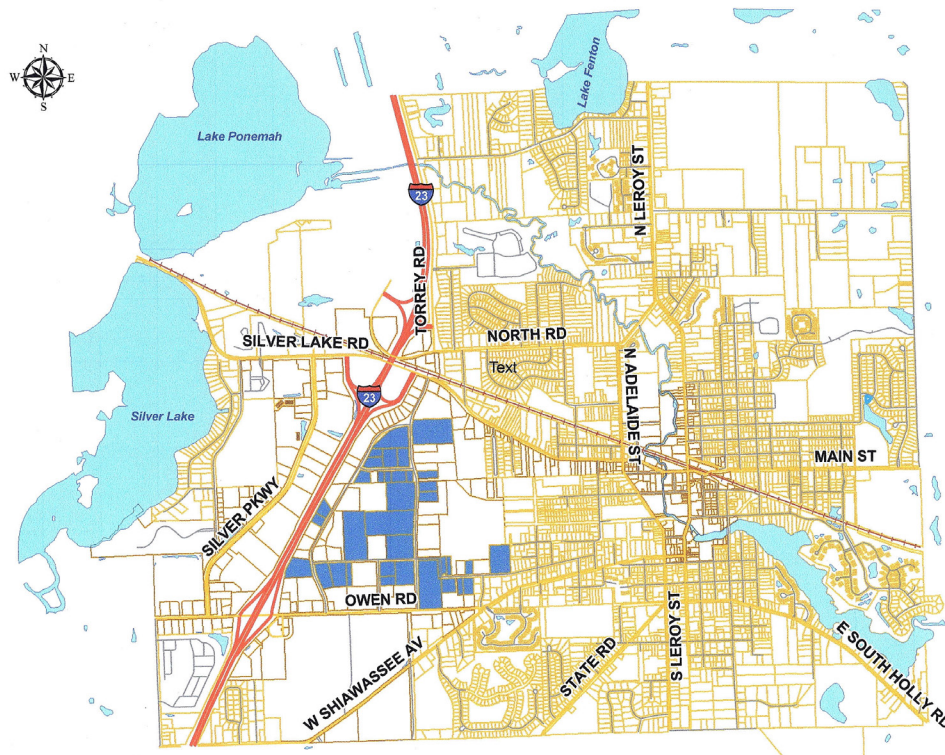
ECONOMIC ANALYSIS

FENTON INDUSTRIAL PARK PROFILE

VACANT LOTS FOR SALE IN PARK

Address	Price	Size	Notes
200 N. Alloy Dr	\$149,000	1.7	Vacant
255 N. Alloy Dr.	\$2,500,000	3.7	50,000 SF manufacturing building with machinery
291 N. Alloy Dr.	\$499,900	7.5	33,780 SF 8-screen movie theater
999 Silver Lake Rd.	\$295,000	7.7	Vacant
1015 Silver Lake Rd	\$395,000	4.3	Houses and office on-site
1070 Grant St.	\$399,900	2.8	6,942 SF office/warehouse
3236 Owen Rd.	\$550,000	3.0	27,065 SF building with loading dock
3240 Owen Rd.	\$249,000	0.5	2,400 SF shop and 900 SF office

CITY OF FENTON - LDFA PARCELS



Source: City of Fenton



SURVEY DATA

OVERVIEW

The IRLEE team developed three comprehensive lists of business contacts to survey: businesses in Fenton (137), businesses within a 30 mile radius (201), and businesses within the three counties of Genesee, Livingston, and Oakland (307). We created a three-call methodology which gave identified businesses the opportunity to participate in a research study of their positions on factors such as their facilities, location, and potential futures in regards to expansion, renovation, and relocation.

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

53 total responses out of 297 total businesses

1. Are you answering this survey for _____?

Three businesses took the survey in place of the business that it was originally intended for.

2. Which company are you answering for?

- CAE Tech International for COMPUTER-AIDED ENGINEERING TECHNOLOGY, INC.
- Foresight Research for FORESIGHT RESEARCH INC.
- QEP Capital Management Company for LLC STAR INSURANCE COMPANY

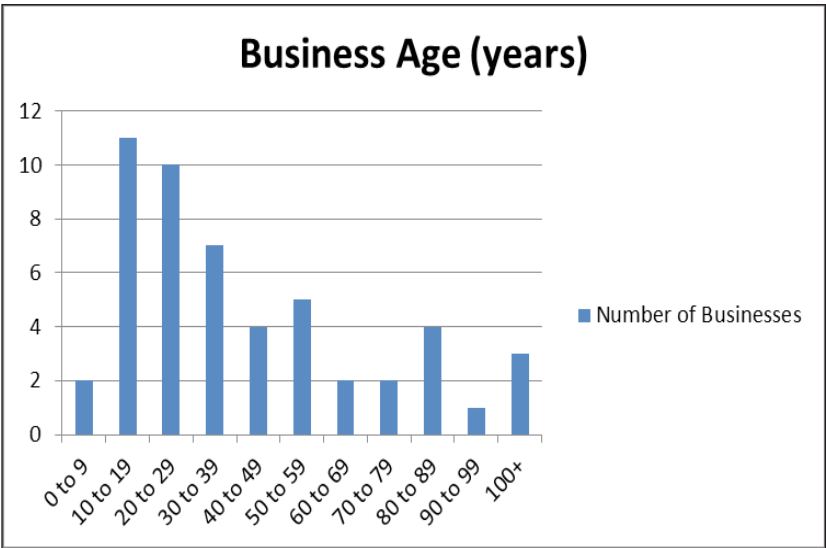
3. Is your company still located at _____?

Six respondents had different addresses than their original stated address.

4. Where is your company located?

All six companies that moved remained within Oakland County.

5. How long has your firm been in business? (51 responses)



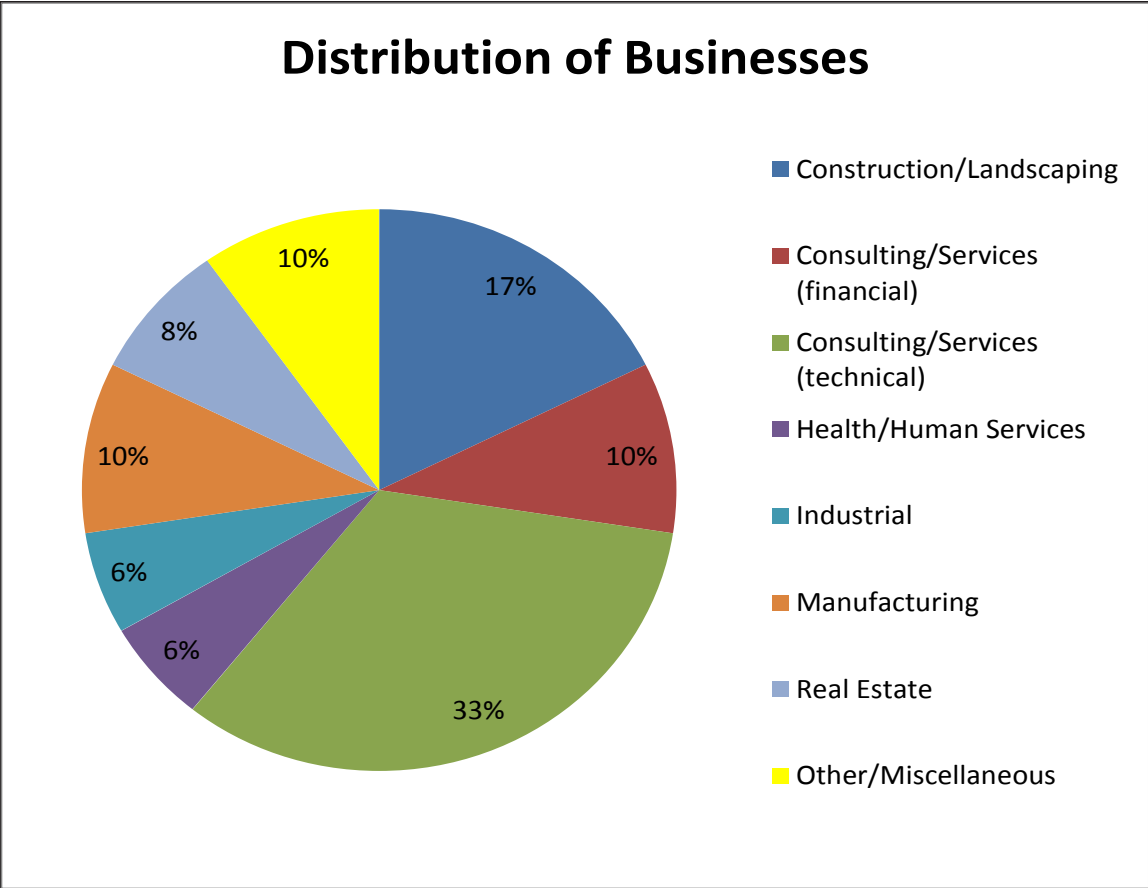
The average amount of time companies have been in business is around 41 years, with the newest business being 3 years old and the oldest 142 years old. 73% of businesses surveyed fall between the range of 10 and 59 years, with approximately 22% of all total businesses being 10-19 years old.



SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

6. What products and/or services does your firm provide? (51 responses)



The main types of businesses were technical and financial consulting/services, along with many construction/landscaping firms. The remaining data is relatively evenly distributed.

Businesses listed as Other/Miscellaneous included:

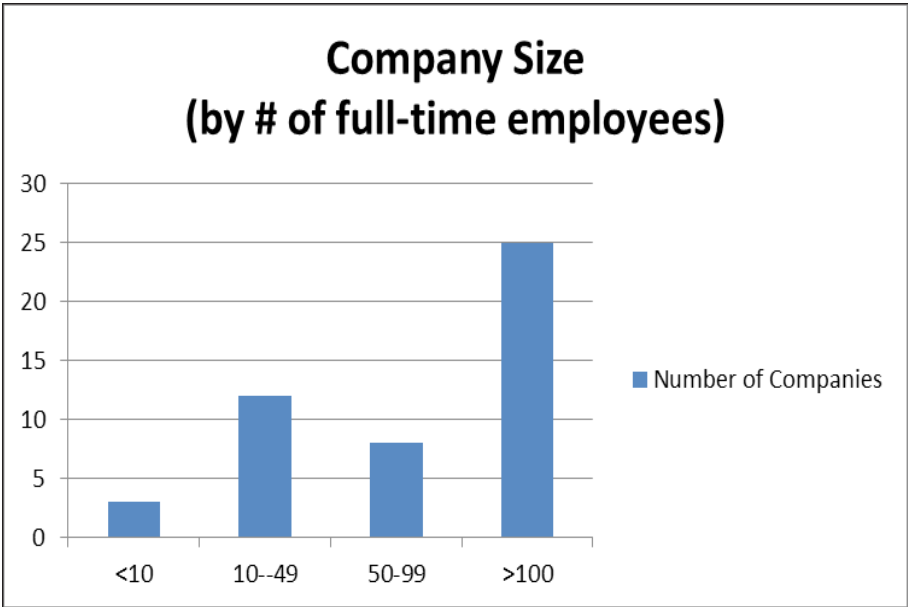
- Home Retail
- Wholesale Manufactured Jewelry
- Call Center Services
- Charity Thrift Store
- Linen Rental Uniforms



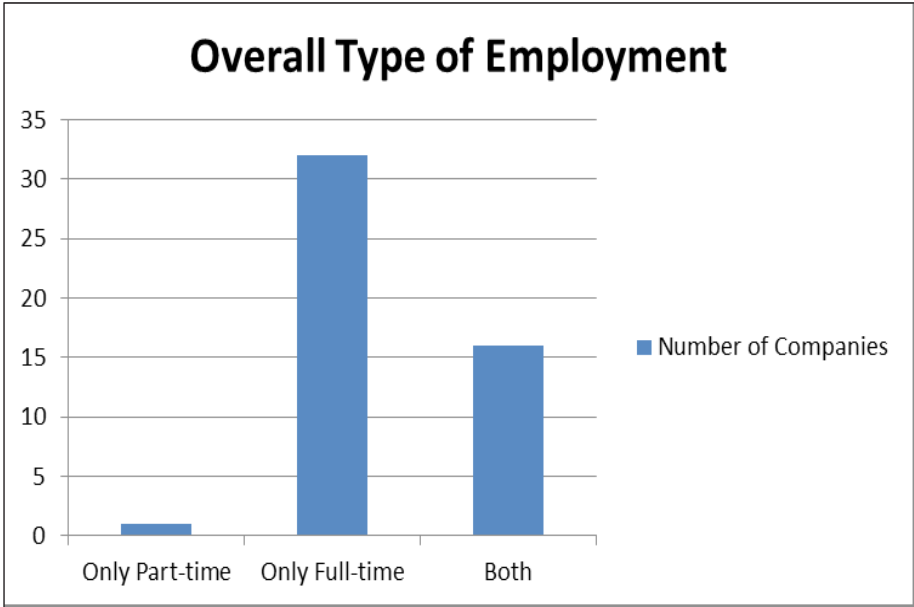
SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

7. How many workers [and what type] does your firm employ? (49 responses)



52% of the businesses surveyed have more than 100 full-time workers (Note: This graph was created from the 48 companies that said they employed full-time workers.)



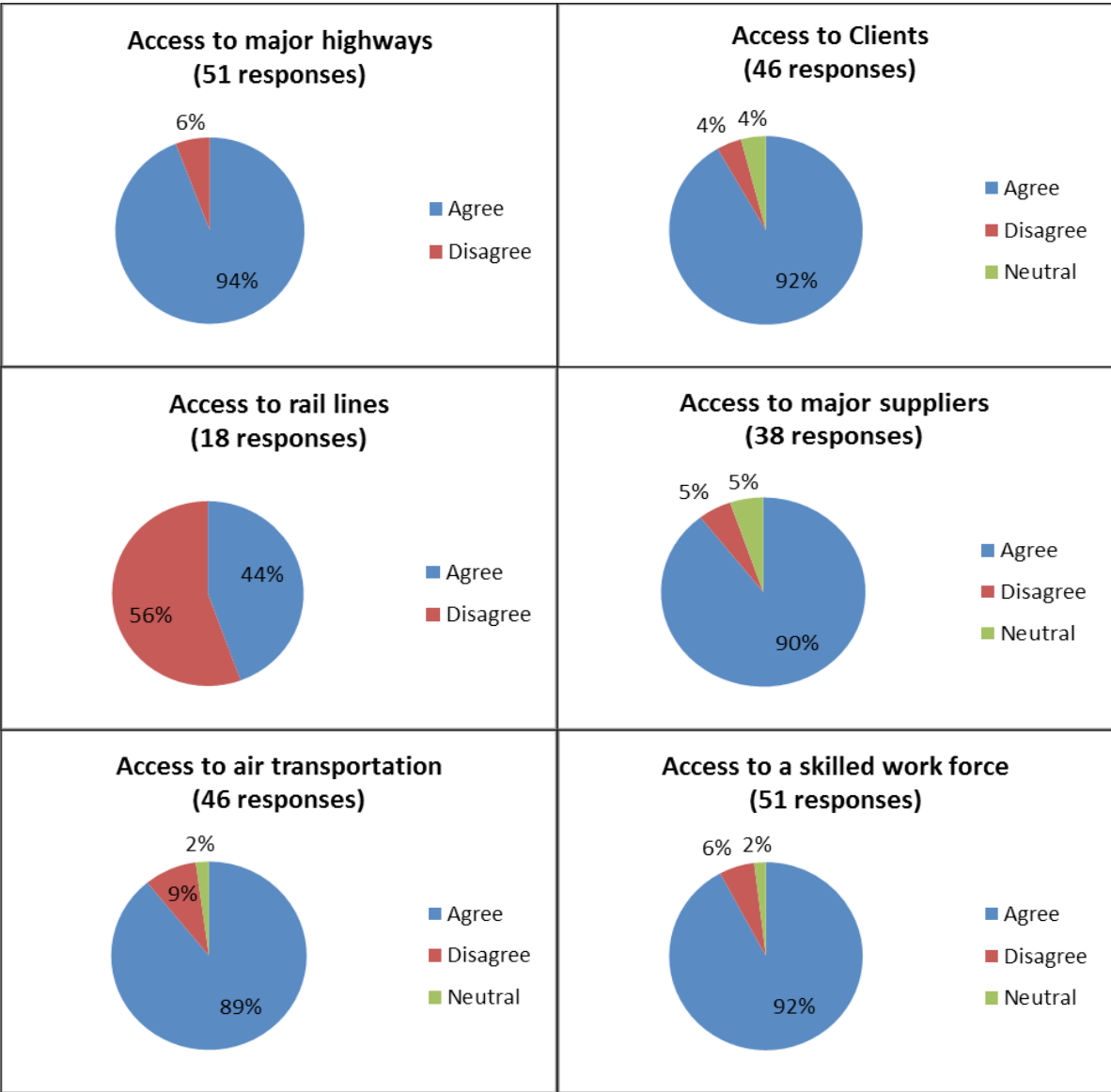
Majority of companies have only full-time workers with maybe a few part-time. A couple companies only employ part-time workers.



SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

8. Please indicate to what extent you agree with the following statements in regard to your company's current location:
[My company's location provides adequate/aids with gaining:]



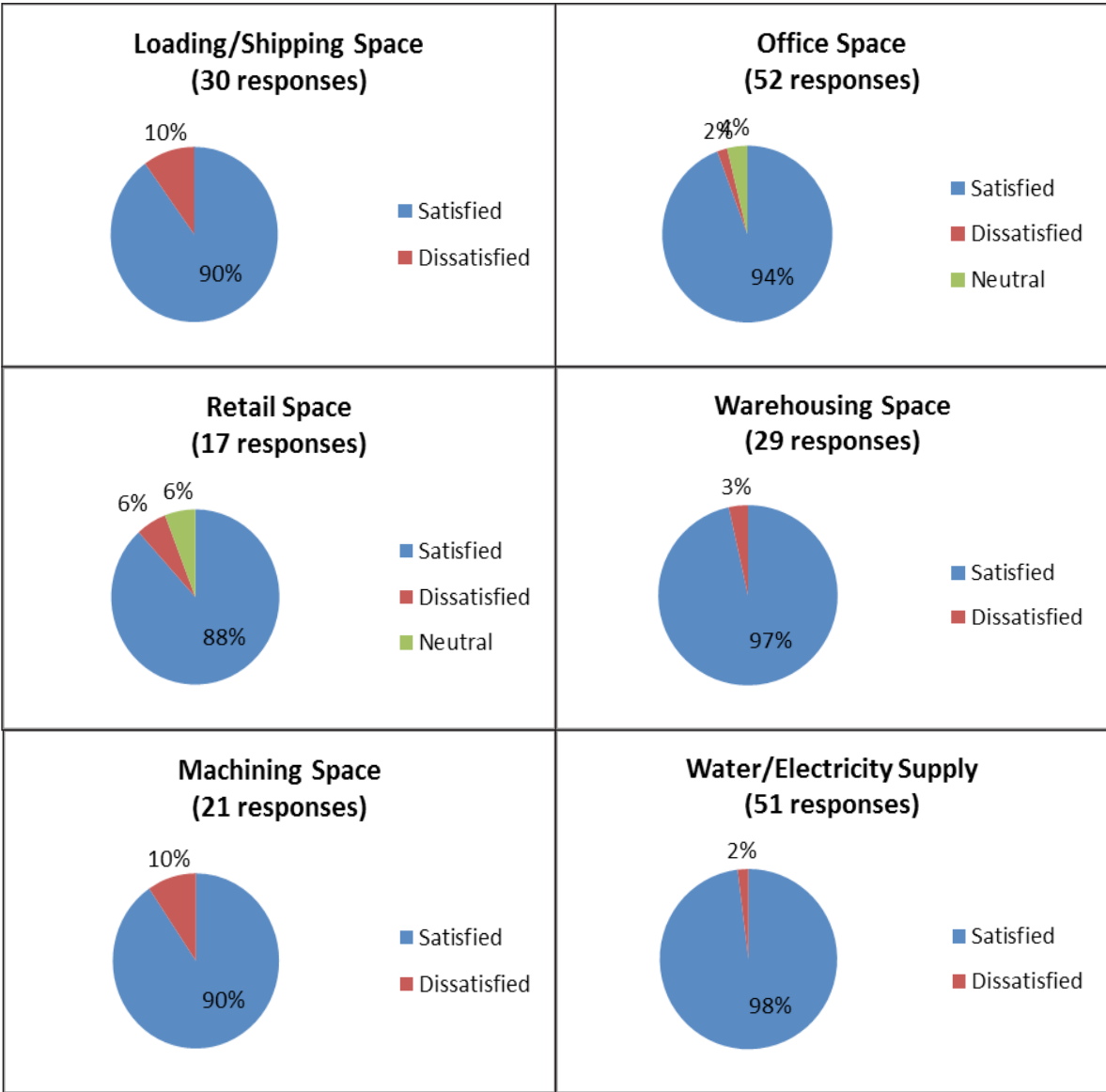
Companies believe that their locations provide the access they require to transportation, as well as to the suppliers, clients, and work force they need. However, not all of these forms of transportation apply to every company, as with the instance of rail lines.



SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

9. Please indicate if [your]current facilities meet your needs with regards to each of the following:

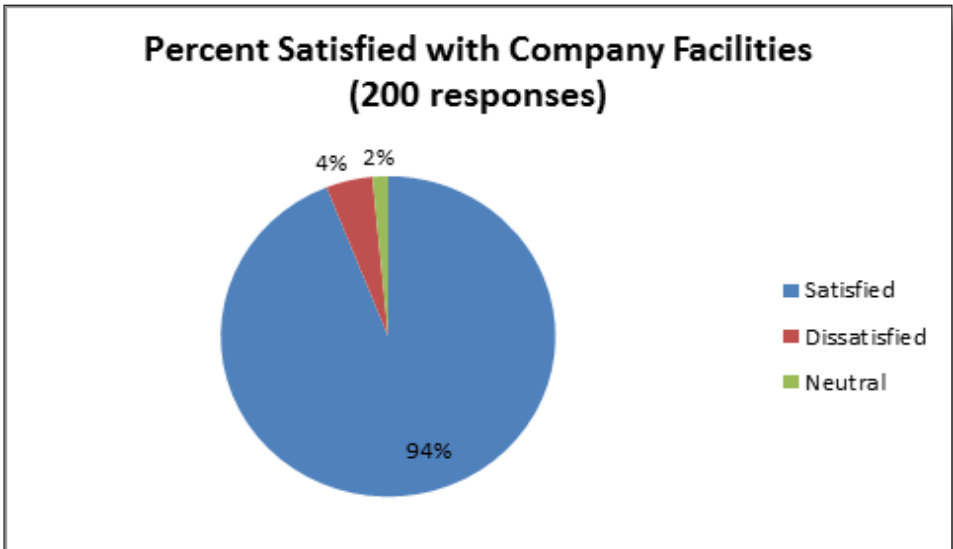
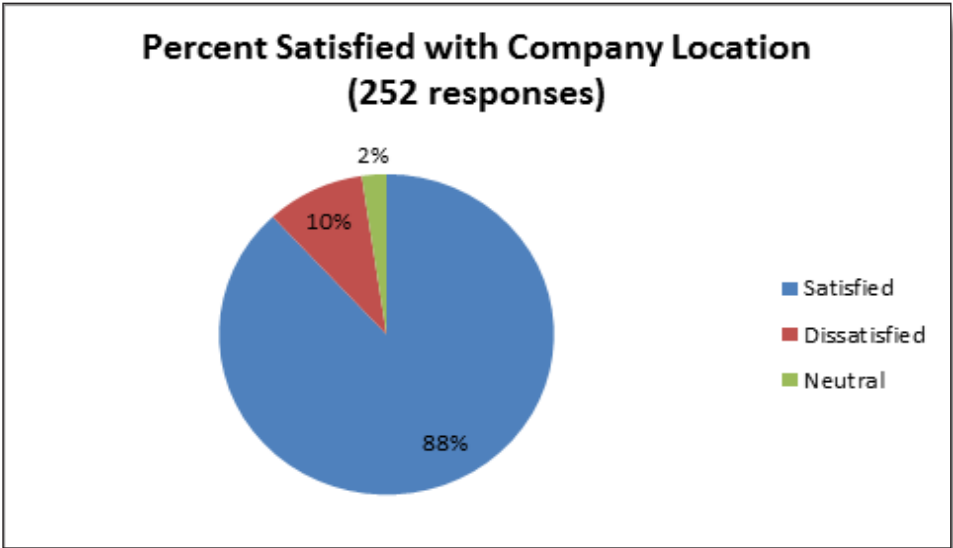


Overall, the vast majority of businesses surveyed were very satisfied with their current facility space, with minor concerns in the machining and loading/shipping spaces.



SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)





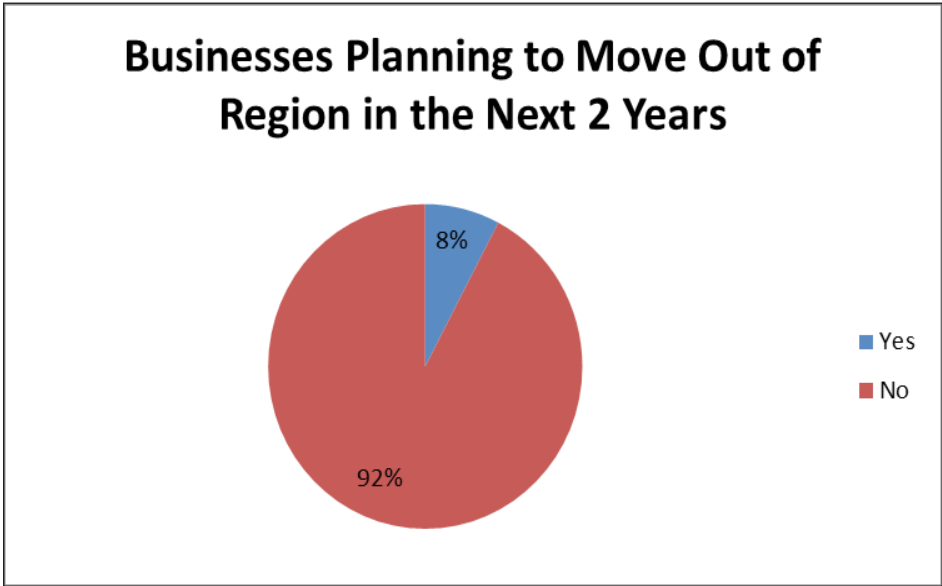
SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

10. Additional comments on facility:

For the few respondents who said they were dissatisfied, reasons included that their space is too small, that they need more business to support infrastructure, or would outgrow their current space within the next two years.

11. Is your business considering moving out of the region during the next two years? (52 responses)

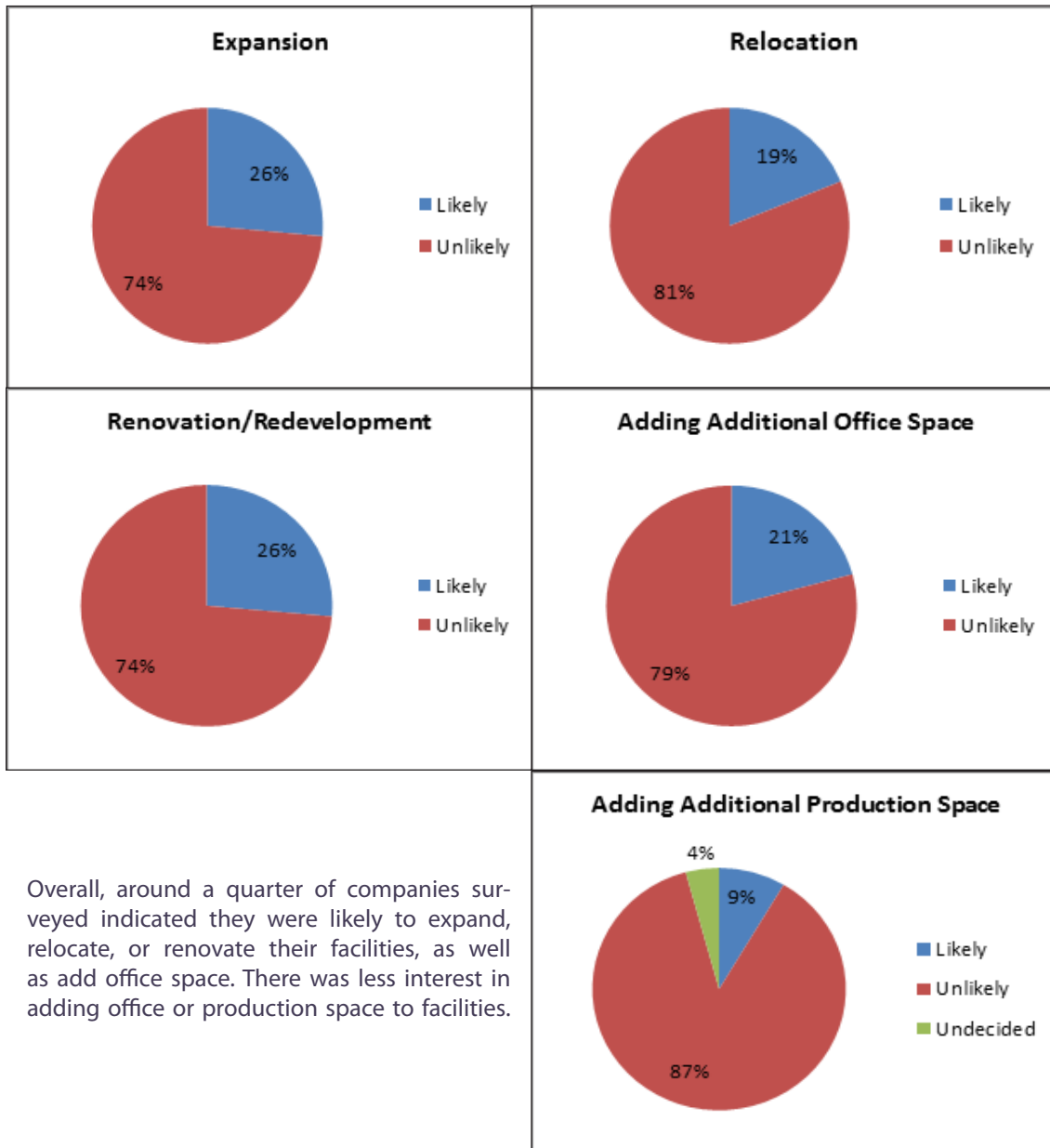


Less than 8% of total respondents said they were likely to move out of the region; 1 out of state (AL, KY), another staying within Oakland County (from Novi to Farmington).

SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

12. Please indicate how likely it is that your company will pursue the following during the next 2 years in regard to your current facility within the region (53 responses):





SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

13. What is the primary reason that your company is seeking to renovate? (14 responses)

In general, the reasons for renovation can be summed up as a result of business expansion or updating in general.

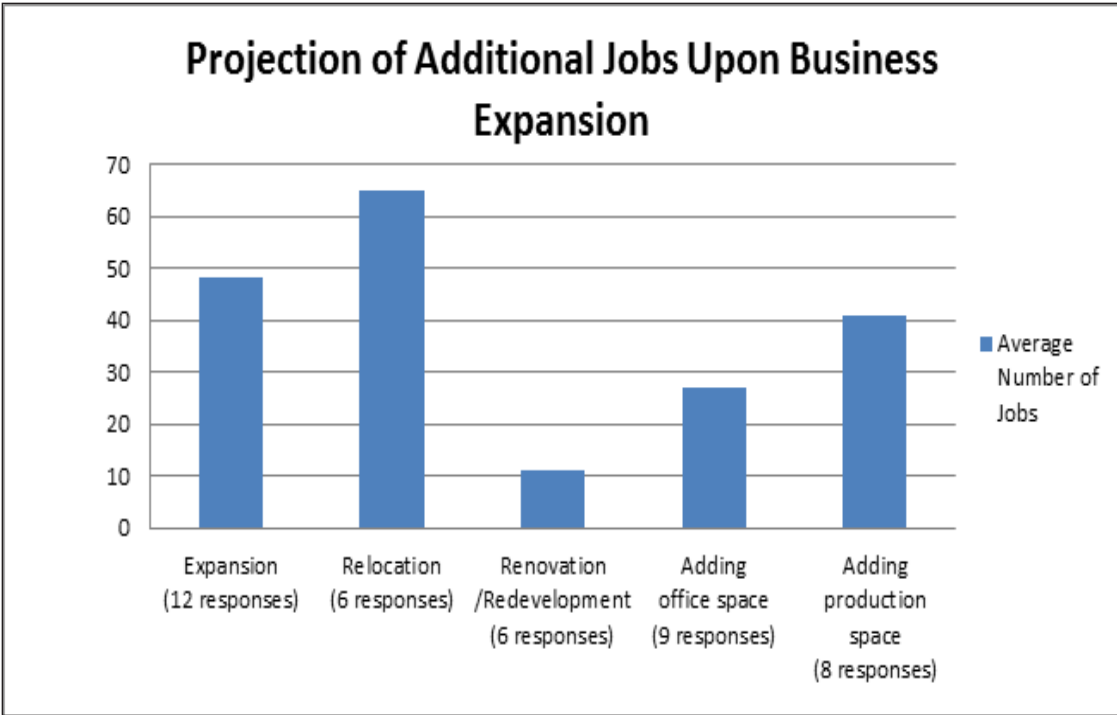
14. What is the primary reason that your company is seeking to expand? (16 responses)

The reasons for business expansion were primarily a result of business growth, which could include increasing the work force or gaining additional clients, as well as corporate consolidation.

15. What is the primary reason that your company is seeking to relocate?

No data recorded.

16. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:



The largest addition of jobs is expected to result from relocating or expanding.



SURVEY DATA

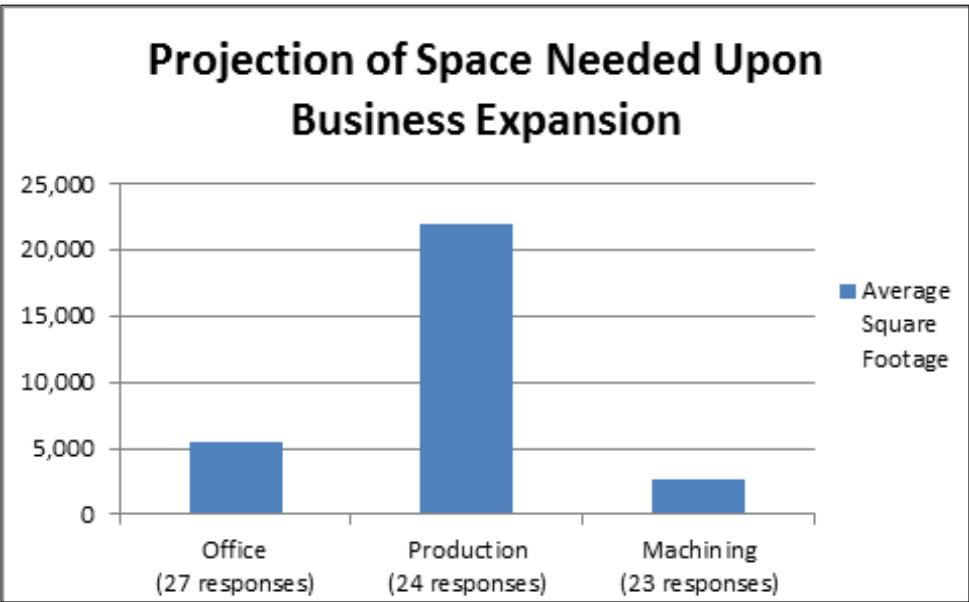
THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

17. Please estimate how much of the following your company will additionally require for your expansion:

No data was gathered for this question. Many respondents did not know details about their current water/electricity usage, nor could they predict future needs.

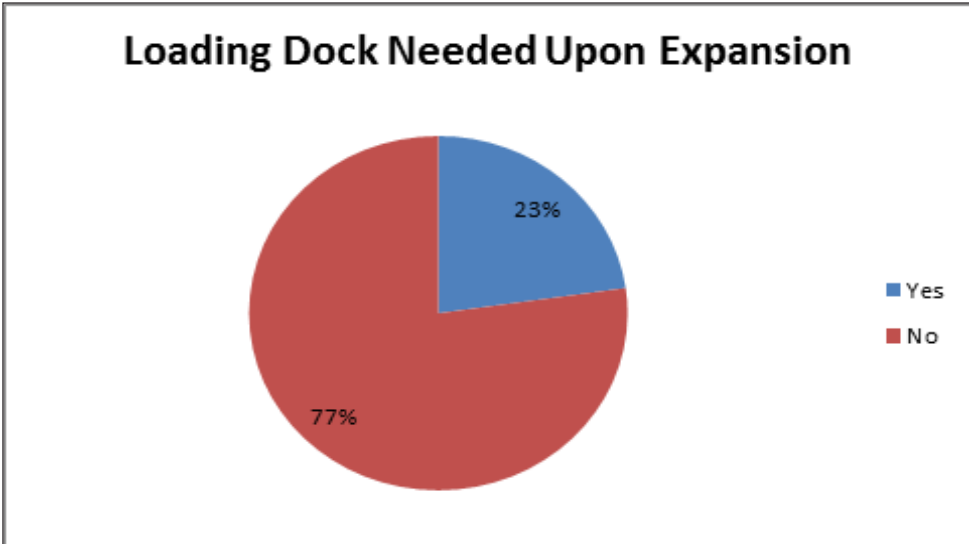
18. Please estimate how much of each of the following your company will need in a new facility:
(Asked only of question 12 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)

The greatest need for space is seen in businesses that intend to expand their production space. The average amount of production space needed is about 22,000 sq. ft.



19. Do you anticipate needing a loading dock upon expansion (22 responses)?

Less need for a loading dock was seen for businesses upon expansion, but about a quarter of respondents did foresee this need.

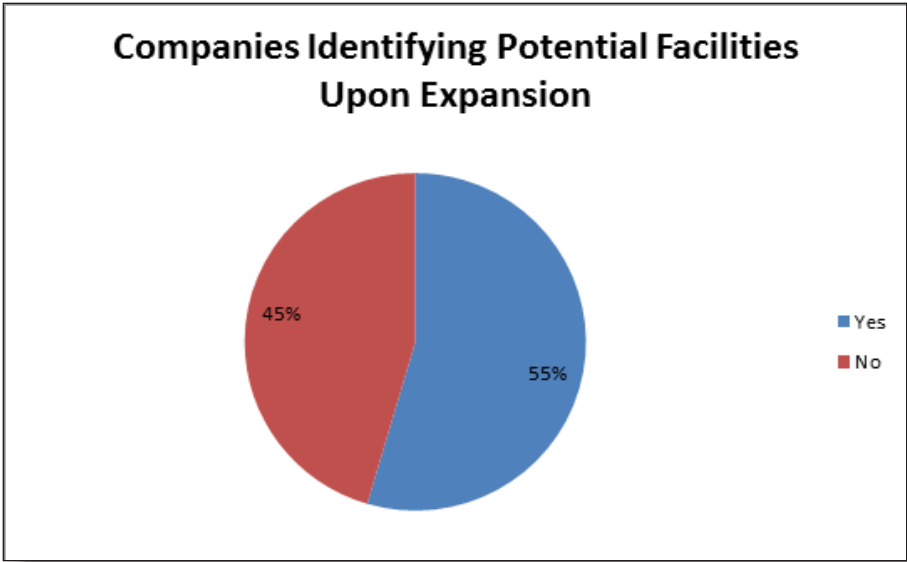




SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

20. Has your company begun to identify potential facilities for expansion? If yes, where have you looked (11 responses)?



Potential facility locations include:

- Close to current location
- Auburn Hills area
- Out of state

21. Additional comments:

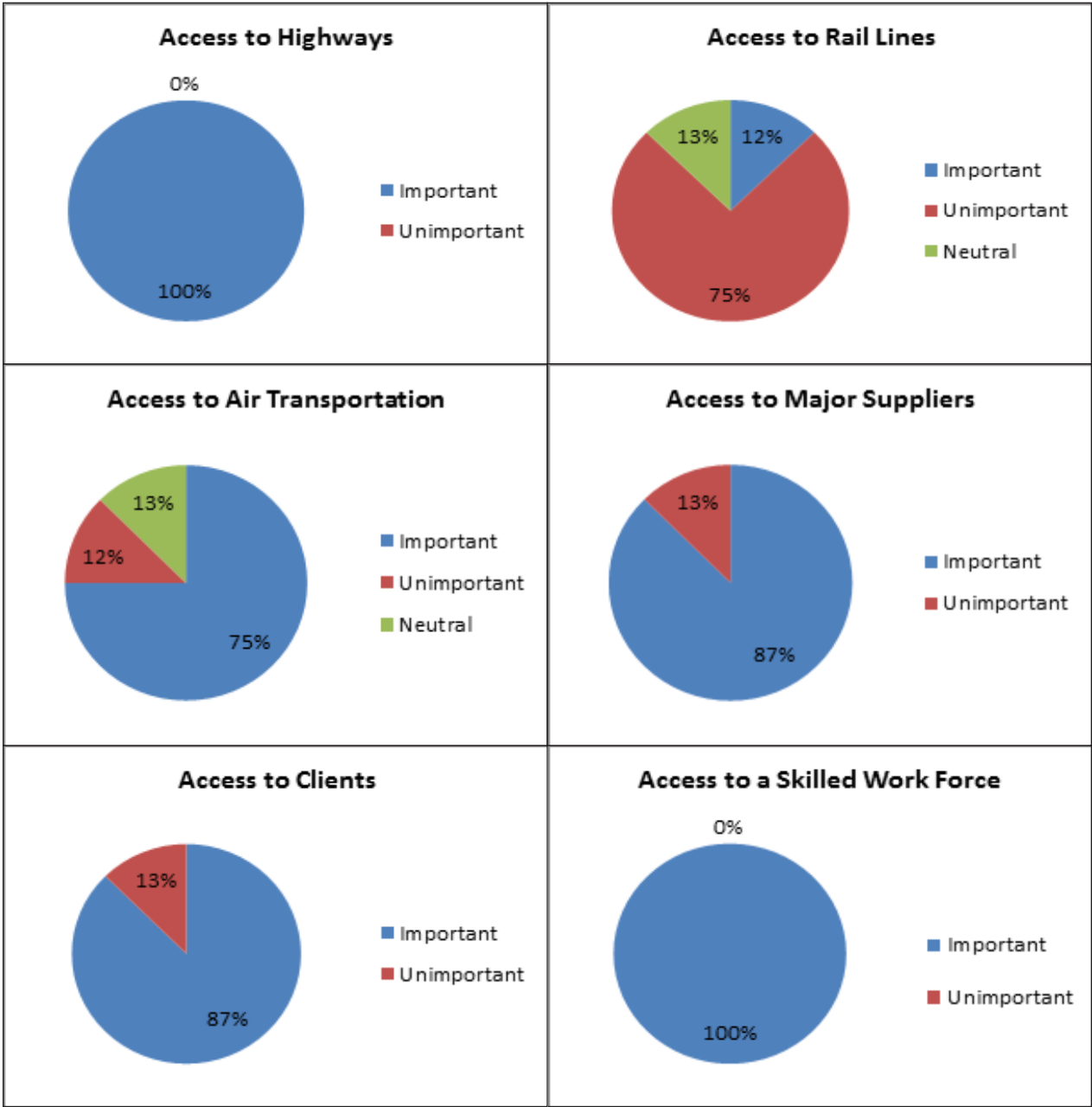
- We just recently renovated
- The southeast Michigan region is getting bigger and there is a new demand for their services (housing construction, lumber/building material distribution)
- Our business is only giving Michigan a chance since there is no more MBT (service was described as geotechnical engineering design, but it was not interested in relocating or expanding)
- Looking to expand nationally rather than state-wide, but our office space needs depend heavily on the future economic state of the business



SURVEY DATA

THREE COUNTY SURVEY RESPONSES (Genesee, Livingston, Oakland)

22. Please indicate the importance of the following factors are when choosing a location for expansion (5 responses):



The most important aspects to businesses when choosing a location for expansion were access to high-ways, suppliers, clients, and a skilled work force.



SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)

46 total responses out of 201 total businesses

1. Are you answering this survey for ____?

4 businesses took the survey in place of the business that it was originally intended for.

2. Which company are you answering for?

- Ace Hardware answering for JUST ASK RENTAL TRUE VALUE.
- State Planning Law answering for ANTHONY PATRIC COMPANY, INC.
- Barn Hart Gremel Marsh answering for GIBBS AGENCY INC.
- The other did not finish the survey.

3. Is your company still located at ____?

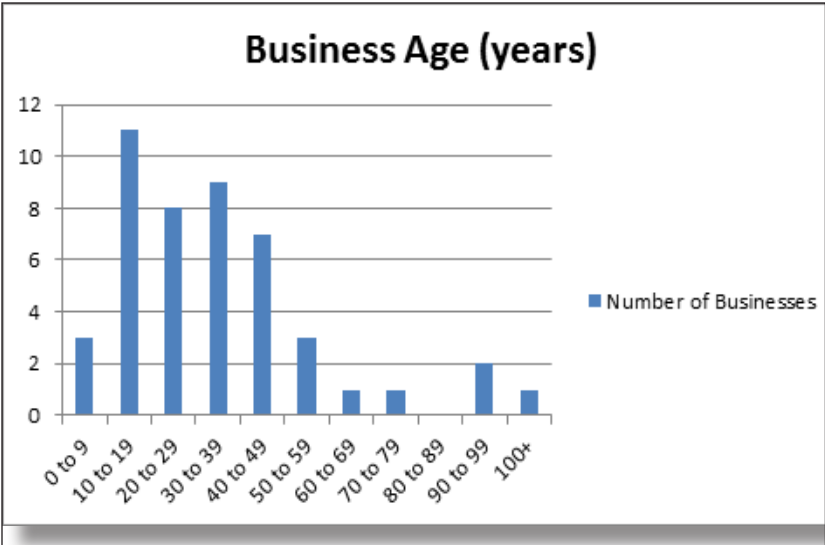
3 respondents had different addresses than their original stated address.

4. Where is your company located?

2 businesses gave new addresses, but only one had moved out of the area:

- PAT REILLY TRUCKING INC; 1709 Thompson Street, Lansing, MI
- BARN HART GREMEL MARSH; Mundy Township, MI

5. How long has your firm been in business?

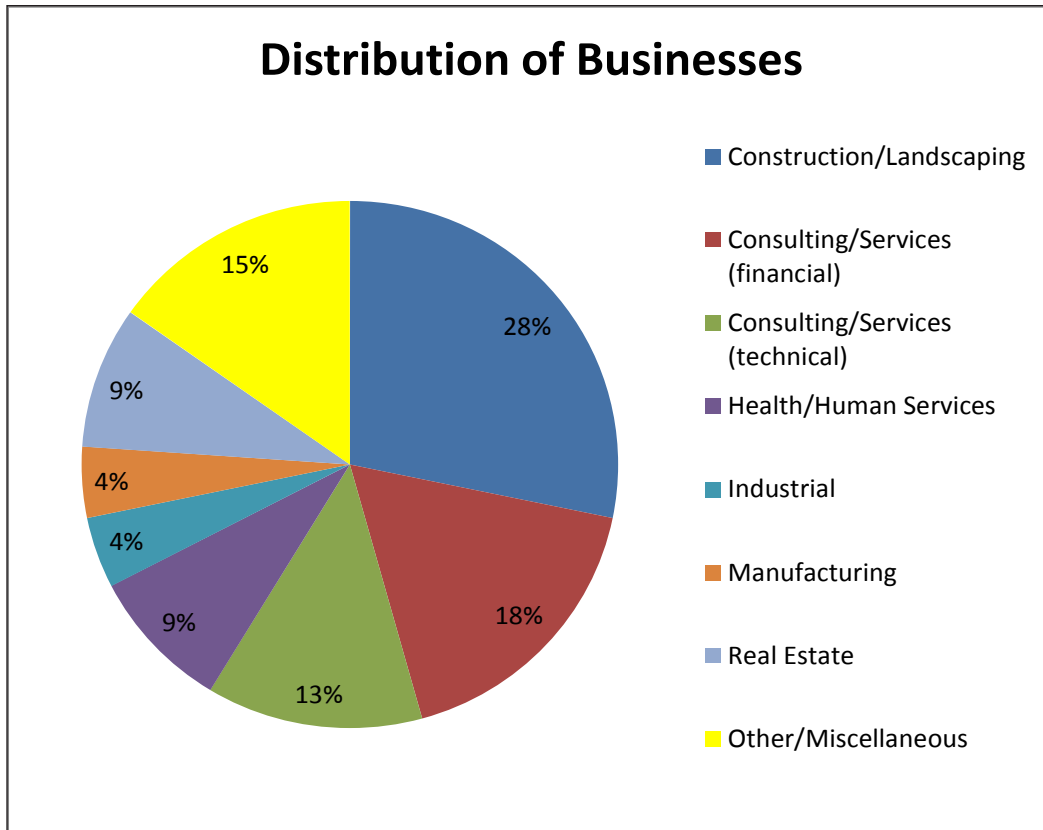


The average amount of time companies have been in business is around 35 years, with the newest business being 6 years old and the oldest 128 years old. 92% of businesses surveyed fall between the range of 10 and 50 years, with nearly 30% of all total businesses being 10-19 years old.

SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)

6. What products and/or services does your firm provide?



The most common types of businesses were construction/landscaping, technical consulting/service, and health/human services. Among the businesses surveyed, very few stated that they provide manufacturing and industrial services. Businesses labeled as Other/Miscellaneous ranged from general retail to transportation.

Businesses listed as Other/Miscellaneous included:

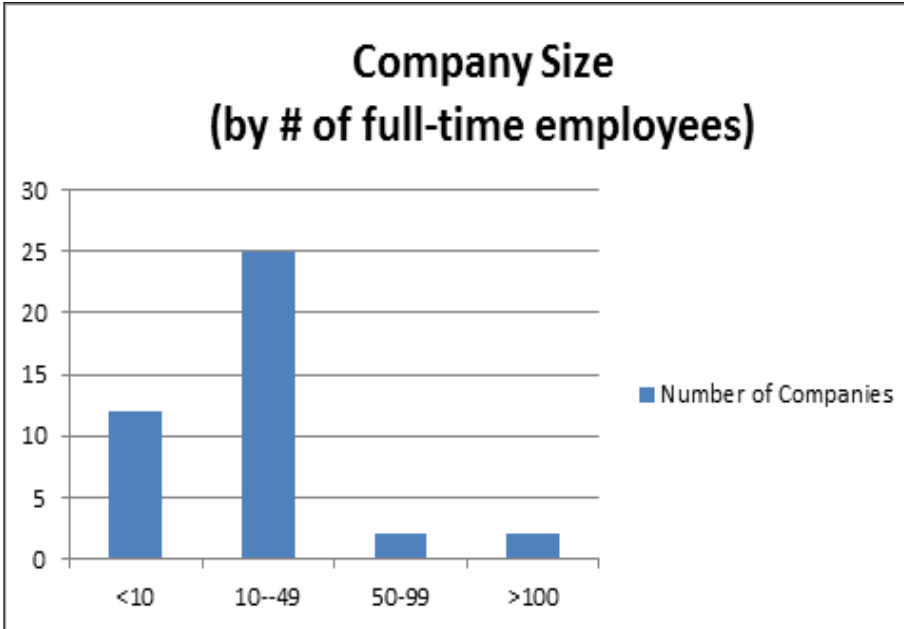
- Transportation
- Retail Sales/Hardware
- Bedding Company/Mattress Supplier
- Loading Company
- Trucking



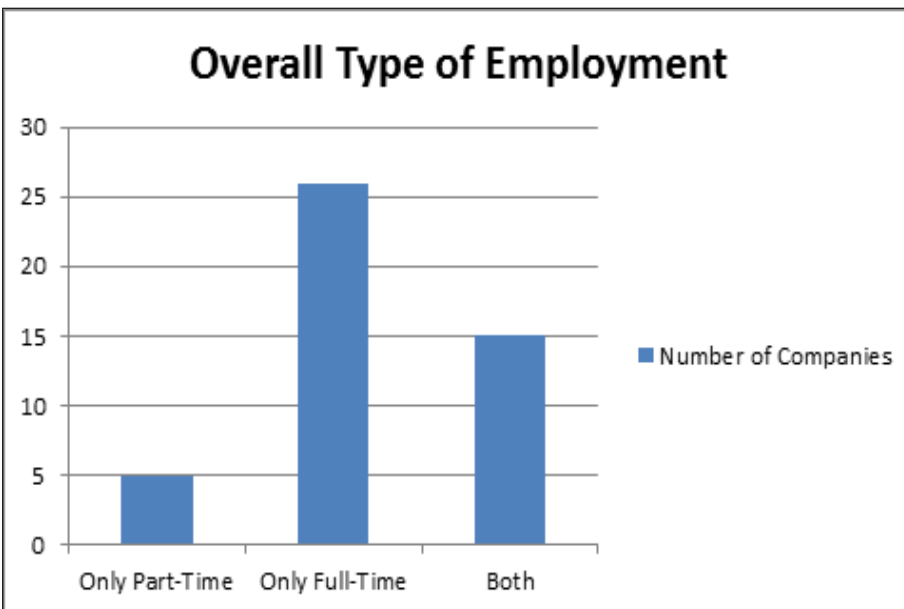
SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)

7. How many workers [and what type] does your firm employ?



The average business size ranged from 10-49 full-time employees.



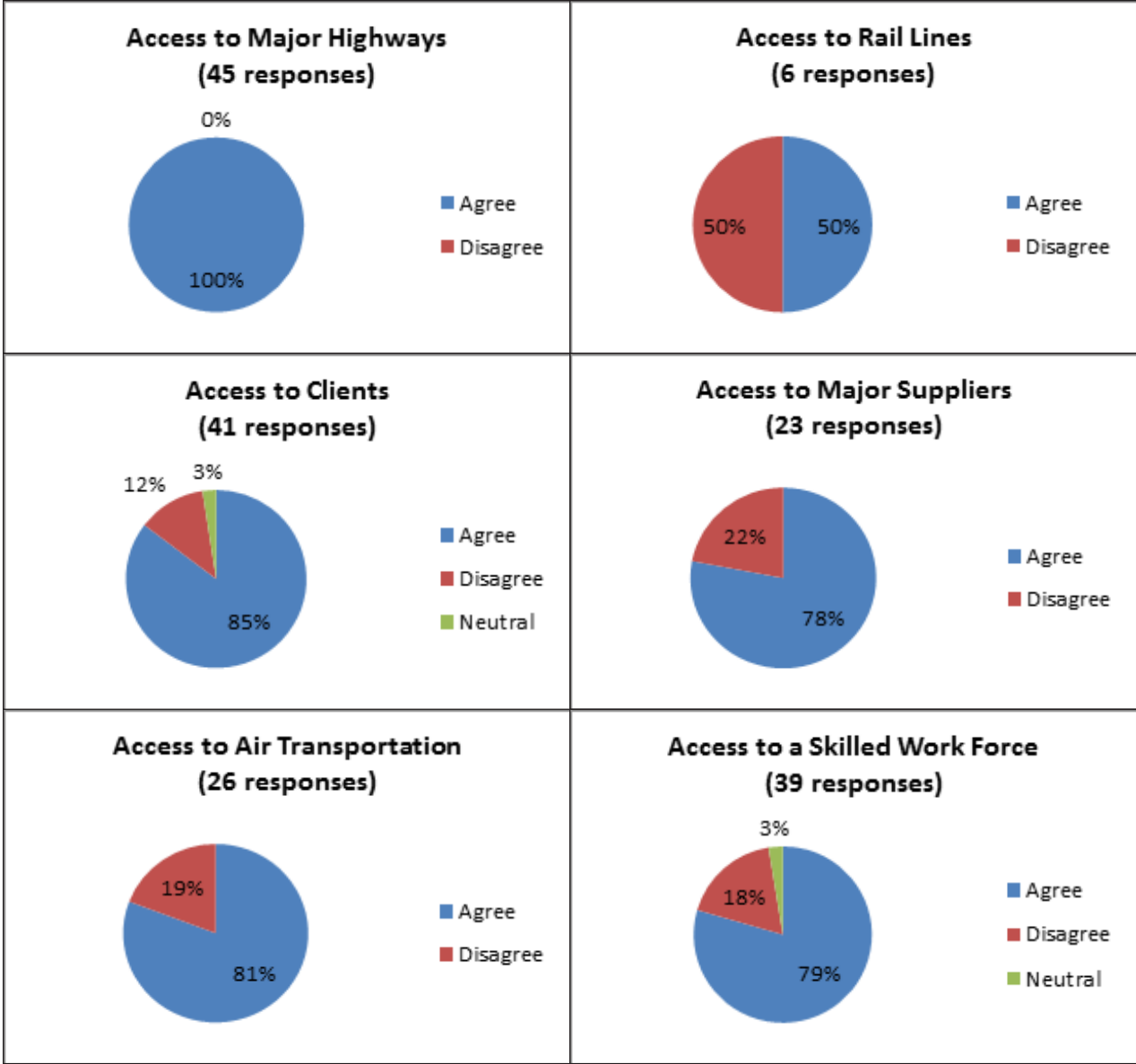
The majority of companies are full-time employers, but others classified as both have mostly full-time and very few part-time workers.



SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)

8. Please indicate to what extent you agree with the following statements in regard to your company's current location:
[My company's location provides adequate/aids with gaining:]



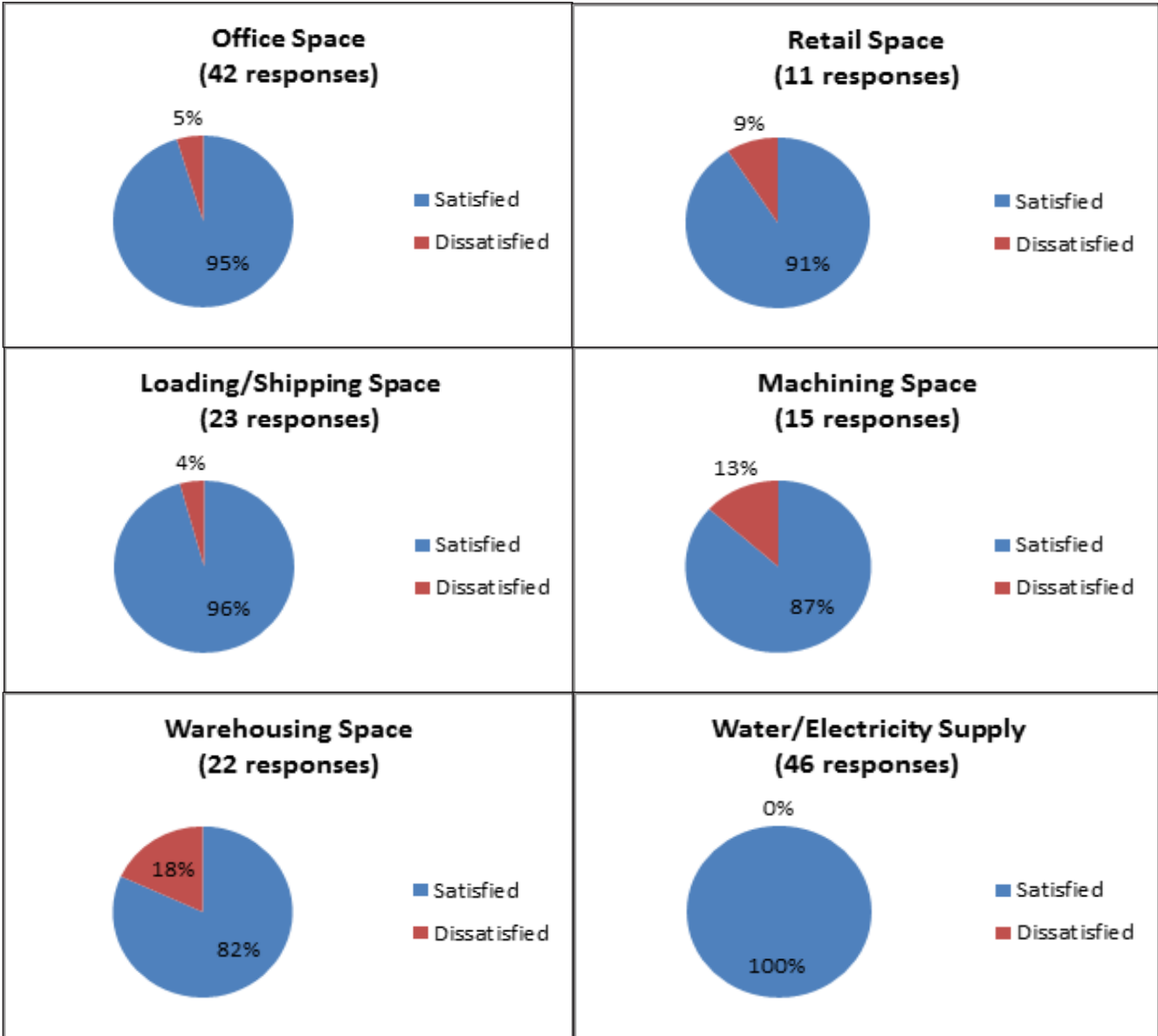
Companies believe that their locations provide the access they require to transportation, as well as to their suppliers, clients, and work force. Not all of these forms of transportation, like rail lines, apply to every company.



SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)

9. Please indicate if [your] current facilities meet your needs with regards to each of the following:

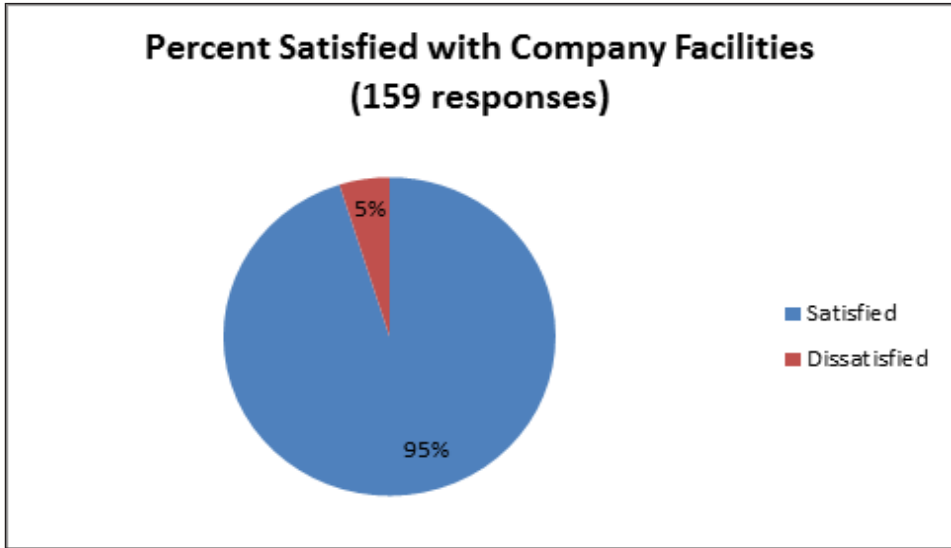
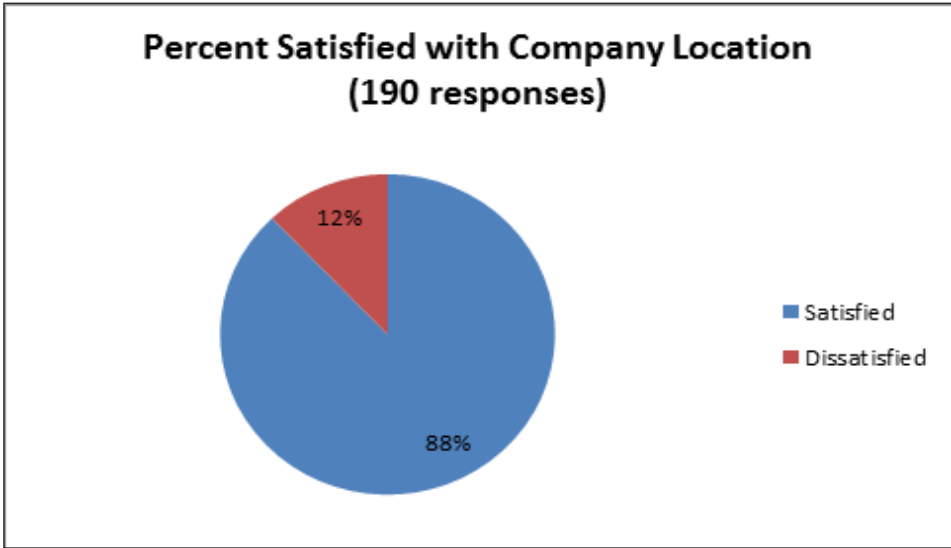


Overall, the majority of respondents were satisfied with their current facilities. A few respondents expressed dissatisfaction with their machining space, warehousing space, loading/shipping space, retail space and office space.



SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)





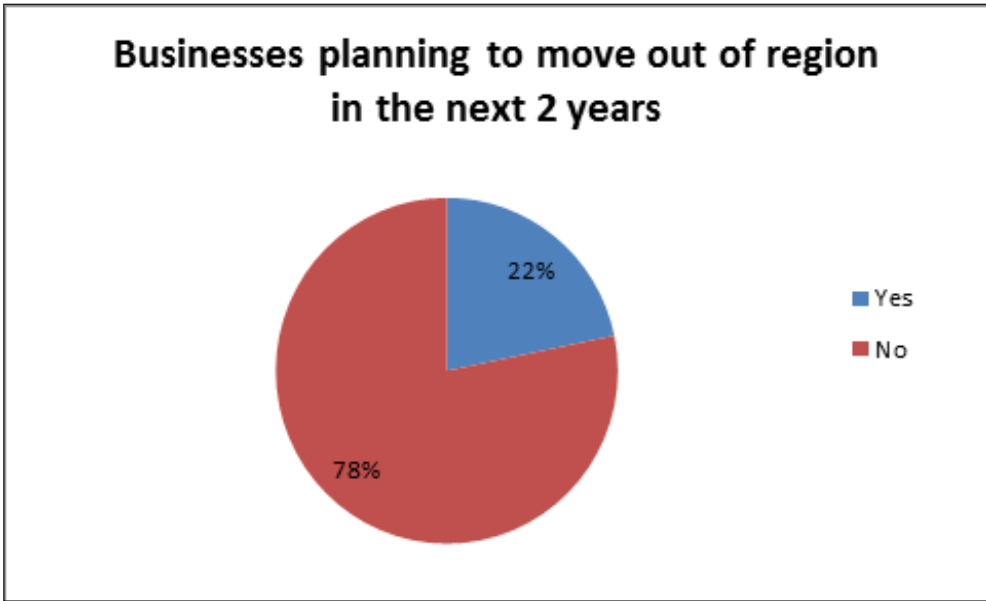
SURVEY DATA

AROUND FENTON SURVEY DATA (30 mile radius)

10. Additional comments on facility

One respondent indicated that their company facility was in a good location, but needs work.

11. Is your business considering moving out of the region during the next two years? (46 responses)

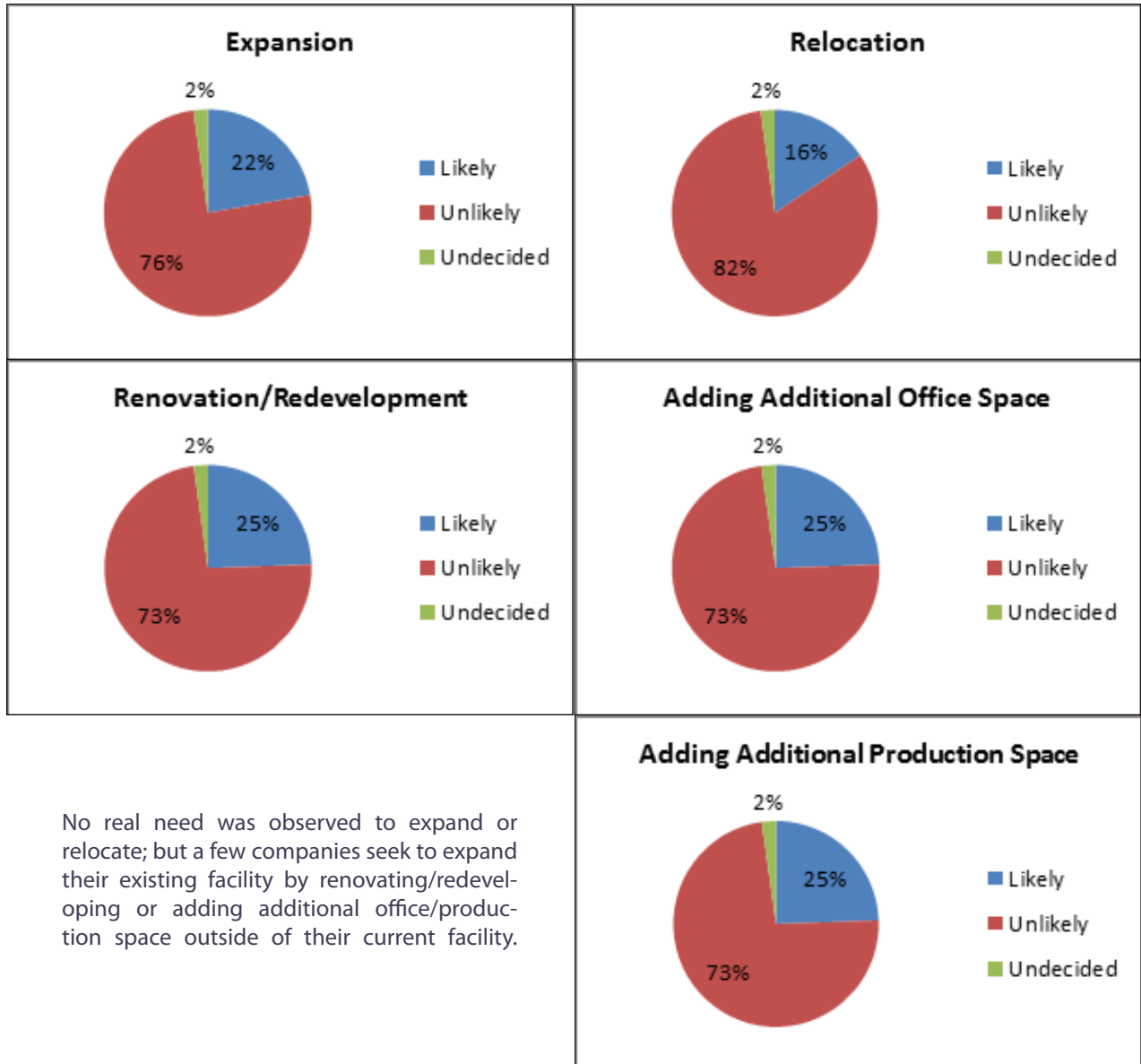


The majority of companies are not looking to move out of the area. For firms that are, reasons given include: expansion, moving closer to clients, having multiple locations, cost of business too expensive, being in a bad neighborhood, and moving out of state.

SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)

12. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region (45 responses):





SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)

13. What is the primary reason that your company is seeking to renovate? (10 responses)

Companies are seeking to renovate due to expansion, image update, moving forward, restoration, and company growth.

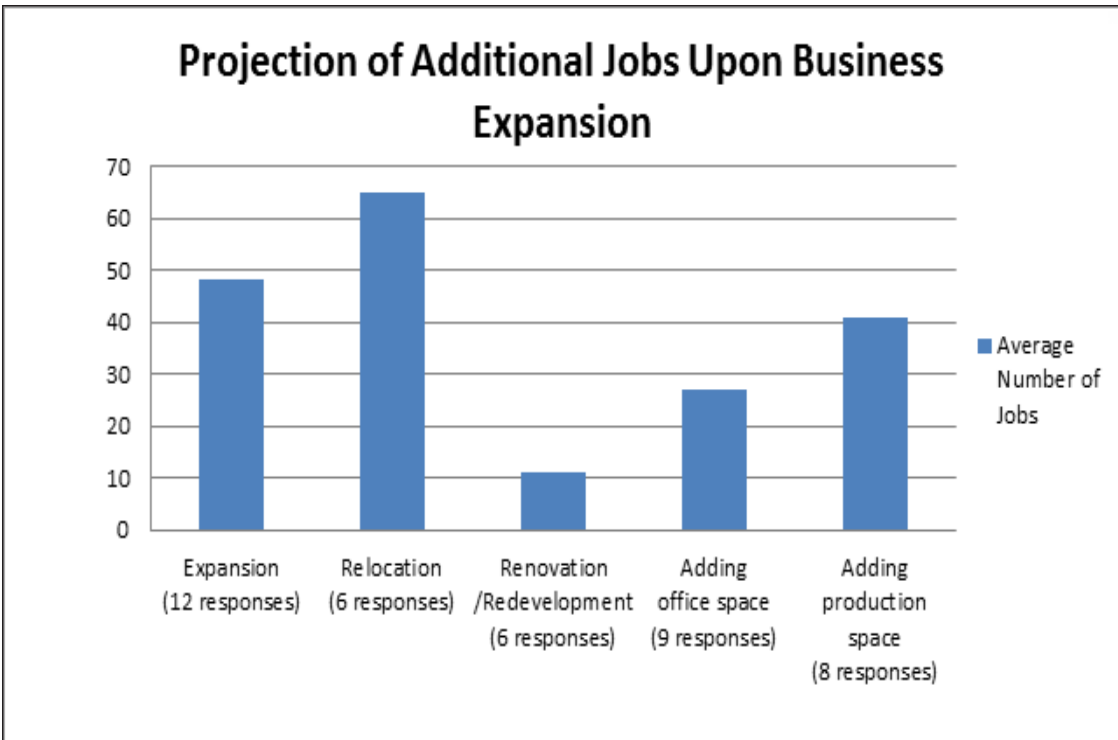
14. What is the primary reason that your company is seeking to expand? (11 responses)

Companies are looking to expand based on business growth, a need to increase sales and/or workforce, to reach out to more clients, to renovate an existing facility, to move forward, and to create more space.

15. What is the primary reason that your company is seeking to relocate? (7 responses)

Companies are considering relocating in order to be closer to clients, reduce costs (i.e. taxes), accommodate growth, for marketing/recruitment purposes, and for safety concerns.

16. Please indicate how many jobs you expect your company will add if it expands in any of the following ways (30 total responses):



The largest addition of jobs is expected to result from expansion by adding office/production space as well as renovating/redeveloping.



SURVEY DATA

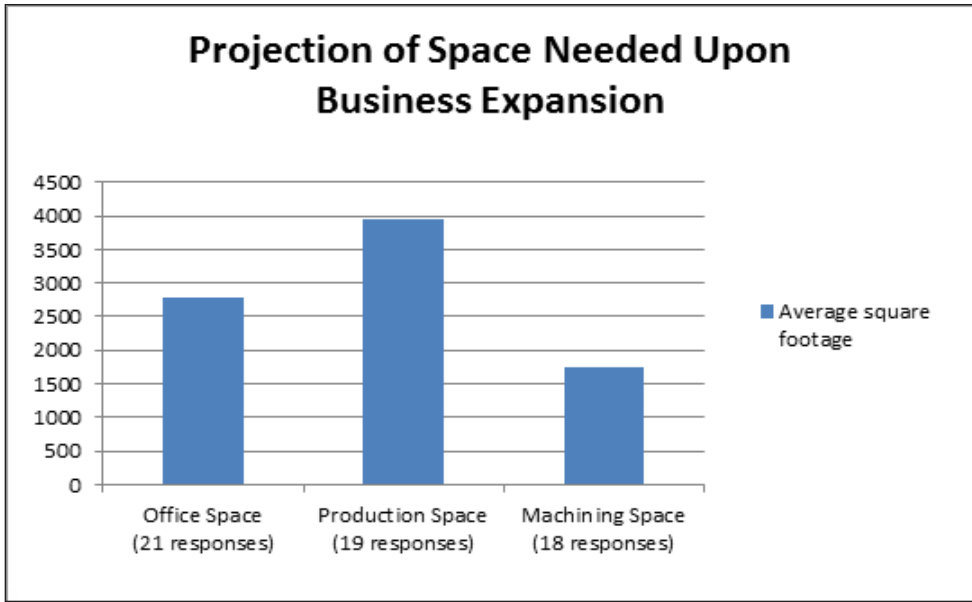
AROUND FENTON SURVEY RESPONSES (30 mile radius)

17. Please estimate how much of the following your company will additionally require for your expansion (1 response):

- Electricity: \$7000
- Water: \$2300

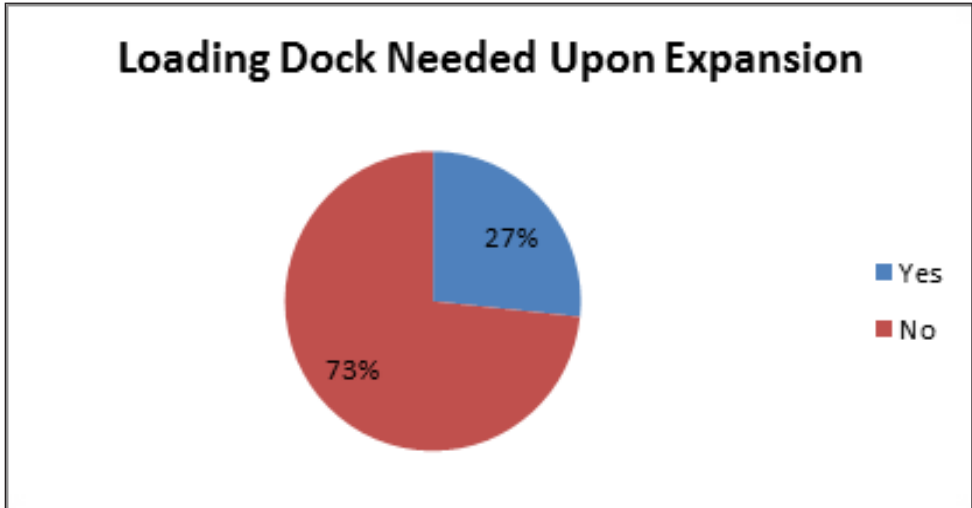
18. Please estimate how much of each of the following your company will need in a new facility: *(Asked only of question 12 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)*

The greatest potential need for space is seen in businesses that intend to expand their production space, estimated on average to be around 4,000 additional sq. feet.



19. Do you anticipate needing a loading dock upon expansion? (15 responses)

Businesses do not see a significant need for a loading dock upon expansion, but about a quarter of respondents do foresee this need.

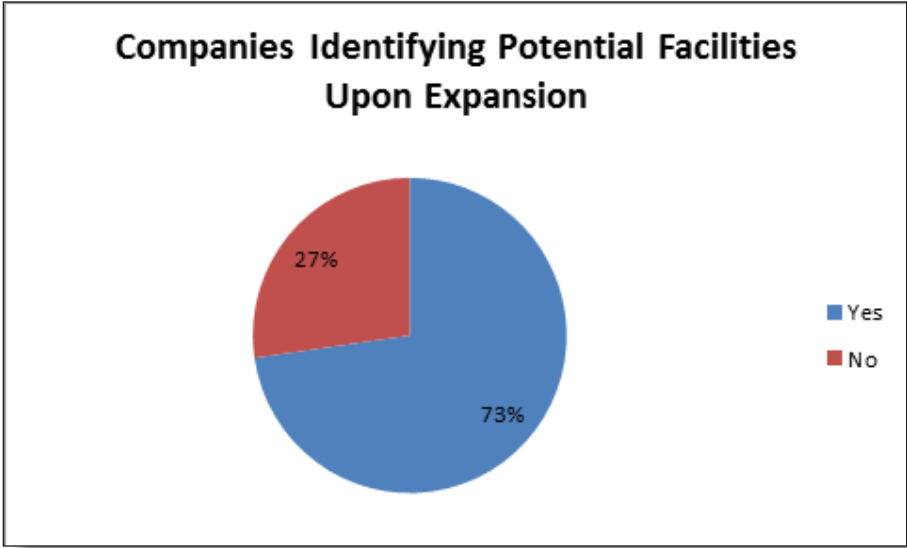




SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)

20. Has your company begun to identify potential facilities for expansion? If yes, where have you looked? (Please be as specific as possible) (11 responses)



Potential facility locations include:

Livonia area	Flint	West side of Detroit
Tennessee	Kentucky	Wayne County
Oakland County	Bay County	Detroit area
Novi	Wixom	Milford

21. Additional Comments:

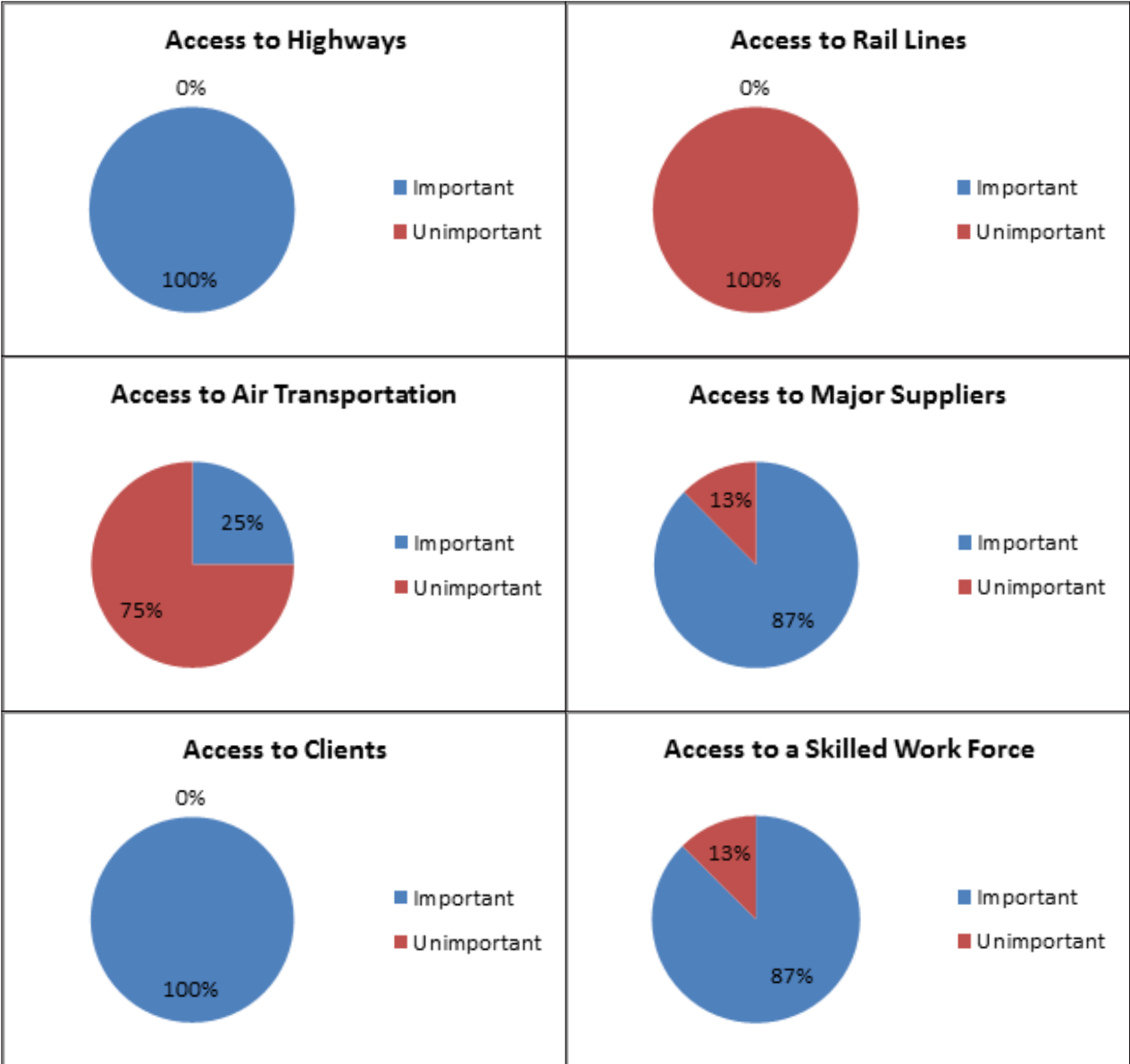
- Need less office space, more floor space. Looking to expand but doesn't know where or if company has the money or employees to do so.
- Outsource water for cleaner supply
- Planning on moving out of state



SURVEY DATA

AROUND FENTON SURVEY RESPONSES (30 mile radius)

22. Please indicate the importance of the following factors are when choosing a location for expansion (8 responses):



The most important factors are access to highways and clients, followed by access to suppliers and a skilled work force.



SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

29 total responses out of 137 total businesses

1. Are you answering this survey for ____?

2 businesses took the survey in place of the business that it was originally intended for.

2. Which company are you answering for?

- Cook Accounting and Tax Services answering for JUSCO ENTERPRISES INC
- Action Water Sports answering for WATER SPORTS MARINE, INC.

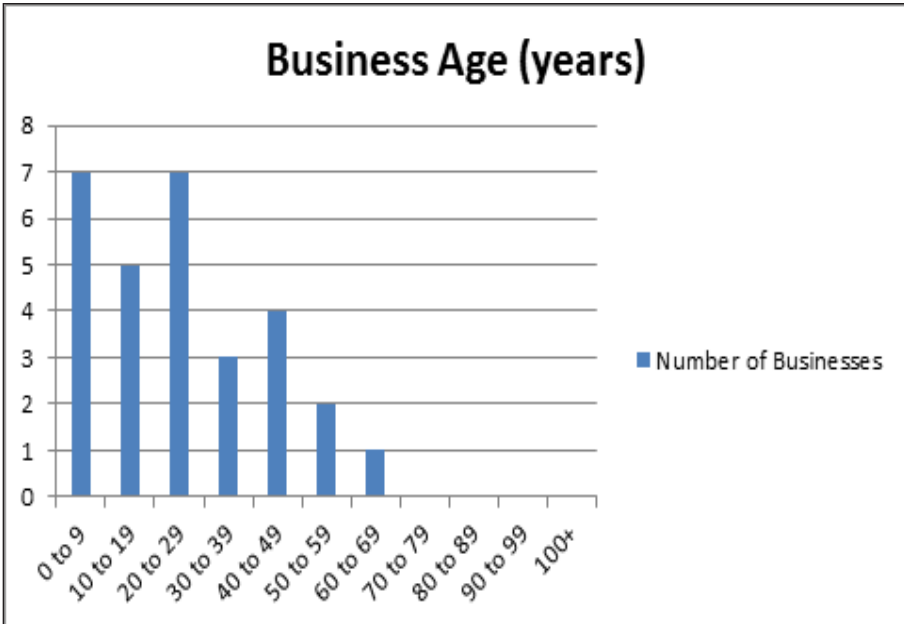
3. Is your company still located at ____?

3 respondents had different addresses than their original stated addresses.

4. Where is your company located?

Of the 3 businesses that moved, only one left the Fenton area (now in Flint).

5. How long has your firm been in business?

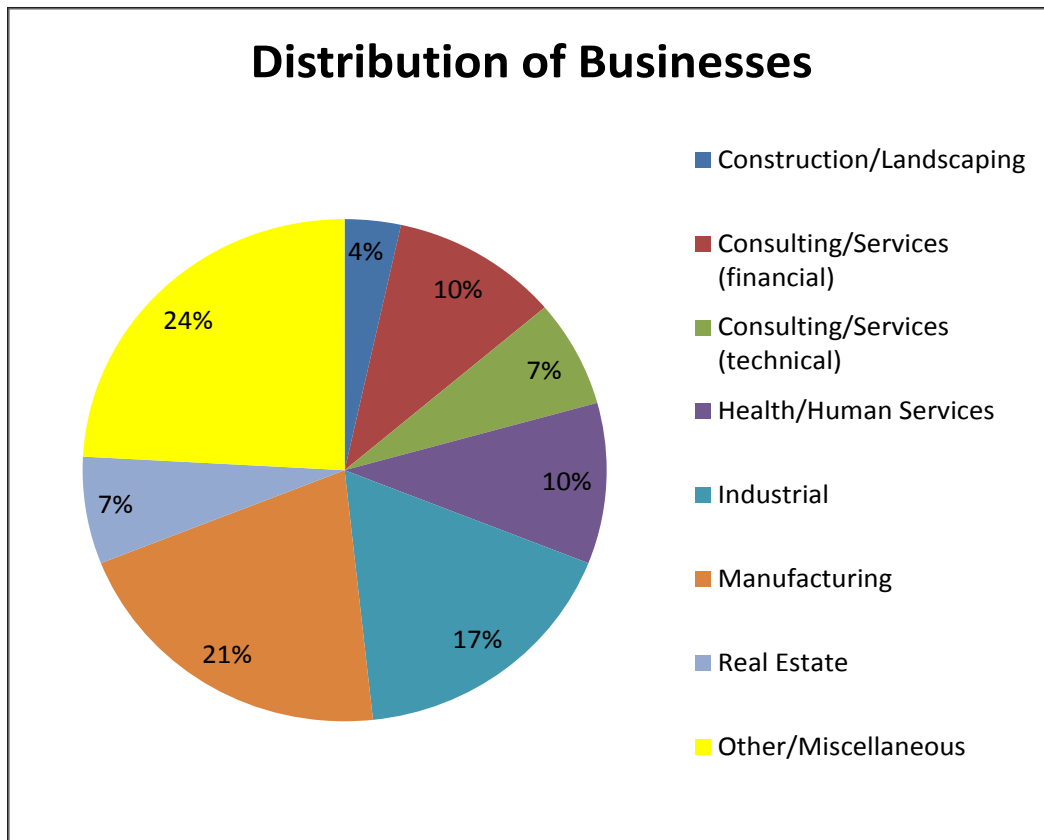


The average amount of time companies have been in business is around 25 years, with the newest business being 4 years old and the oldest 65 years old. About 65% of businesses surveyed fall between the range of 0 and 29 years.

SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

6. What products and/or services does your firm provide? (29 responses)



The most common types of businesses were manufacturing and industrial companies. There are very few construction/landscaping businesses as well as real estate and technical consulting/service firms. Businesses labeled as other/miscellaneous range from general retail to transportation.

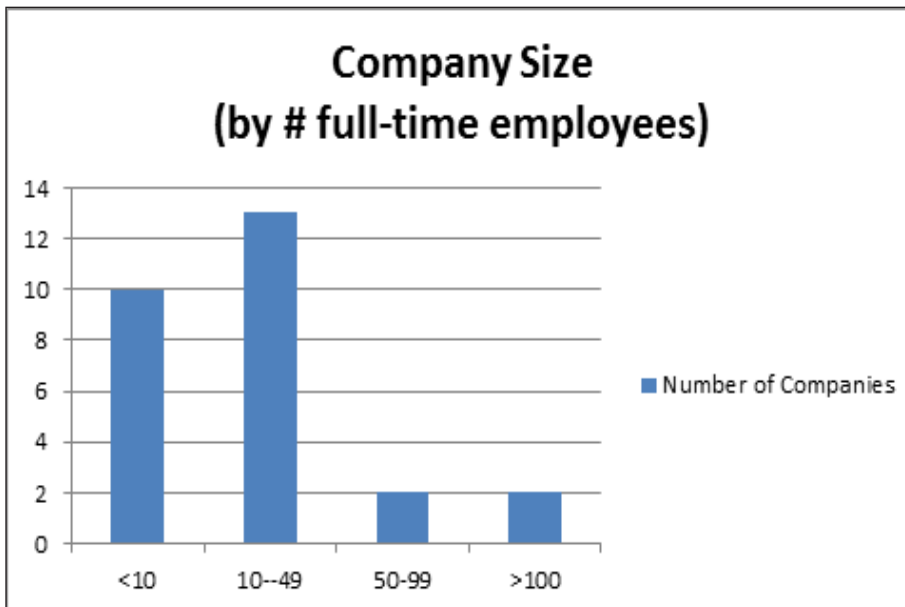
Businesses listed as Other/Miscellaneous included:

- Trucking
- Auto Part Sales
- Screen Printing/Embroidery
- Commercial Refrigeration
- Book Publisher
- Marine Dealer
- Restaurant

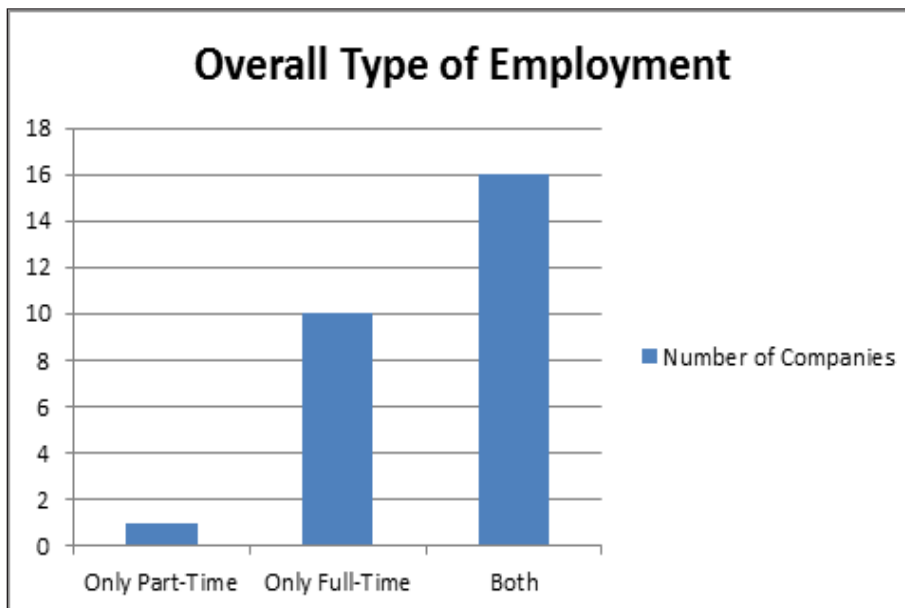
SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

7. How many workers [and what type] does your firm employ? (27 responses)



The vast majority of businesses employ fewer than 50 workers. (Note: This graph was created from the 27 companies that said they had full-time employees.)

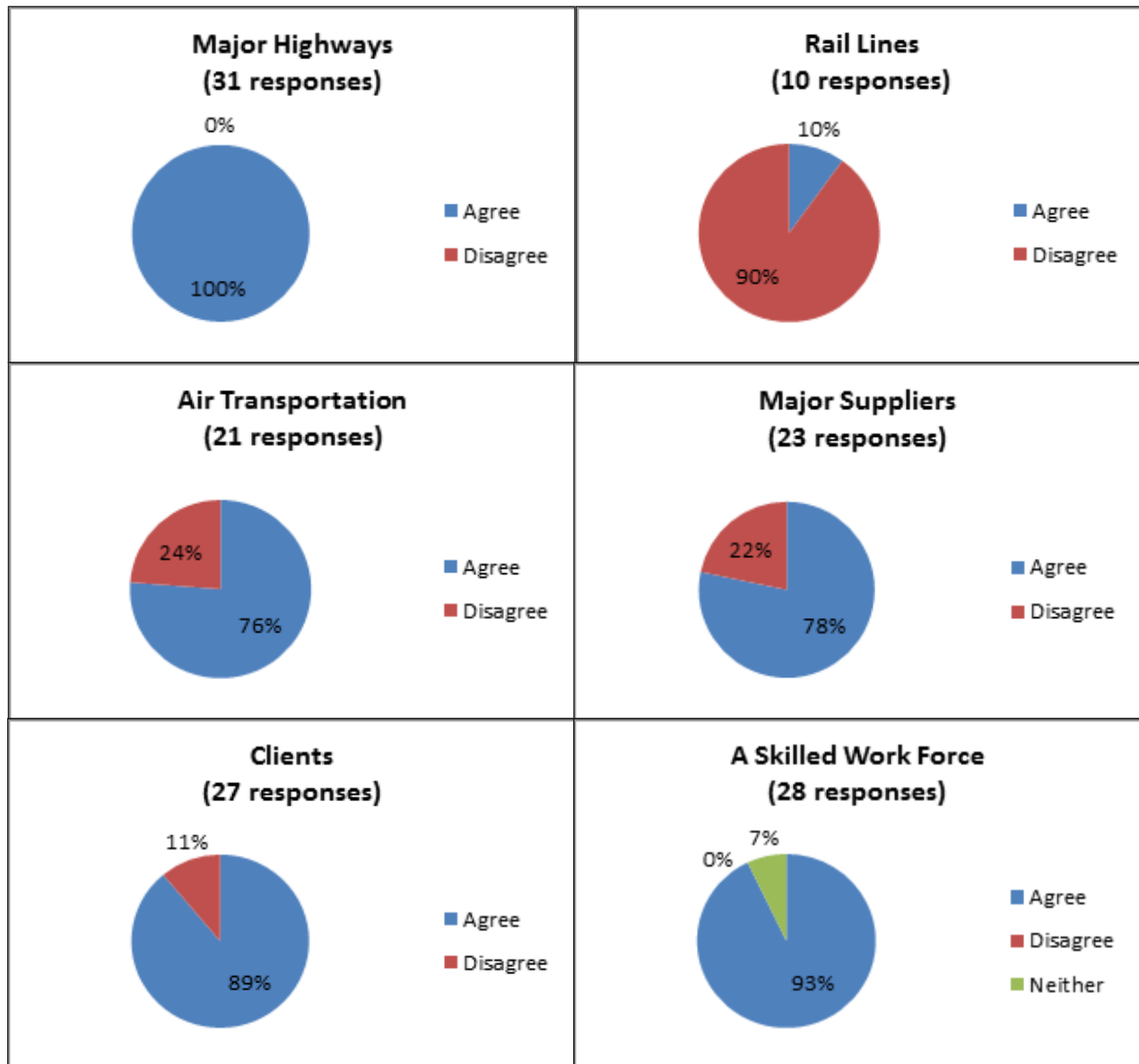


The majority of companies are employers of both full and part-time workers, but many of these employ mostly full-time workers and very few part-time.

SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

8. Please indicate to what extent you agree with the following statements in regard to your company's current location:
[My company's location provides adequate/aids with gaining:]

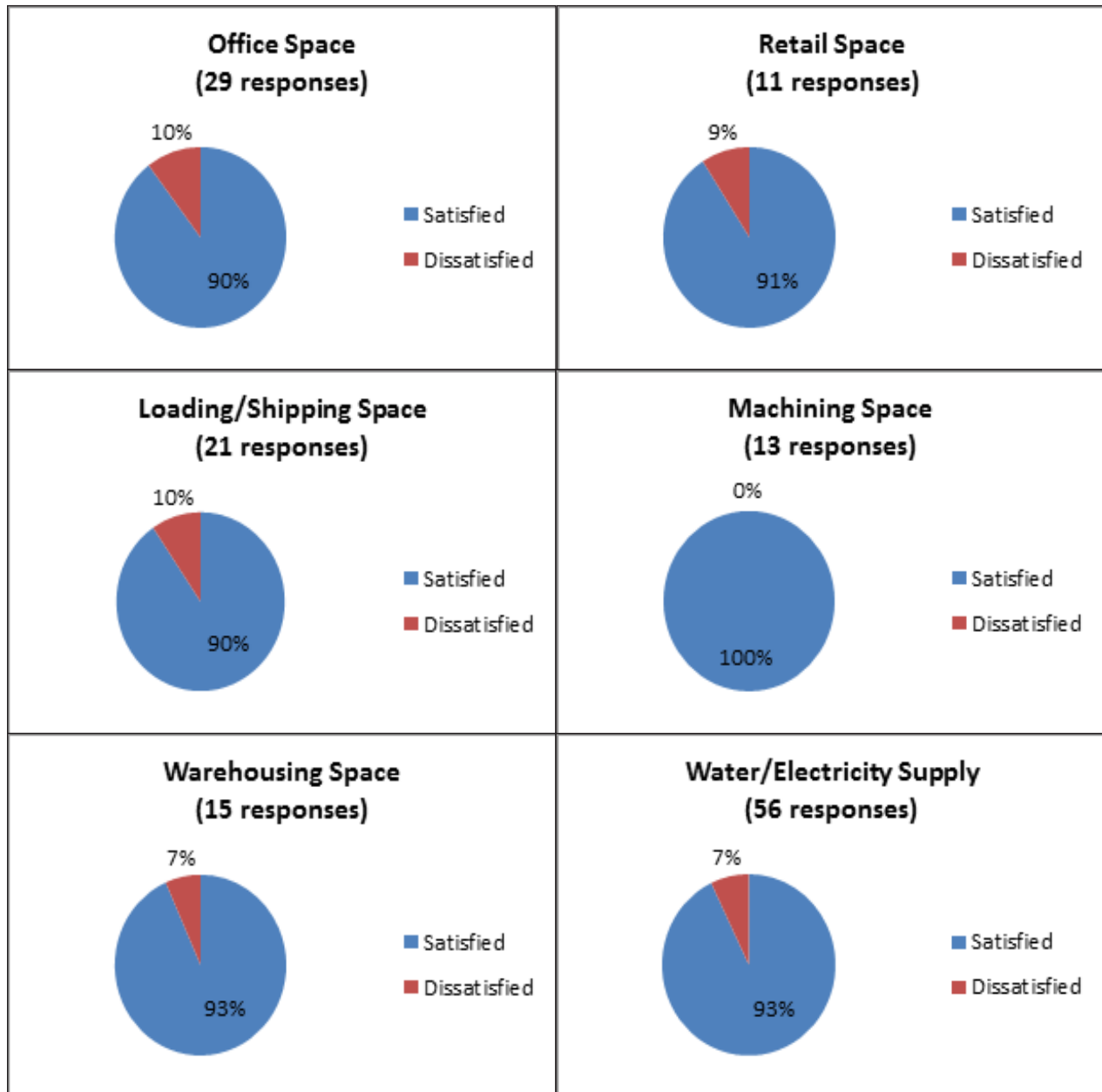


Companies believe that their locations provide the access they require to transportation, as well as to their suppliers, clients, and work force. The only exception concerned rail lines, with the few who responded saying that overall they did not have adequate access to rail lines.

SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

9. Please indicate if {your} current facilities meet your needs with regards to each of the following:

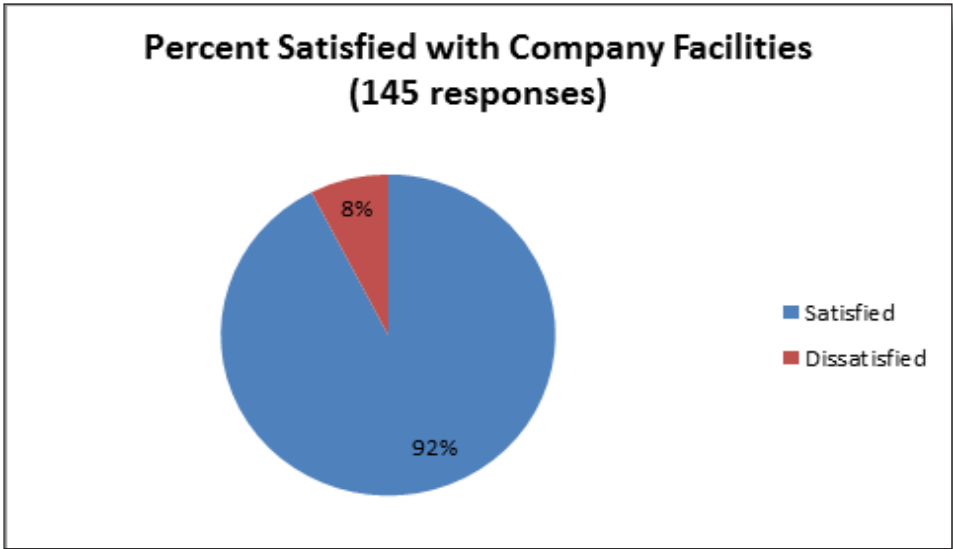
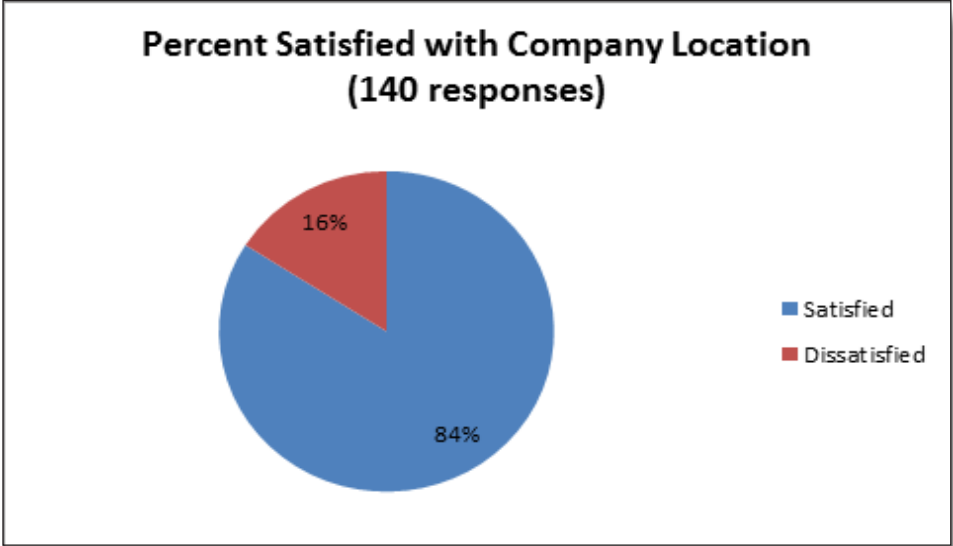


The majority of respondents were satisfied with their current facilities. The only category where the respondents were completely satisfied was machining space, though this did not apply to as many companies.



SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)





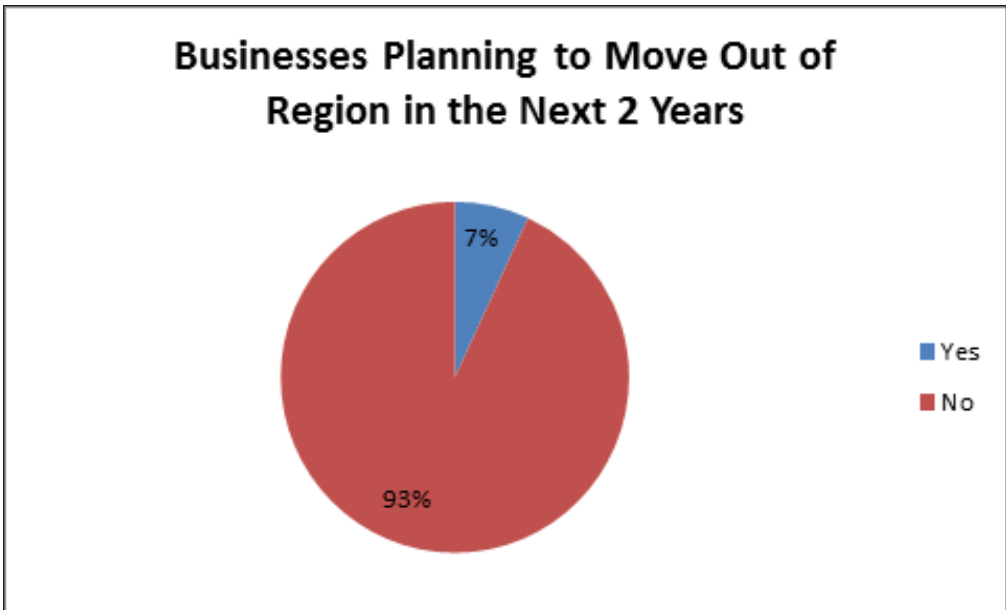
SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

10. Additional comments on facility:

- Having trouble storing boats; need storage unit to store them
- Also has plant in Taylor and office in Fenton; very high taxes in Fenton area

11. Is your business considering moving out of the region during the next two years? (29 responses)



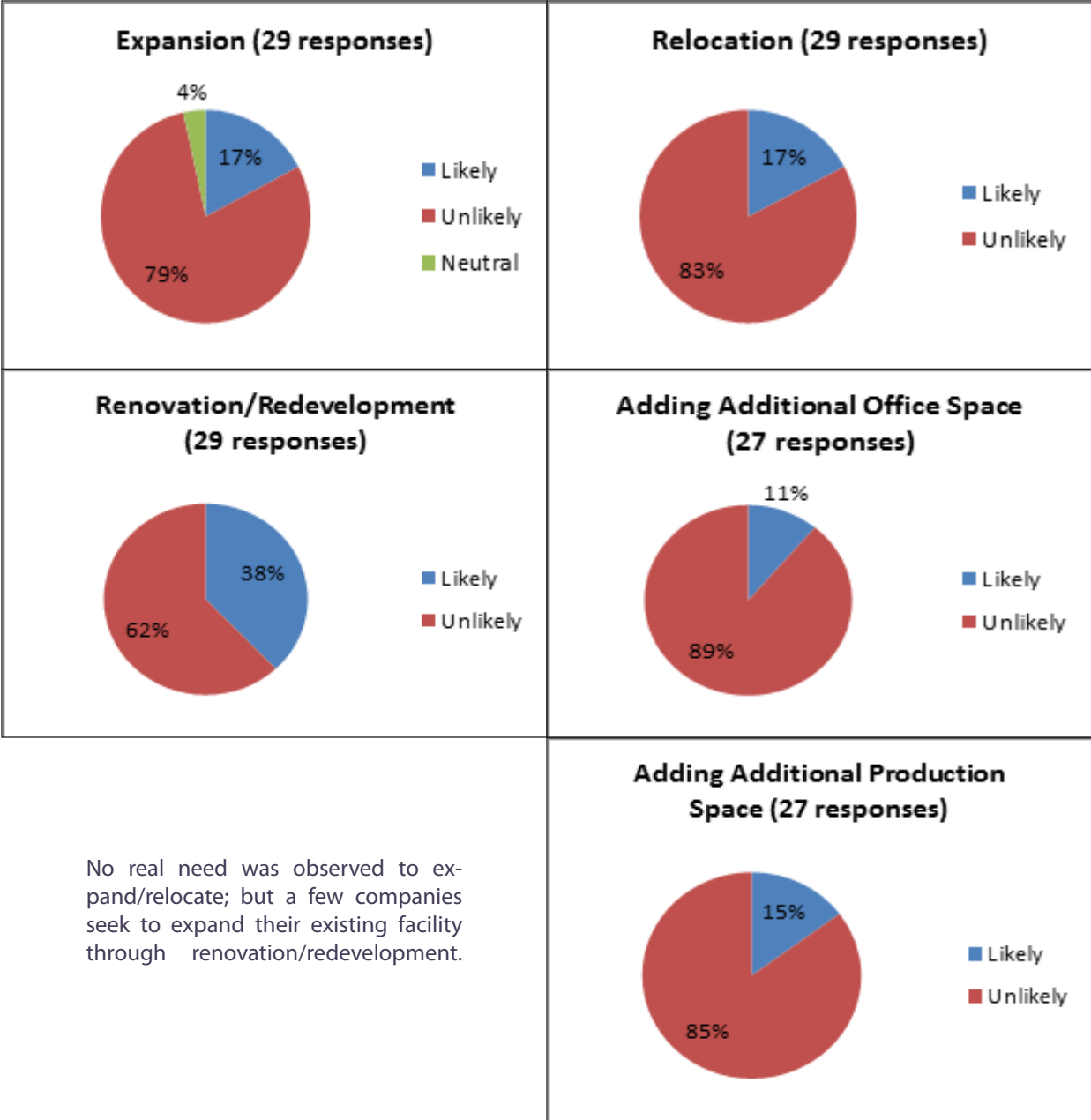
The majority of companies are not looking to move out of the area. For firms that are, reasons given include the need for consistency in a workplace and to minimize driving.



SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

12. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region:





SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

13. What is the primary reason that your company is seeking to renovate? (10 responses)

The reasons for renovation have been indicated as a need for more space, addition of jobs, modernizing, and improvement of production through expansion.

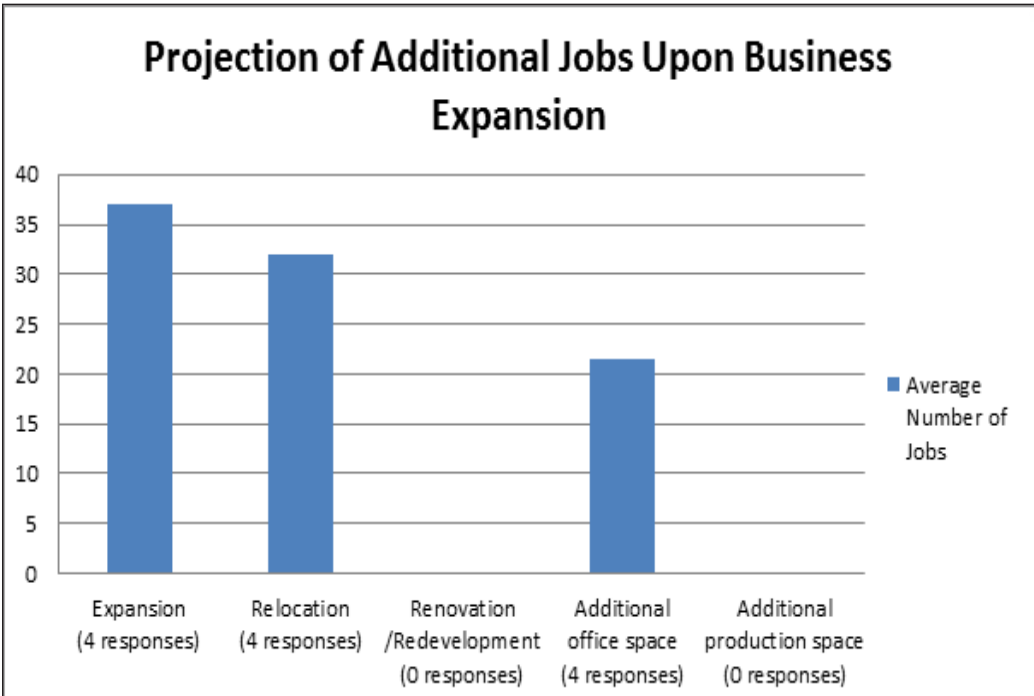
14. What is the primary reason that your company is seeking to expand? (6 responses)

The reason for business expansion has been indicated to be a result of business growth, which includes increasing the work force, gaining additional clients, as well as corporate consolidation.

15. What is the primary reason that your company is seeking to relocate?

No data was received from this question.

16. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:



The largest addition of jobs is expected to result from expansion and relocation.



SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

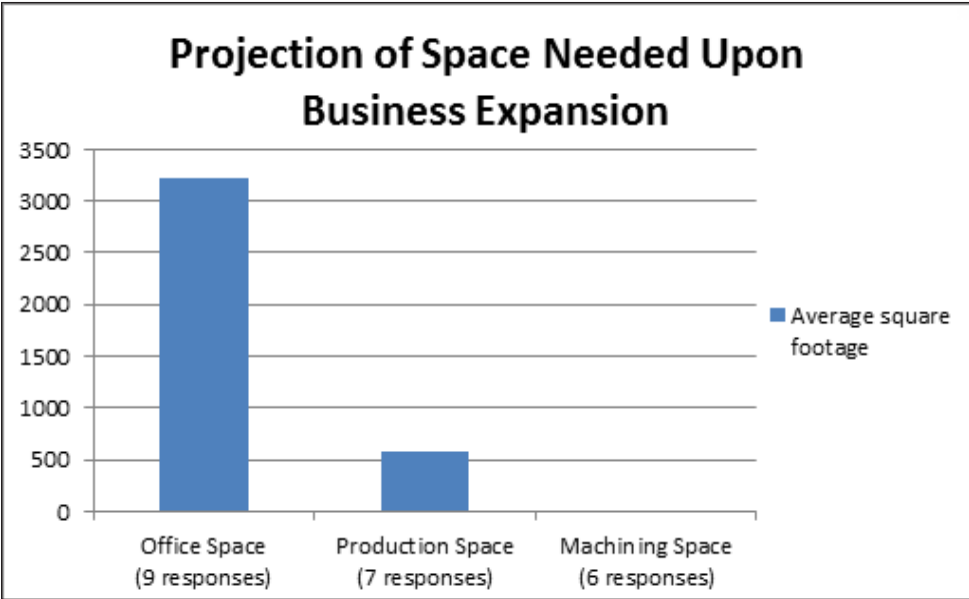
17. Please estimate how much of the following your company will additionally require for your expansion:

No data was gathered for this question. Based on our findings through surveying, many respondents did not know details about their current water/electricity usage, nor could predict future needs.

18. Please estimate how much of each of the following your company will need in a new facility:

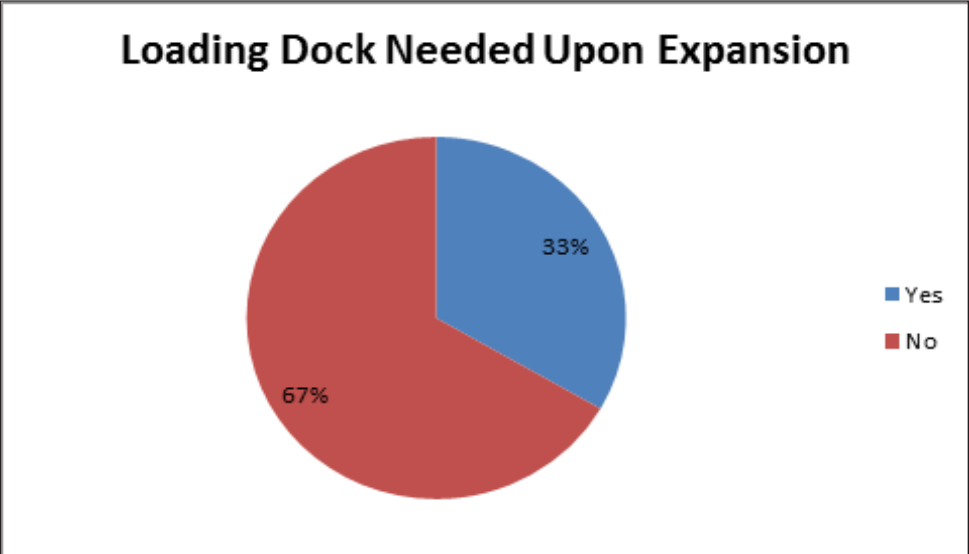
(Asked only of question 12 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)

The greatest potential need for space is seen in businesses that intend to expand their office space. The average space needed for office space is about 3200 additional sq. ft.



19. Do you anticipate needing a loading dock upon expansion (12 responses)?

Businesses do not see a significant need for a loading dock upon expansion, but about a third of respondents did foresee this need.

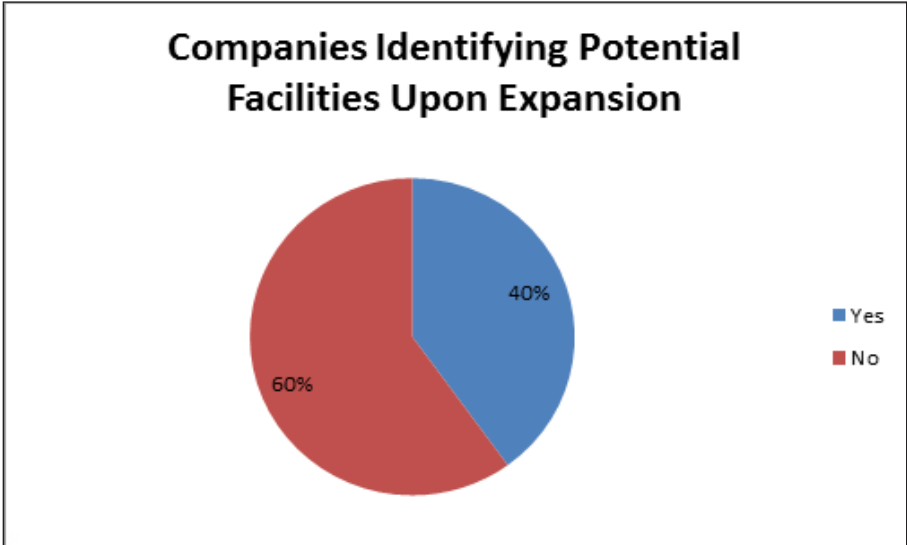




SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

20. Has your company begun to identify potential facilities for expansion? If yes, where have you looked (5 responses)?



Potential facility locations include:

- Fenton area
- Indiana

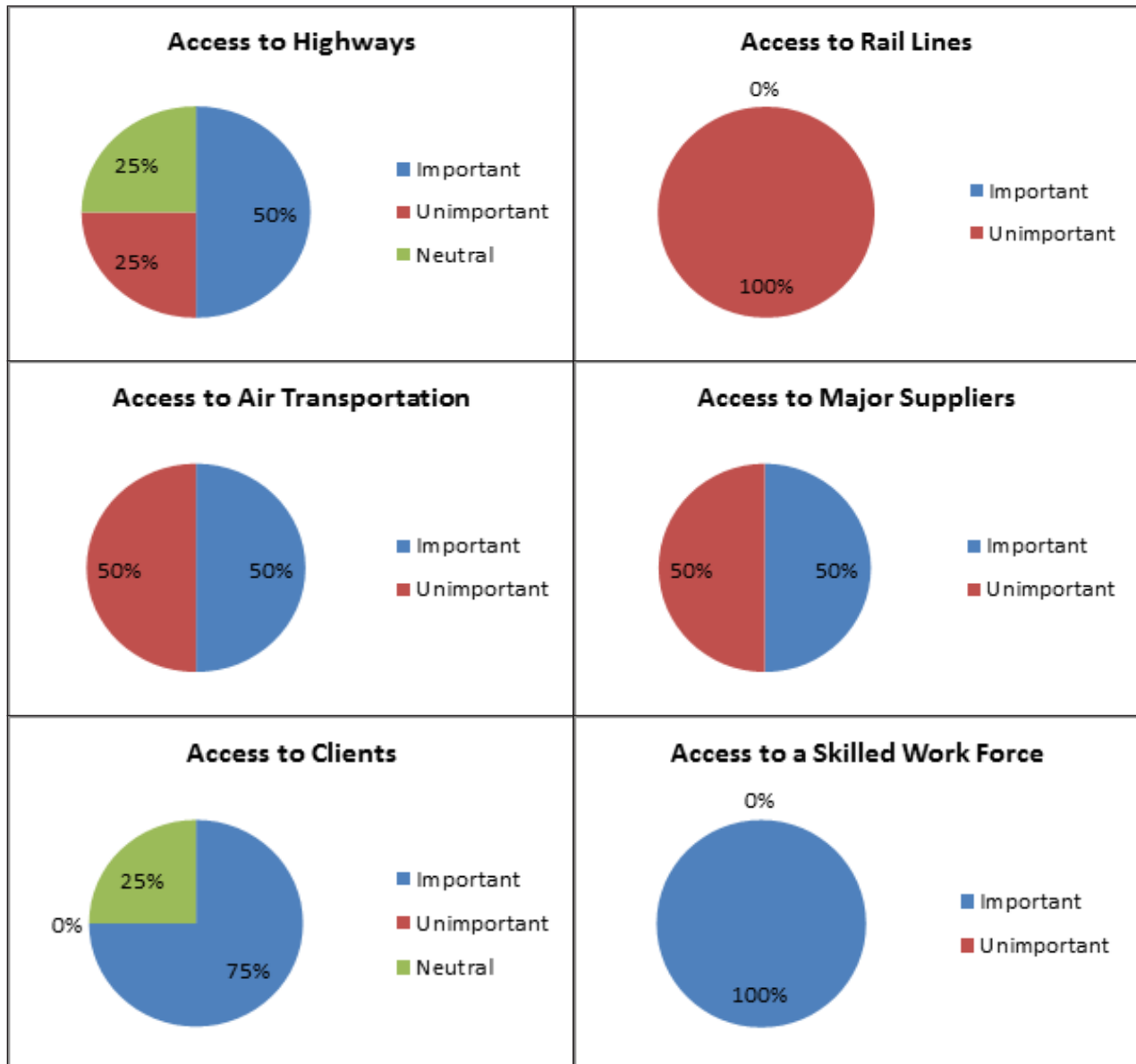
21. Additional Comments:

- Needs three 12,000 sq. ft. buildings, but needs funding in order to expand
- One is looking in Fenton Industrial Park

SURVEY DATA

FENTON SURVEY RESPONSES (Within city limits)

22. Please indicate the importance of the following factors are when choosing a location for expansion (4 responses):



The most important factors in choosing a location for expansion is indicated to be access to a skilled work force and clients. The opinion was split when it came to access to major suppliers, air transportation, and highways.

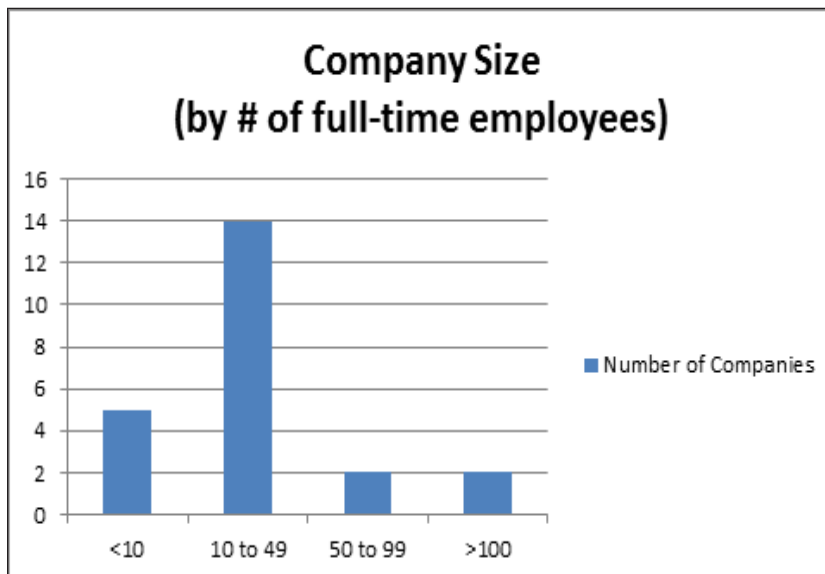
SURVEY DATA

SURVEY RESPONSES BY SECTOR

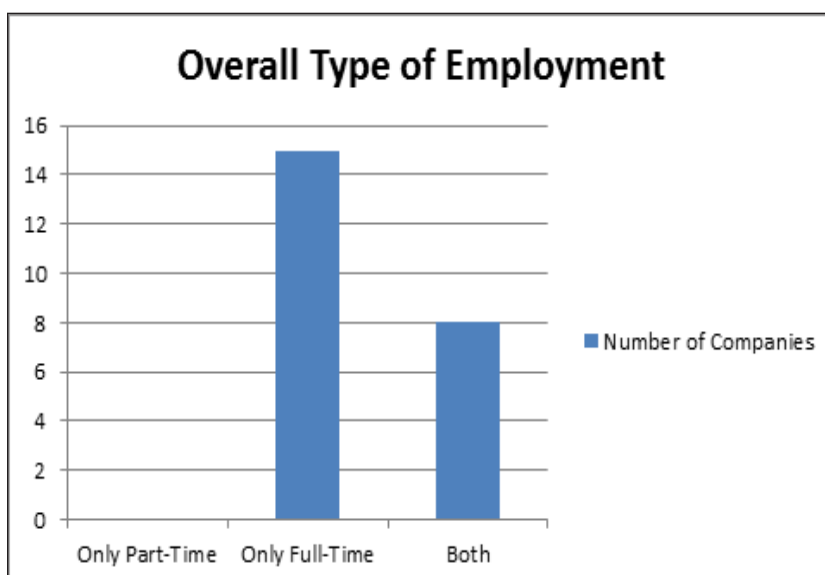
Construction/Landscaping

23 total out of 126 businesses

1. How many workers [and what type] does your firm employ?



The majority of companies surveyed were relatively small, with between 10 and 49 employees.



The majority of companies employ only full-time workers.

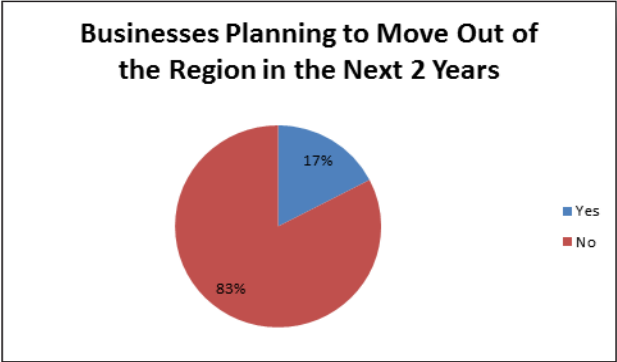


SURVEY DATA

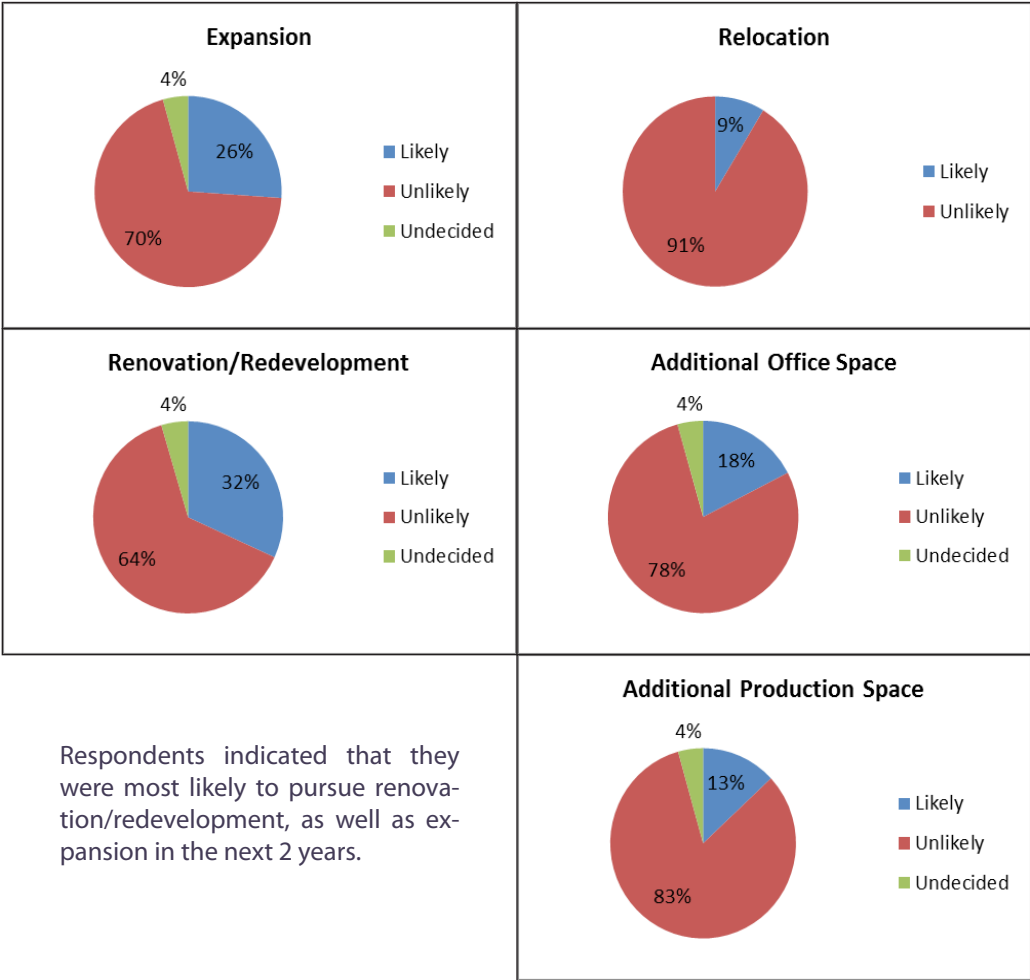
SURVEY RESPONSES BY SECTOR

Construction/Landscaping

2. Is your business considering moving out of the region during the next two years?



3. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region:





SURVEY DATA

SURVEY RESPONSES BY SECTOR

Construction/Landscaping

4. What is the primary reason that your company is seeking to renovate? (7 responses)

Respondents indicated a need for renovation due to expansion, updating/restoring premises, business conversion, a need to use the facilities more efficiently, and a need for more space.

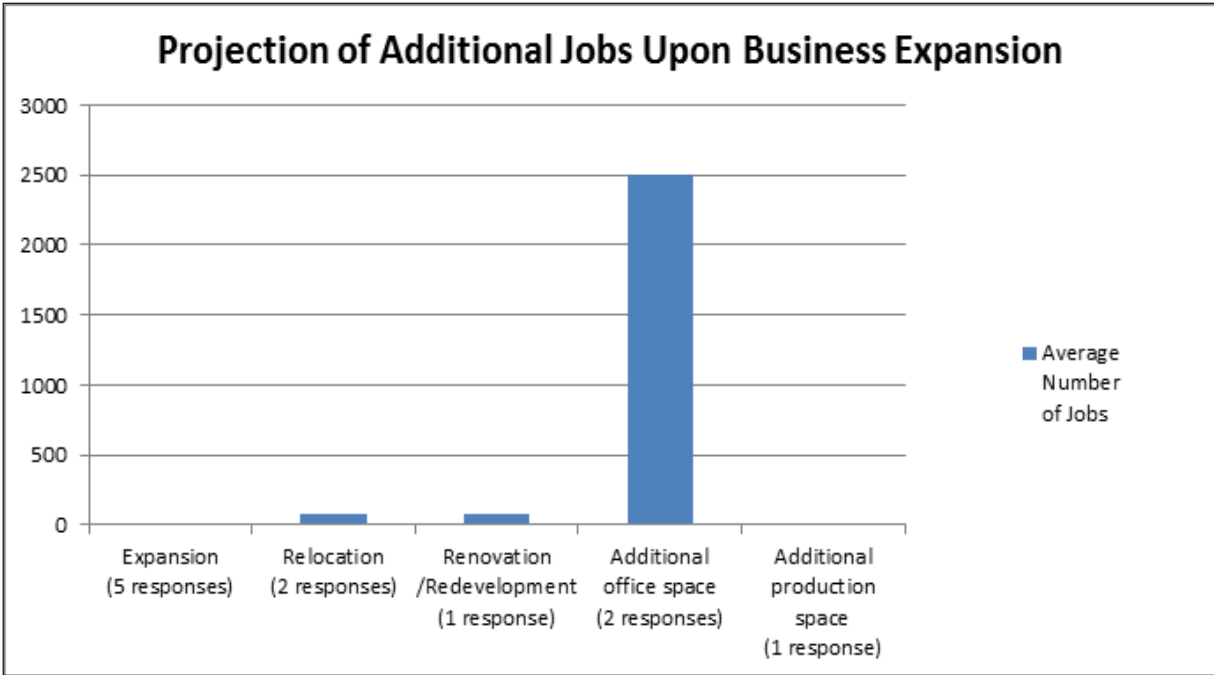
5. What is the primary reason that your company is seeking to expand? (7 responses)

Respondents indicated a need for expansion due to an increase in business, general growth, to seek business elsewhere, reduce operating costs, and a need for a new facility/more space.

6. What is the primary reason that your company is seeking to relocate? (2 responses)

Respondents indicated a need to relocate due to current operational costs, a need for more space, as well as the desire for a new neighborhood.

7. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:



The highest potential for job addition is expected as a result of adding office space.

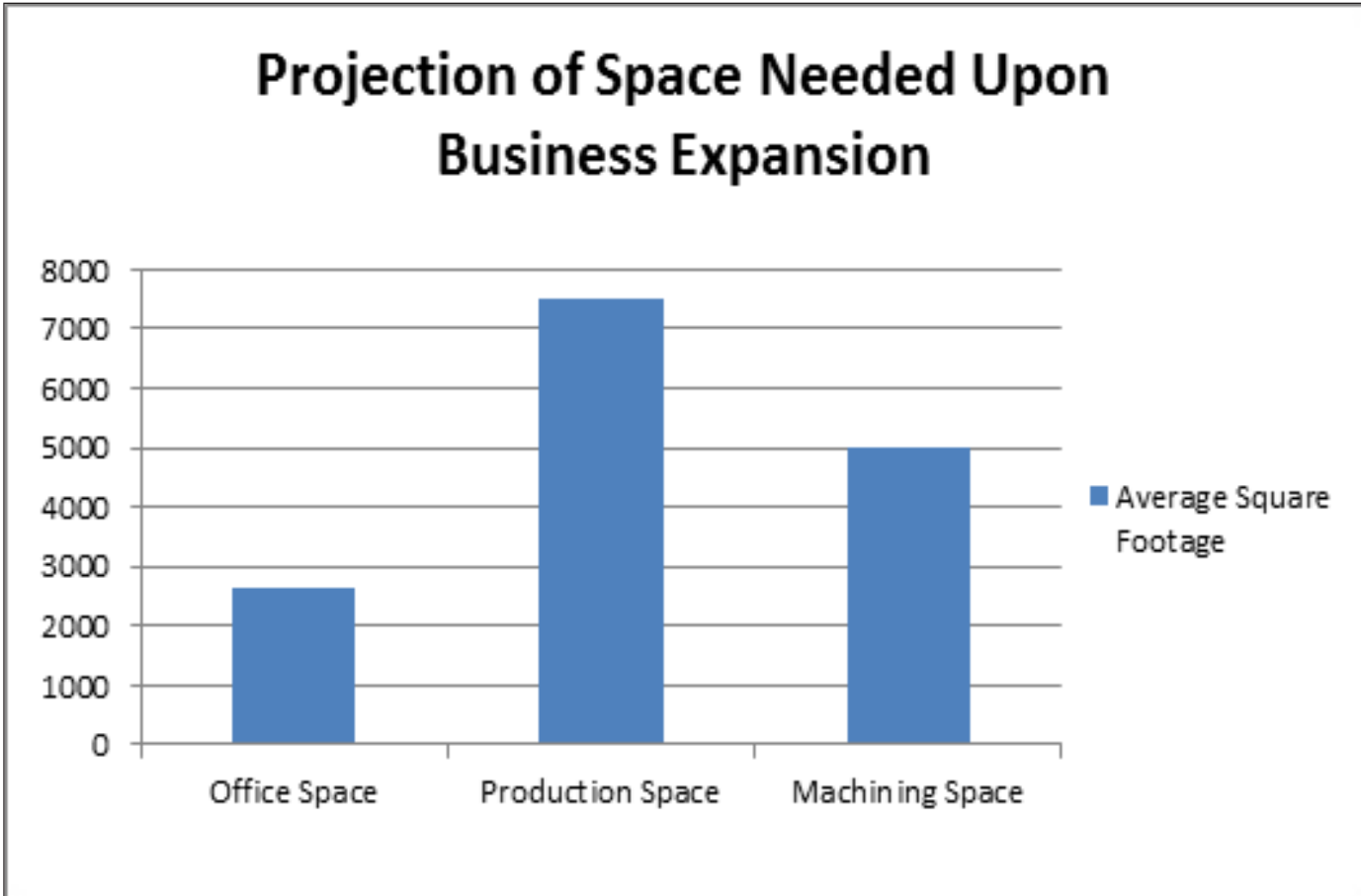


SURVEY DATA

SURVEY RESPONSES BY SECTOR

Construction/Landscaping

8. Please estimate how much of each of the following your company will need in a new facility (8 responses):
(Asked only of question 3 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)



The greatest need for space is seen in businesses that intend to expand their production space. The average amount needed was indicated to be about 7,500 sq. ft.

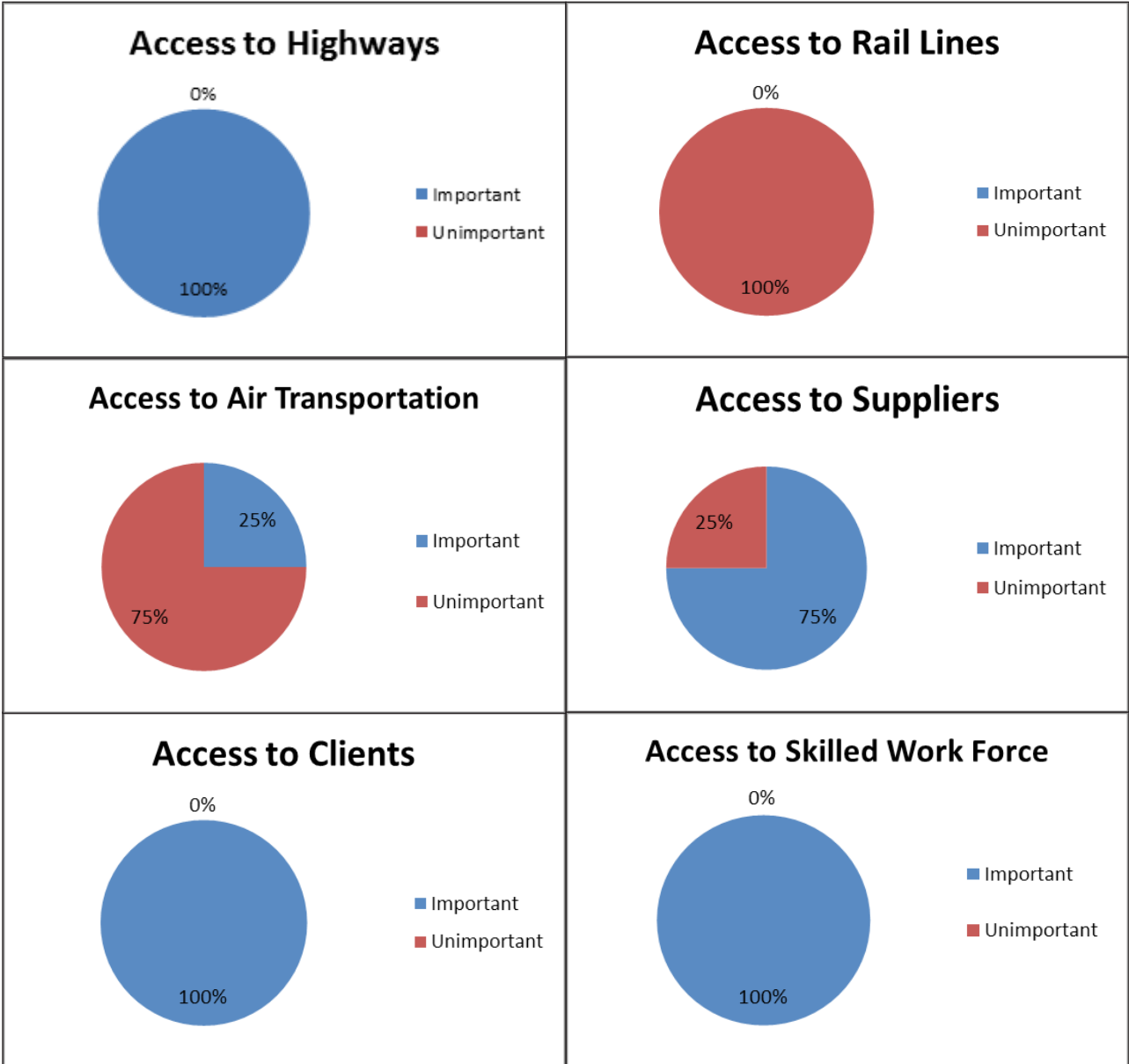


SURVEY DATA

SURVEY RESPONSES BY SECTOR

Construction/Landscaping

9. Please indicate the importance of the following factors are when choosing a location for expansion (4 responses):



The most important factors in choosing a location for expansion is indicated to be access to highways, clients, and a skilled work force.



SURVEY DATA

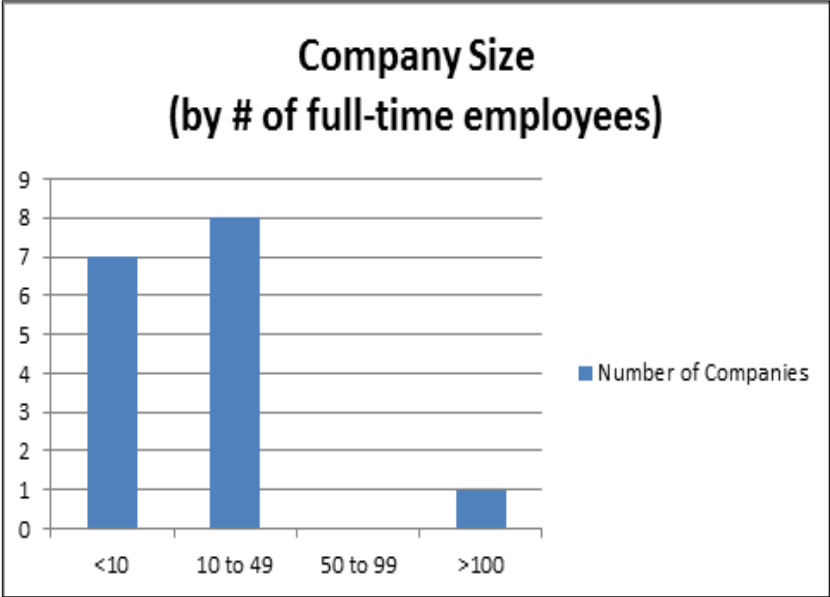
SURVEY RESPONSES BY SECTOR

Consulting/Services (financial)

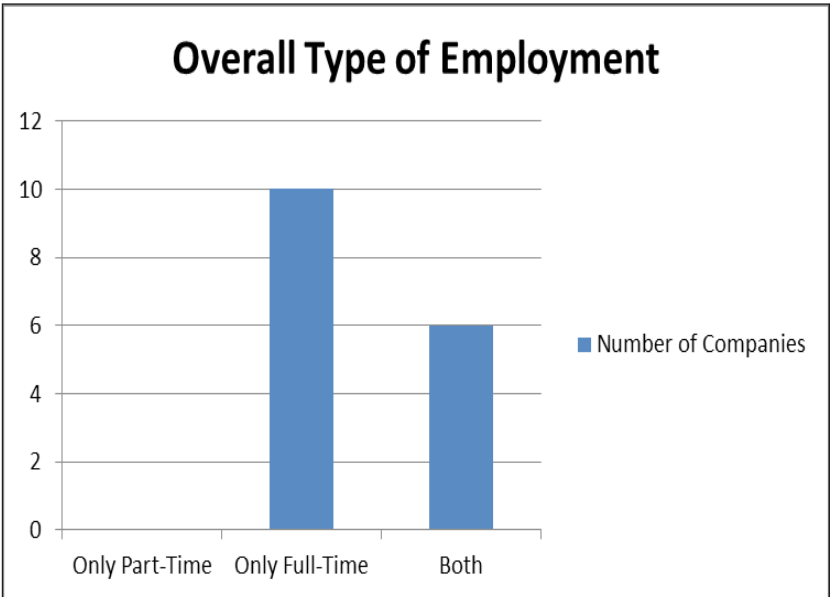
16 total out of 126 businesses

1. How many workers [and what type] does your firm employ?

The majority of companies surveyed were small, with between 1 and 49 employees.



The majority of companies employ mostly full-time workers.

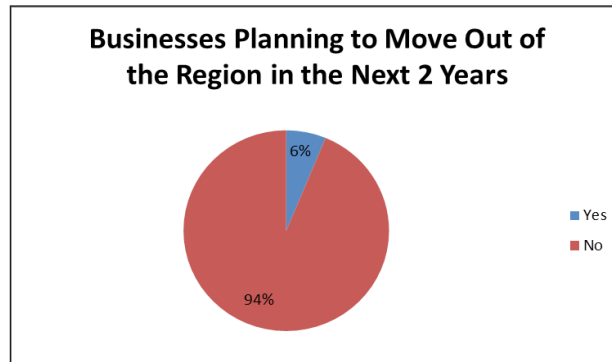


SURVEY DATA

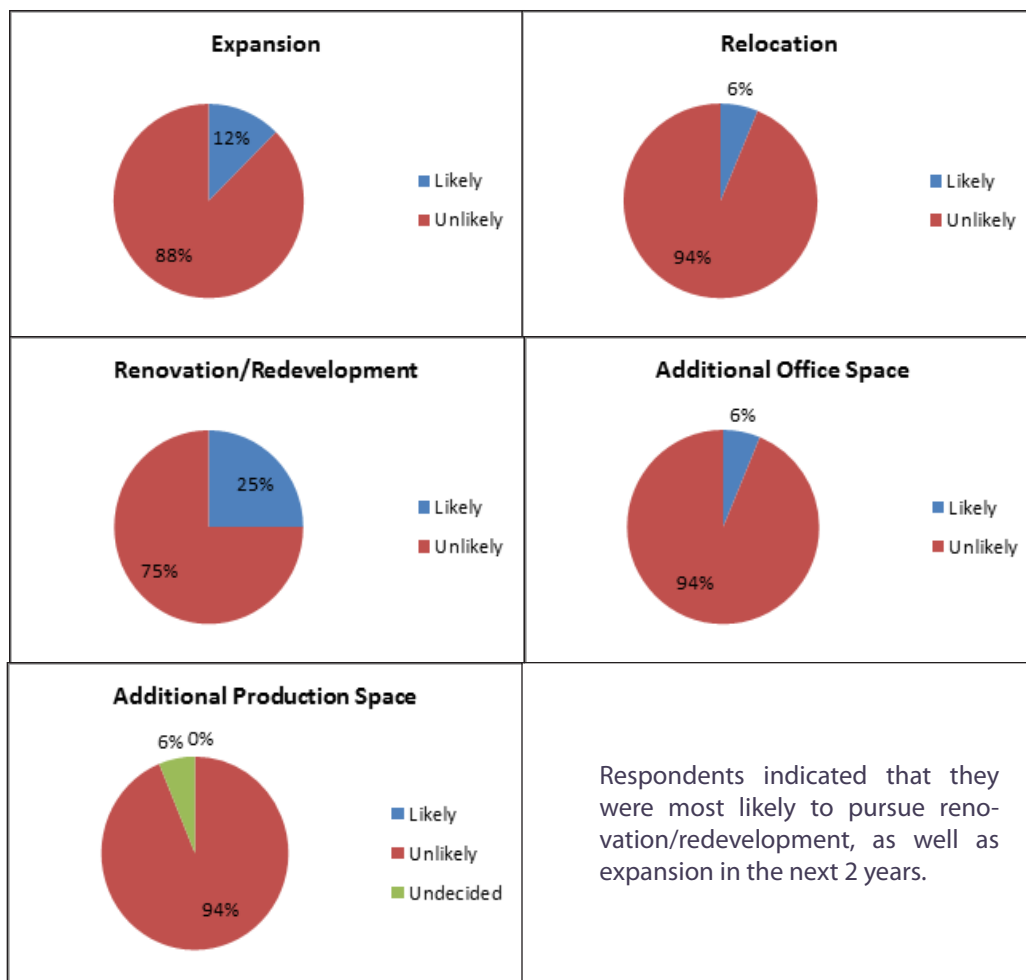
SURVEY RESPONSES BY SECTOR

Consulting/Services (financial)

2. Is your business considering moving out of the region during the next two years?



3. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region:





SURVEY DATA

SURVEY RESPONSES BY SECTOR

Consulting/Services (financial)

4. What is the primary reason that your company is seeking to renovate? (4 responses)

Respondents indicated a need for renovation due to growth, updating image, and a need for more space.

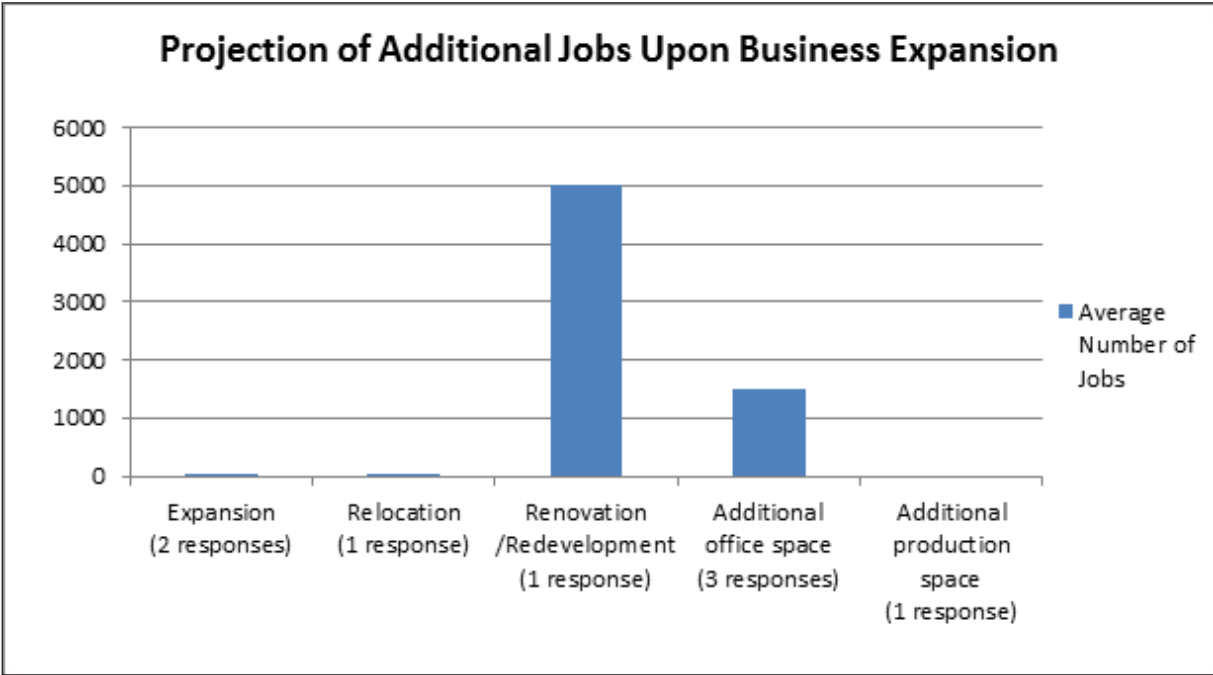
5. What is the primary reason that your company is seeking to expand? (3 responses)

Respondents indicated a need for expansion due to addition of jobs, a need for more space, and to reach out to more clients.

6. What is the primary reason that your company is seeking to relocate? (1 response)

One business indicated a need for relocation in order to reach out to more clients.

7. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:



Potential for job addition expected in all fields, with the highest amount in expansion and relocation.

8. Please estimate how much of each of the following your company will need in a new facility:

(Asked only of question 3 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)

Almost all respondents indicated little or no need for office, production, or machining space if they were to acquire a new facility.

9. Please indicate the importance of the following factors are when choosing a location for expansion:

No data recorded.

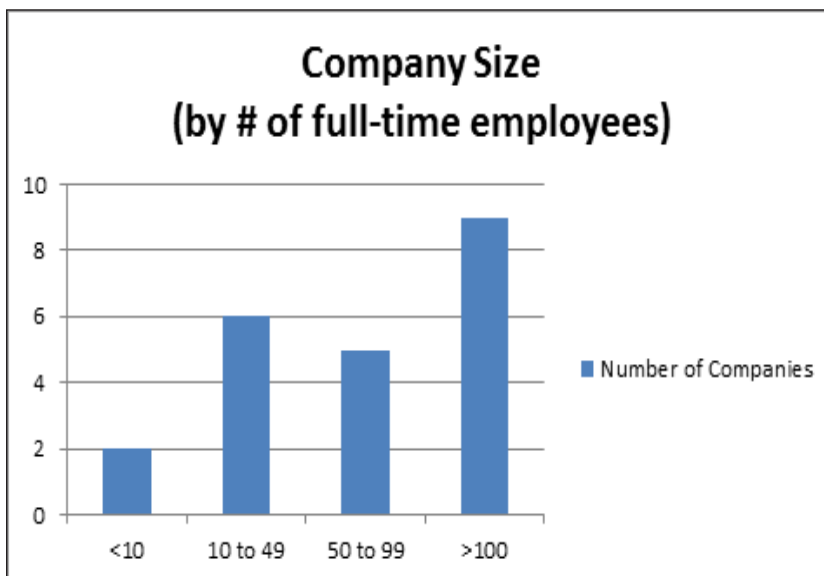
SURVEY DATA

SURVEY RESPONSES BY SECTOR

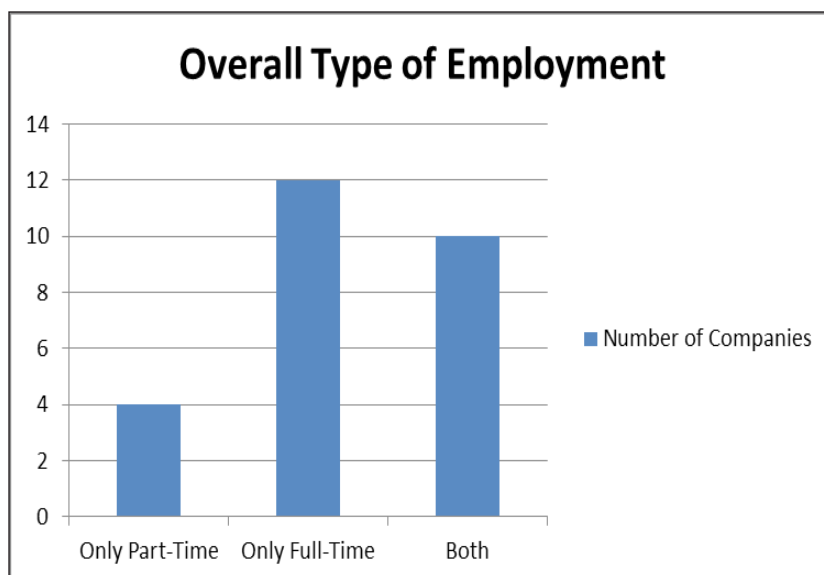
Consulting/Services (technical)

27 total out of 126 businesses

1. How many workers [and what type] does your firm employ?



Company size is greatly varied, with many over 100 employees.



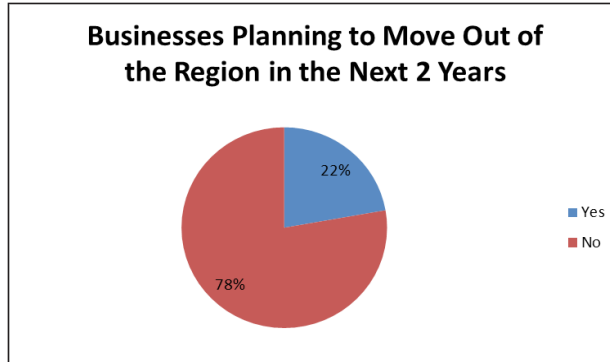
The majority of companies employ only full-time workers, though many have both full and part-time.

SURVEY DATA

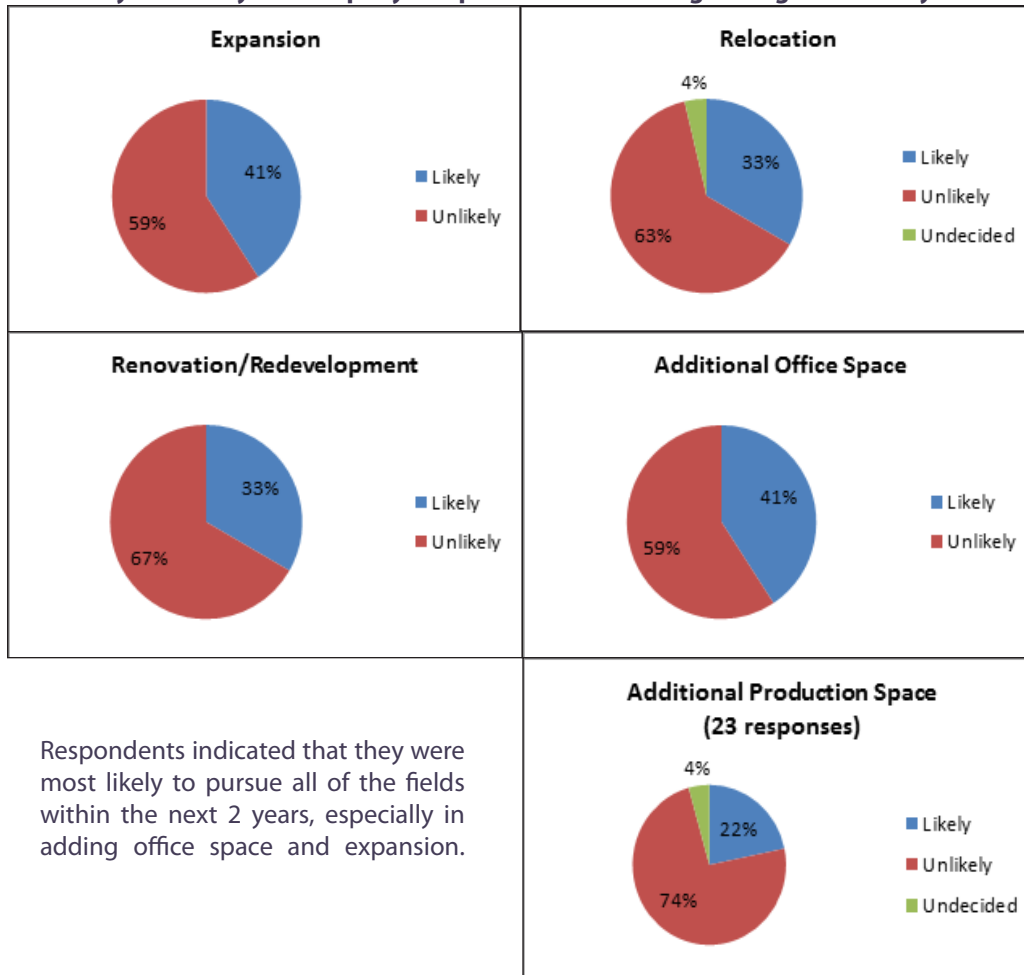
SURVEY RESPONSES BY SECTOR

Consulting/Services (technical)

2. Is your business considering moving out of the region during the next two years?



3. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region:





SURVEY DATA

SURVEY RESPONSES BY SECTOR

Consulting/Services (technical)

4. What is the primary reason that your company is seeking to renovate? (7 responses)

Respondents indicated a need for renovation due to dated facilities, general updates, increasing employee satisfaction, moving to a newer facility, expansion, and an increase in growth - including a larger work force.

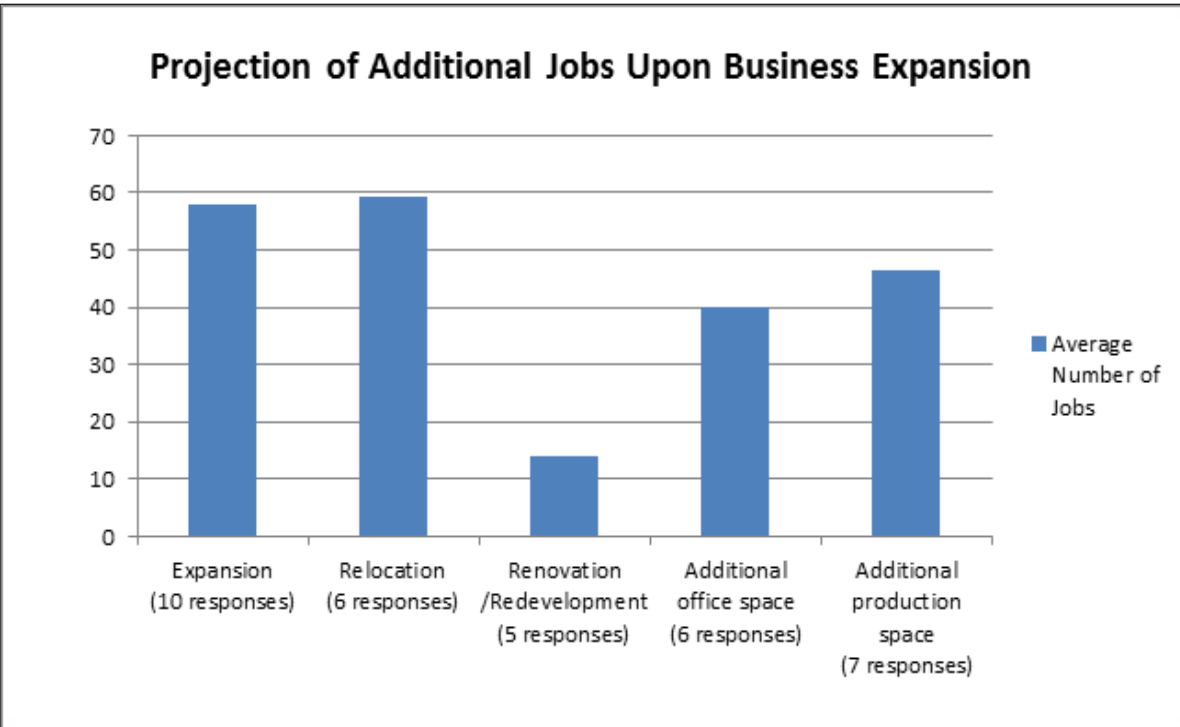
5. What is the primary reason that your company is seeking to expand? (10 responses)

Respondents indicated a need for expansion due to supporting current business, growth, increase in work force, consolidation with corporate headquarters, and also to keep up with demand.

6. What is the primary reason that your company is seeking to relocate? (3 responses)

Respondents indicated a need to relocate in order to find more business support, growth, safety, and for marketing and recruiting purposes.

7. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:



Potential for job addition expected in all fields, with the highest amount in expansion and relocation.

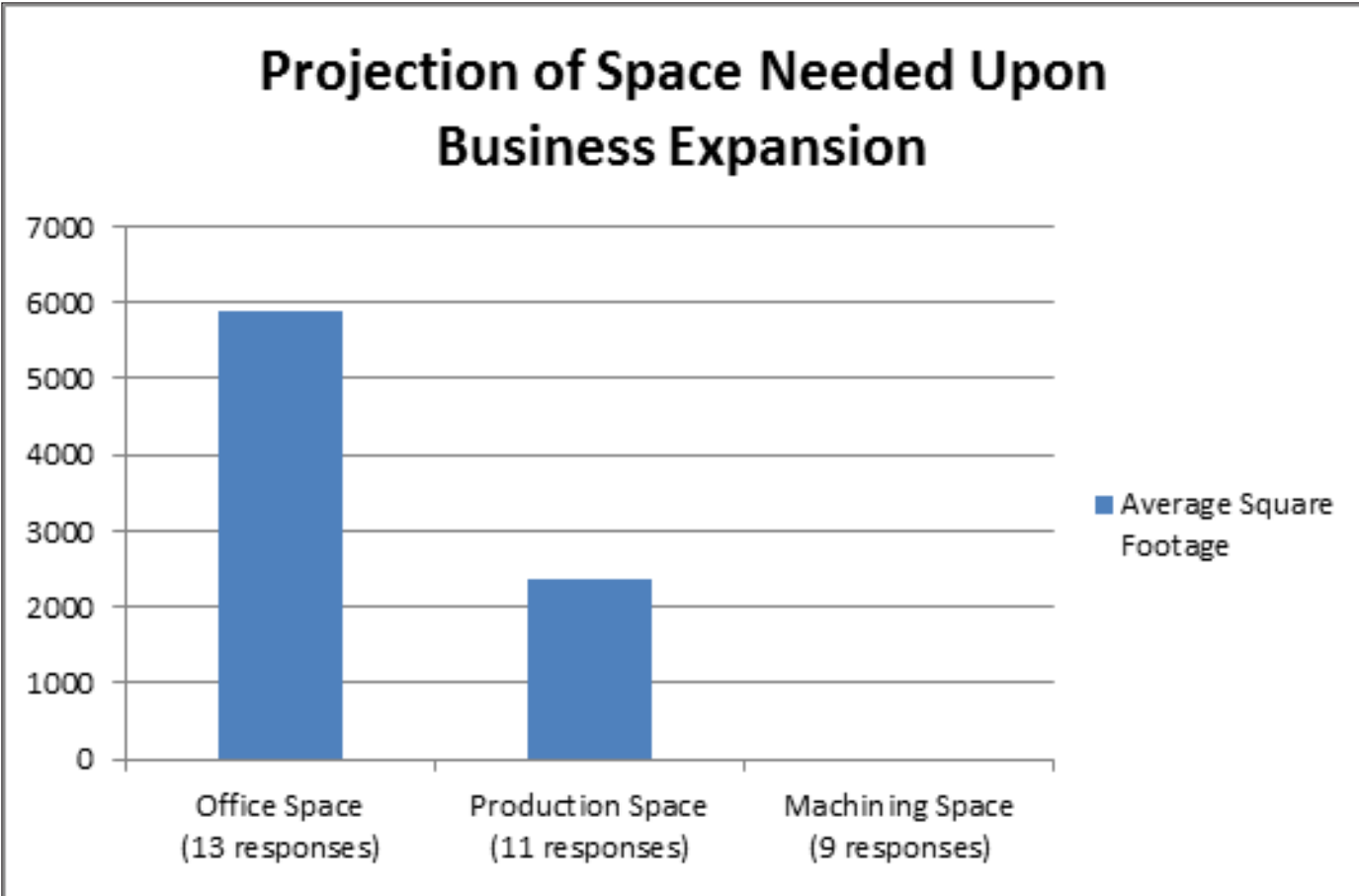


SURVEY DATA

SURVEY RESPONSES BY SECTOR

Consulting/Services (technical)

8. Please estimate how much of each of the following your company will need in a new facility:
(Asked only of question 3 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)



The greatest need for space is seen in businesses that intend to expand their office space. The average amount needed was indicated to be about 6,000 sq. ft.

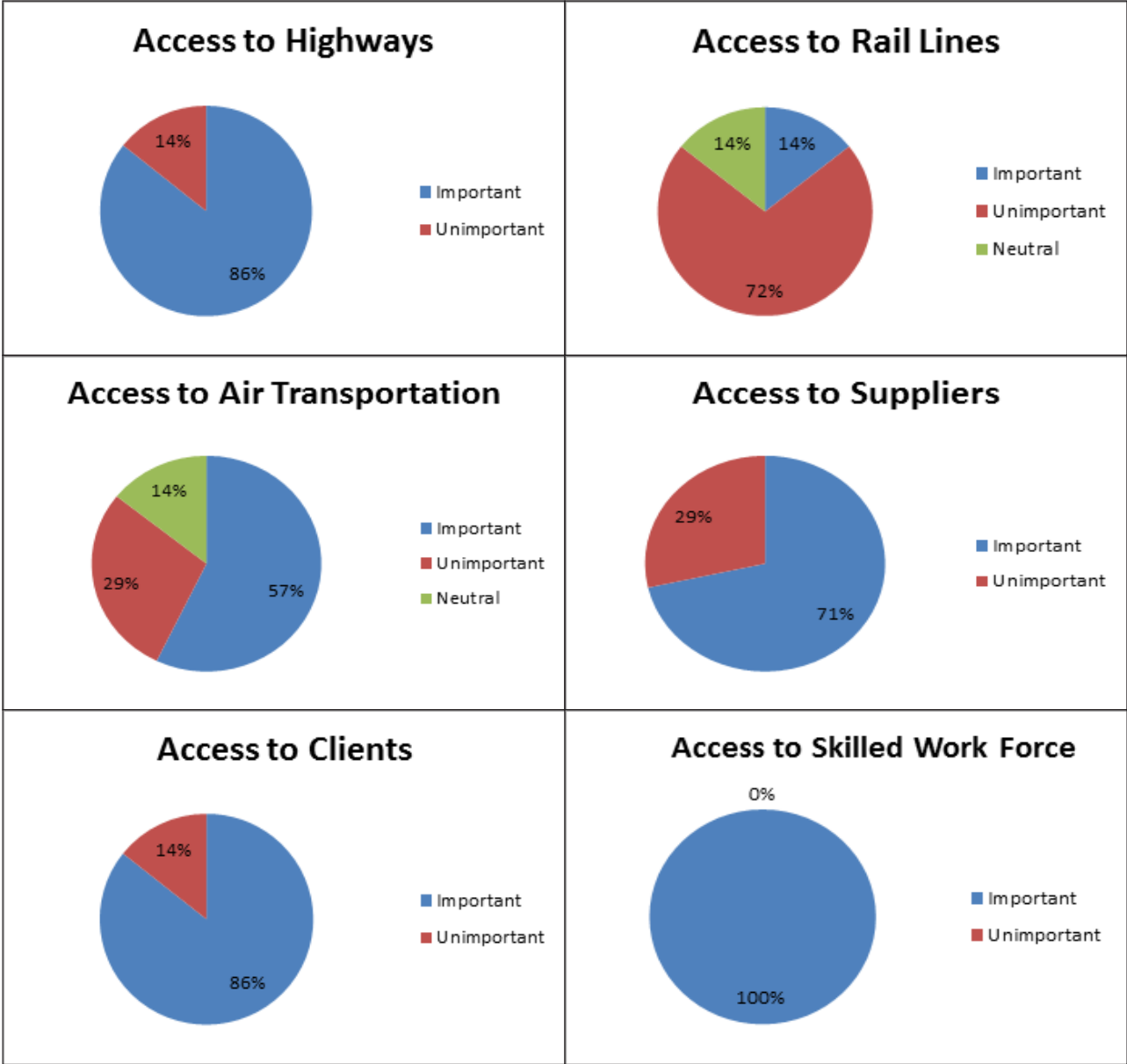


SURVEY DATA

SURVEY RESPONSES BY SECTOR

Consulting/Services (technical)

9. Please indicate the importance of the following factors are when choosing a location for expansion (4 responses):



The most important factors in choosing a location for expansion are indicated to be access to a skilled workforce, with access to highways and clients closely behind.



SURVEY DATA

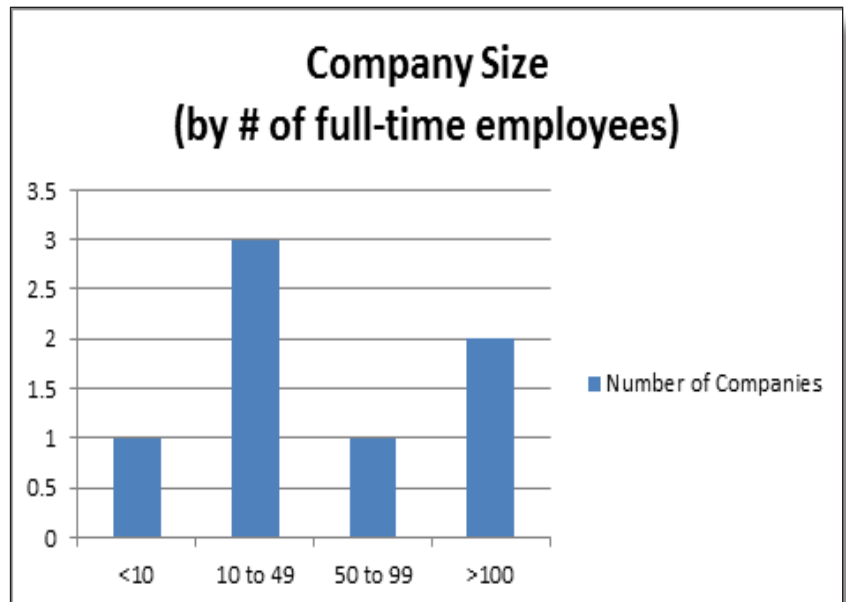
SURVEY RESPONSES BY SECTOR

Health/Human Services

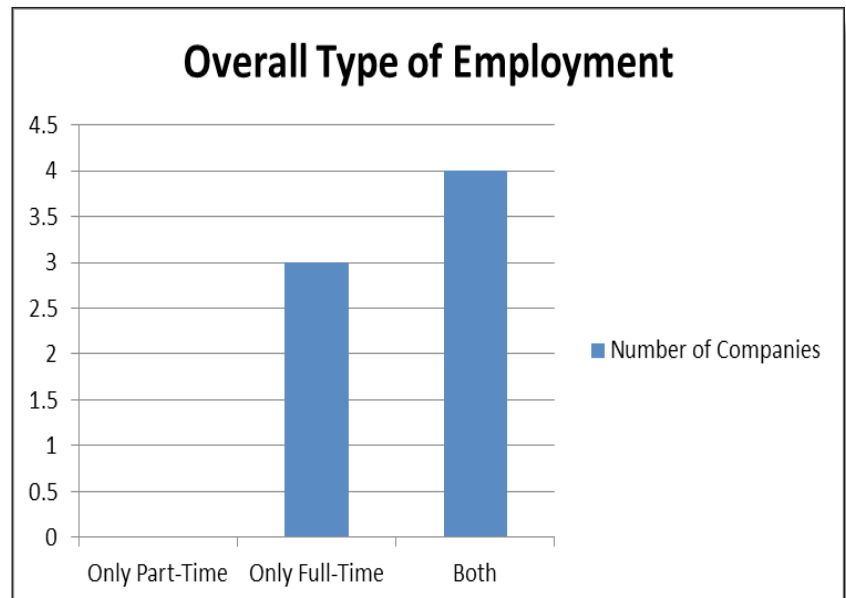
7 total out of 126 businesses

1. How many workers [and what type] does your firm employ?

Company size greatly varied, with most between 10 and 49 employees.



The majority of companies employ both full and part-time workers, though many have only full-time.



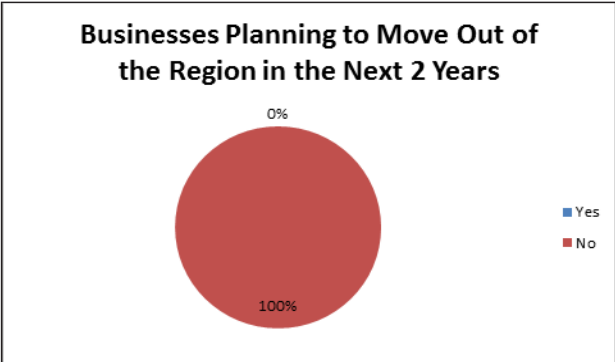


SURVEY DATA

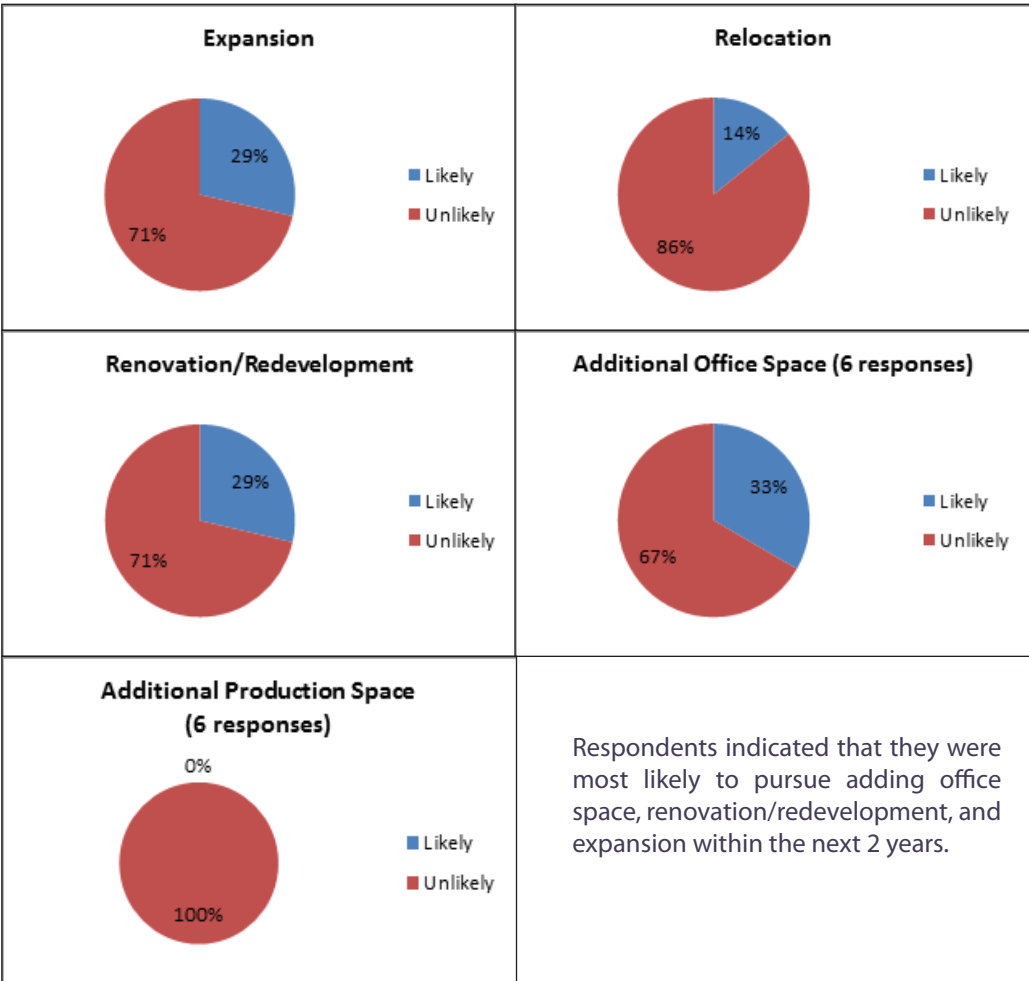
SURVEY RESPONSES BY SECTOR

Health/Human Services

2. Is your business considering moving out of the region during the next two years?



3. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region:





SURVEY DATA

SURVEY RESPONSES BY SECTOR

Health/Human Services

4. What is the primary reason that your company is seeking to renovate? (2 responses)

Respondents indicated a need for renovation in order to provide better patient care, to update, and to be able to add more jobs.

5. What is the primary reason that your company is seeking to expand? (2 responses)

Respondents indicated a need for expansion due to the addition of more office/storage/machining space and to further business.

6. What is the primary reason that your company is seeking to relocate? (1 response)

One business indicated a need for relocation due to the end of the company's current lease.

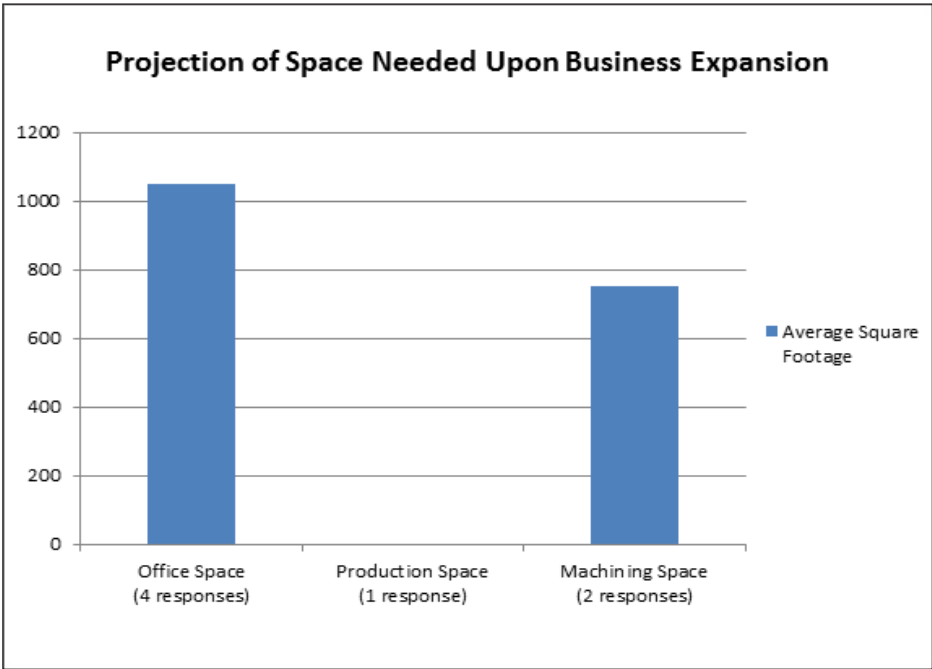
7. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:

One business estimated that it would expect to add five jobs through expansion of their current facility, while another indicated that it could potentially add six jobs as a result of relocation.

8. Please estimate how much of each of the following your company will need in a new facility:

(Asked only of question 3 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)

The greatest need for space is seen in businesses that intend to expand their office space. The average amount needed was indicated to be about 1,000 sq. ft.



9. Please indicate the importance of the following factors are when choosing a location for expansion (1 response):

There was only one respondent to this question. Respondent indicated that all factors were important except for rail lines.

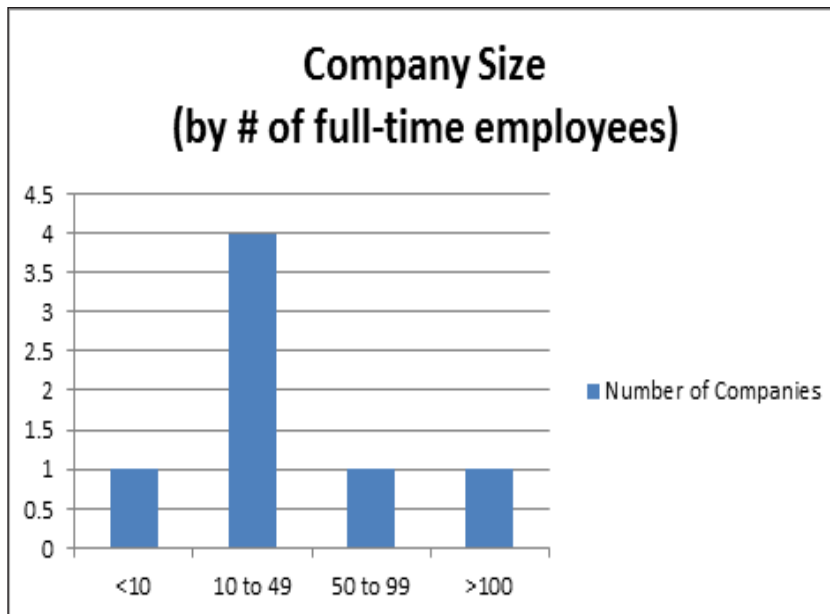
SURVEY DATA

SURVEY RESPONSES BY SECTOR

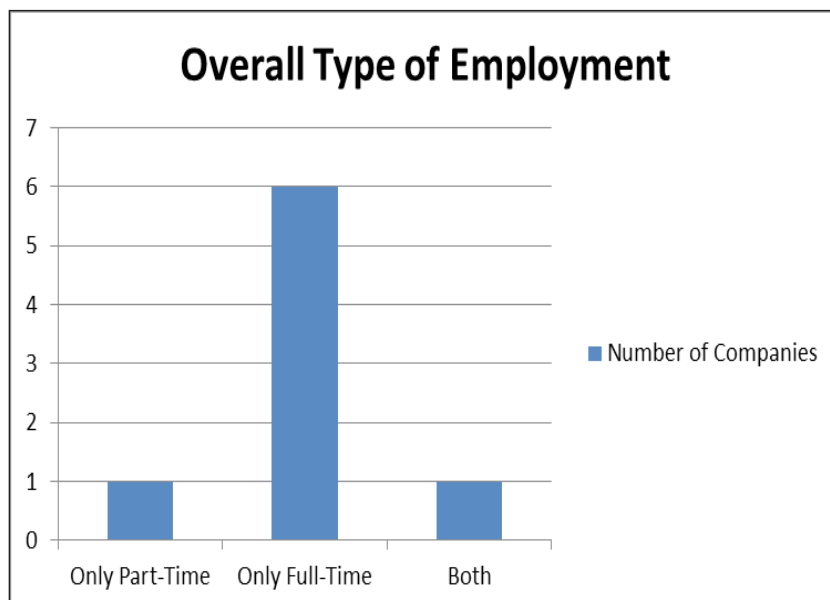
Industrial

8 total out of 126 businesses

1. How many workers [and what type] does your firm employ?



The majority of companies surveyed were relatively small, with between 10 and 49 employees.



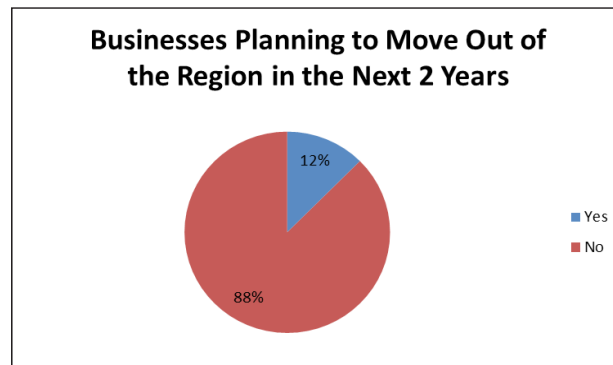
The majority of companies employ only full-time workers.

SURVEY DATA

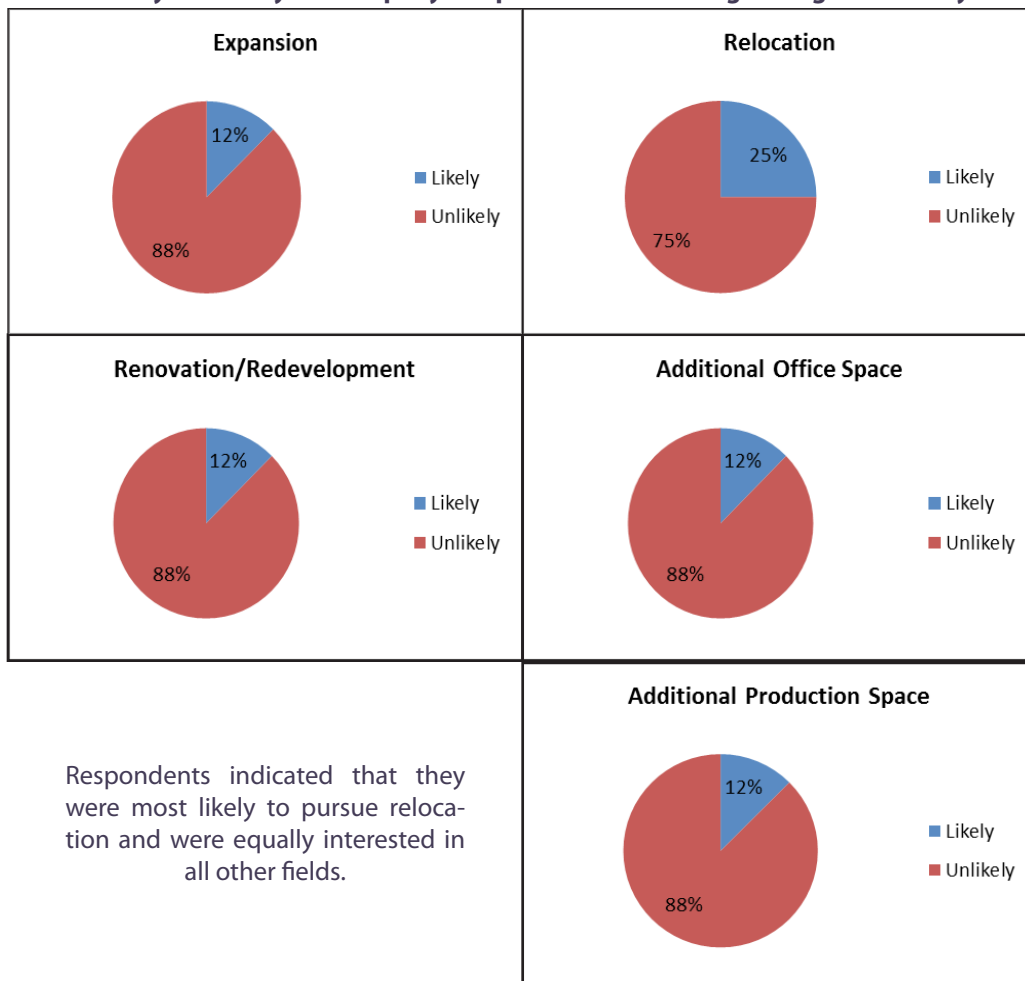
SURVEY RESPONSES BY SECTOR

Industrial

2. Is your business considering moving out of the region during the next two years?



3. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region:





SURVEY DATA

SURVEY RESPONSES BY SECTOR

Industrial

4. What is the primary reason that your company is seeking to renovate?

No data recorded.

5. What is the primary reason that your company is seeking to expand? (1 response)

One business indicated that it was looking to expand in order to increase work force as well as sales.

6. What is the primary reason that your company is seeking to relocate? (1 response)

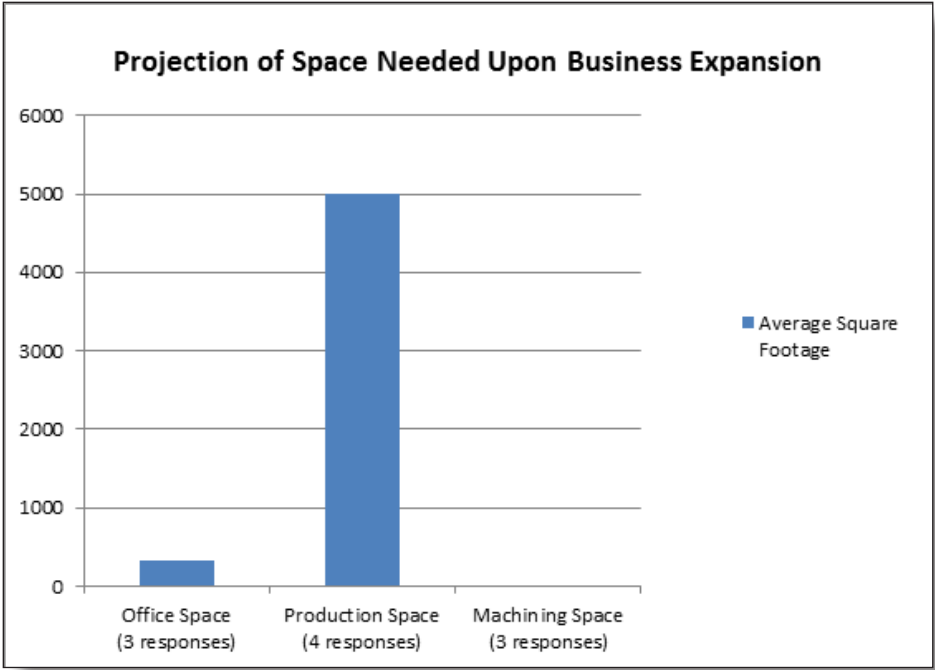
One business indicated that it was looking to relocate in order to be closer to its clients.

7. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:

No data recorded.

8. Please estimate how much of each of the following your company will need in a new facility:

(Asked only of question 3 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)



The greatest need for space is seen in businesses that intend to expand their production space. The average amount needed was indicated to be about 5,000 sq. ft.

9. Please indicate the importance of the following factors are when choosing a location for expansion (1 response):

There was only one respondent to this question. The respondent indicated that all factors were important except for rail lines and air transportation.



SURVEY DATA

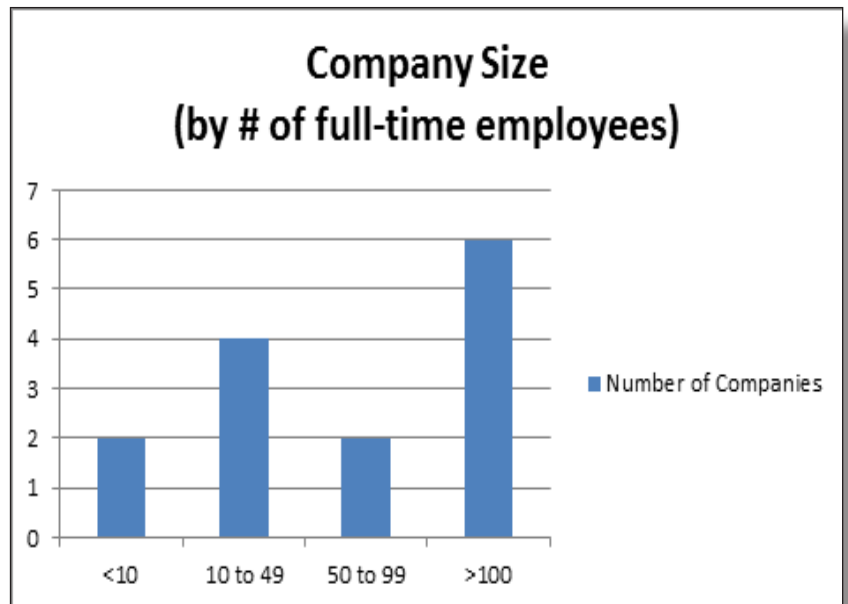
SURVEY RESPONSES BY SECTOR

Manufacturing

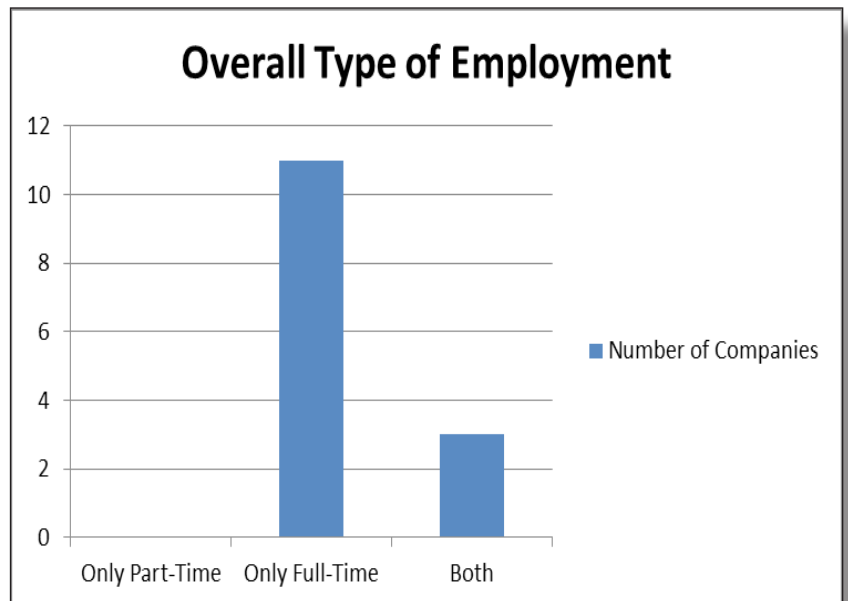
15 total out of 126 businesses

1. How many workers [and what type] does your firm employ?

The majority of companies surveyed were quite large, with over 100 employees.



The majority of companies employ only full-time workers.

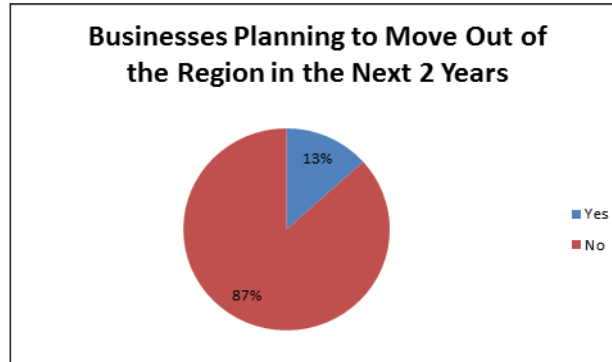


SURVEY DATA

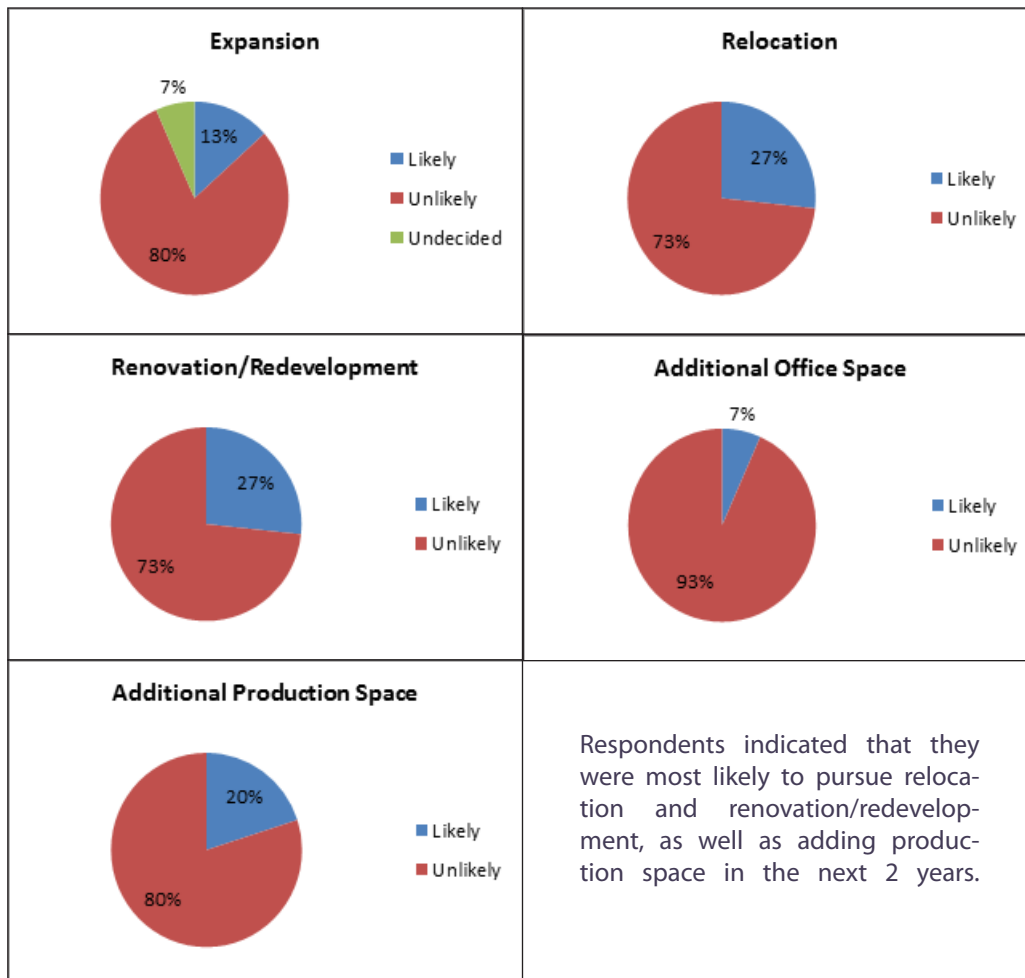
SURVEY RESPONSES BY SECTOR

Manufacturing

2. Is your business considering moving out of the region during the next two years?



3. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region:



SURVEY DATA

SURVEY RESPONSES BY SECTOR

Manufacturing

4. What is the primary reason that your company is seeking to renovate? (4 responses)

Respondents indicated a need for renovation in order to stay current with available technology, add more space, make general updates, and due to an increase in workload.

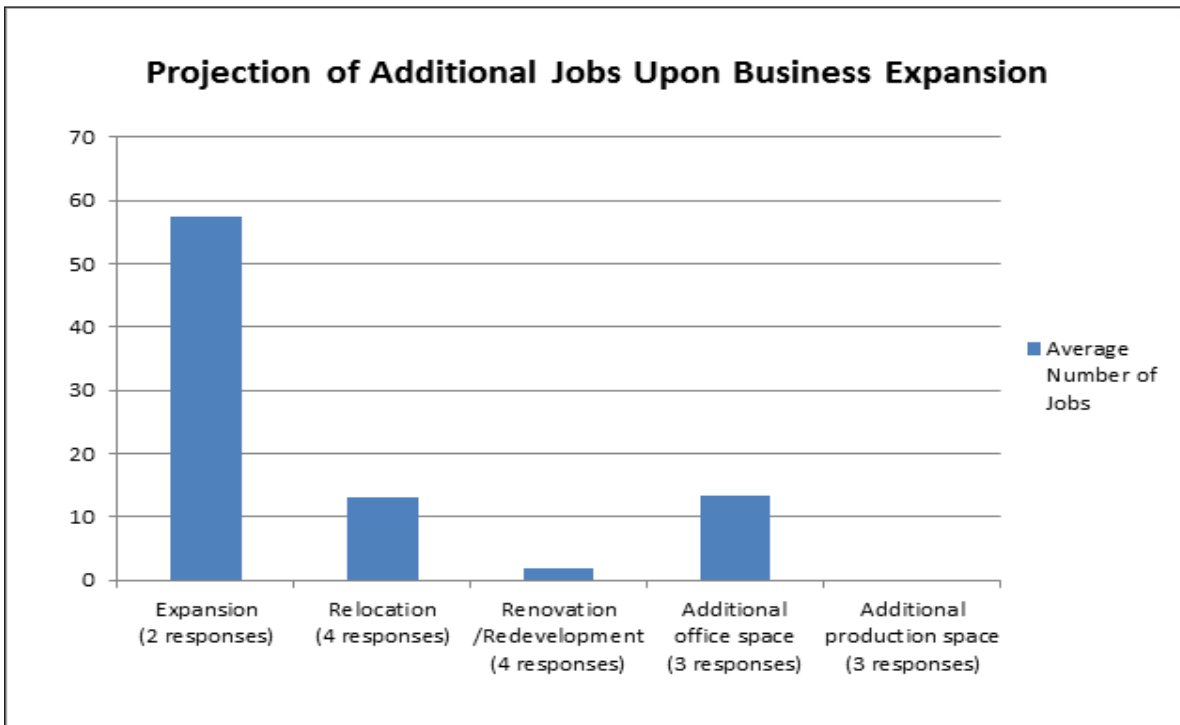
5. What is the primary reason that your company is seeking to expand? (3 responses)

Respondents indicated a need for expansion due to growth, meeting the demands of customers/workload, and line expansion.

6. What is the primary reason that your company is seeking to relocate? (2 responses)

Respondents indicated a need to relocate in order to reduce costs as well as a result of a change in the customer base that required a new facility.

7. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:



The largest potential for job addition is expected as a result of company expansion.

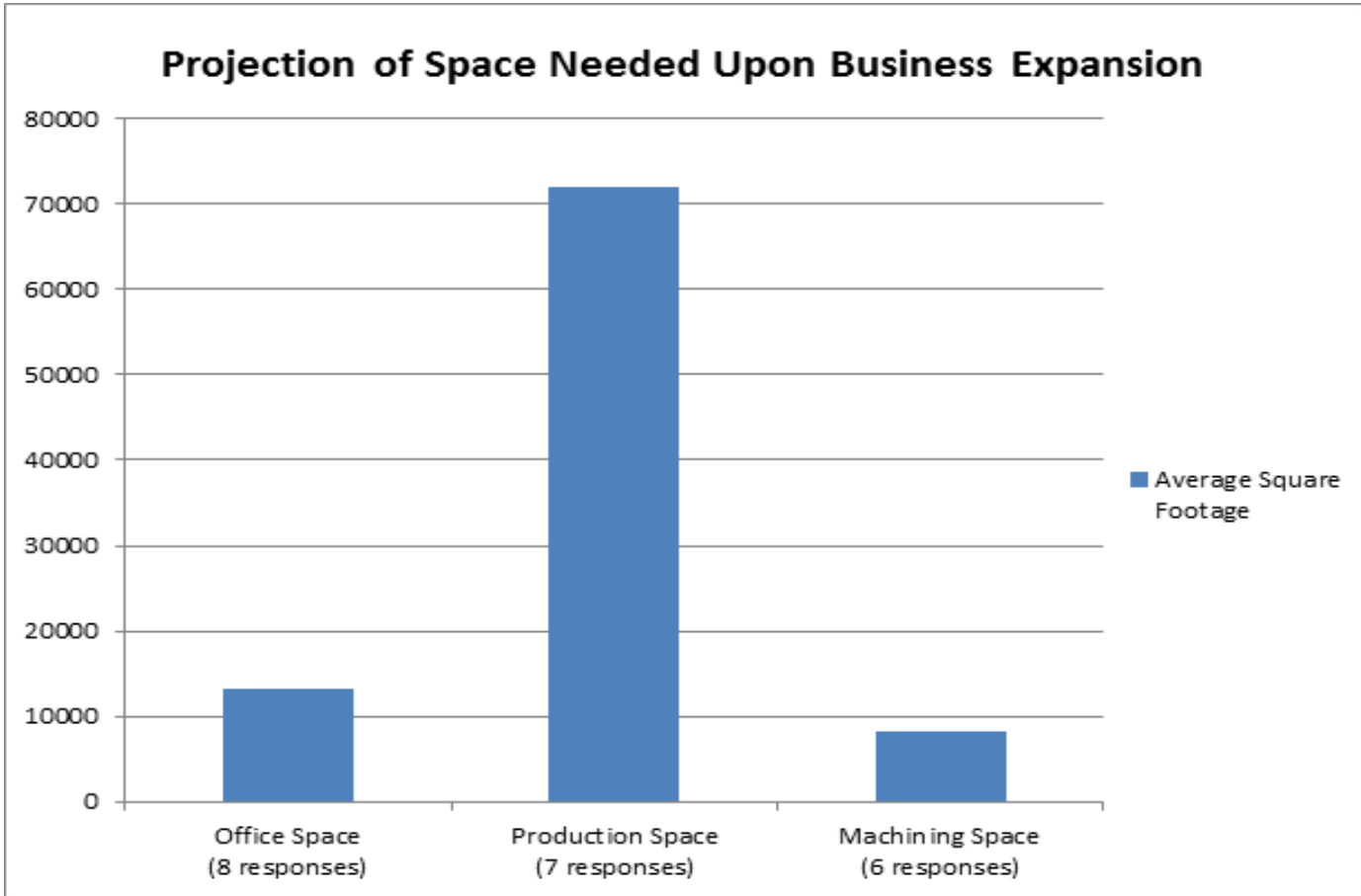


SURVEY DATA

SURVEY RESPONSES BY SECTOR

Manufacturing

8. Please estimate how much of each of the following your company will need in a new facility:
(Asked only of question 3 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)



The greatest need for space is seen in businesses that intend to expand their production space. The average amount needed was indicated to be about 70,000 sq. ft.

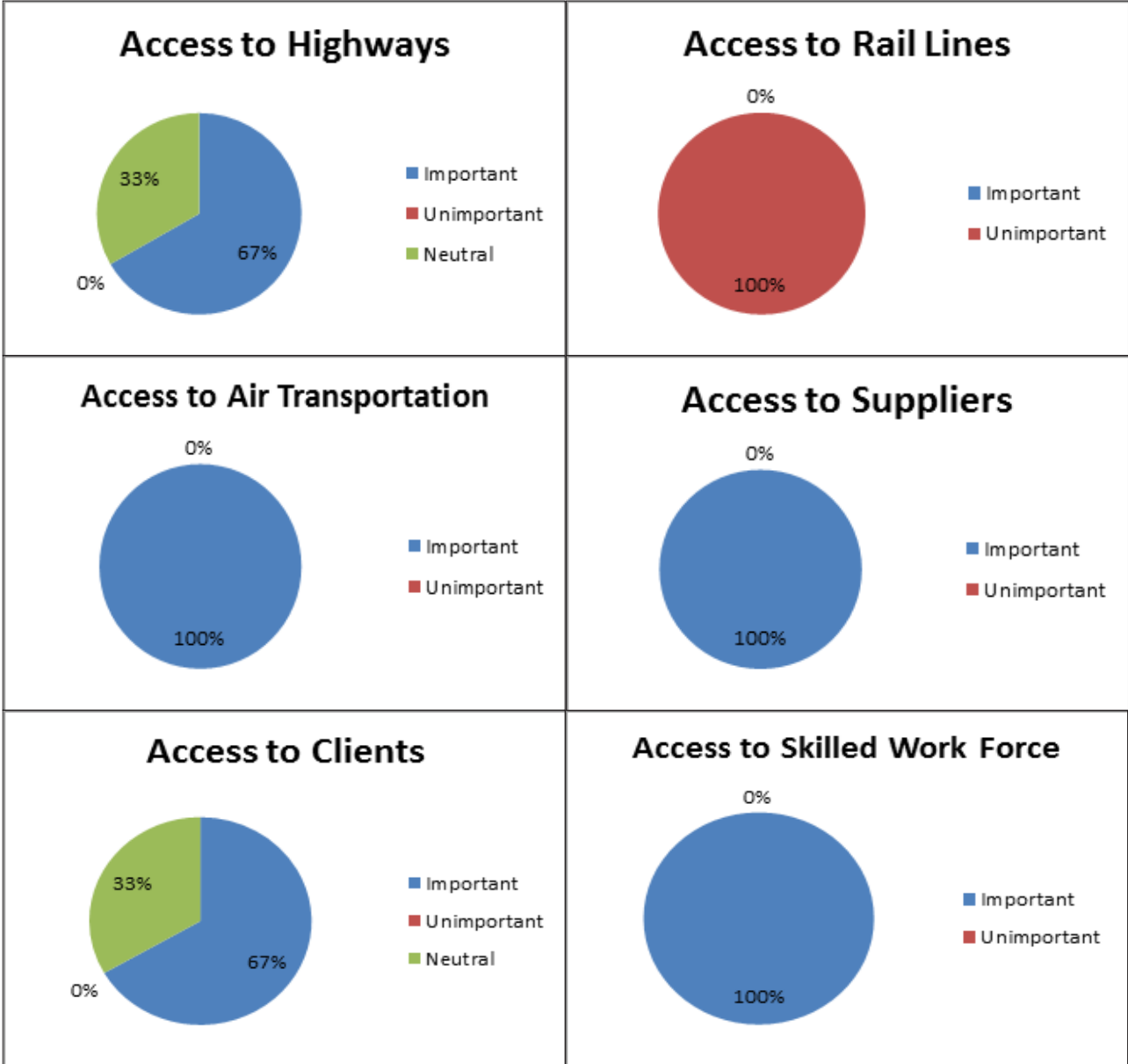


SURVEY DATA

SURVEY RESPONSES BY SECTOR

Manufacturing

9. Please indicate the importance of the following factors are when choosing a location for expansion (3 responses):



The most important factors in choosing a location for expansion are indicated to be access to air transportation, suppliers, and a skilled work force. Access to rail lines was not seen as important.

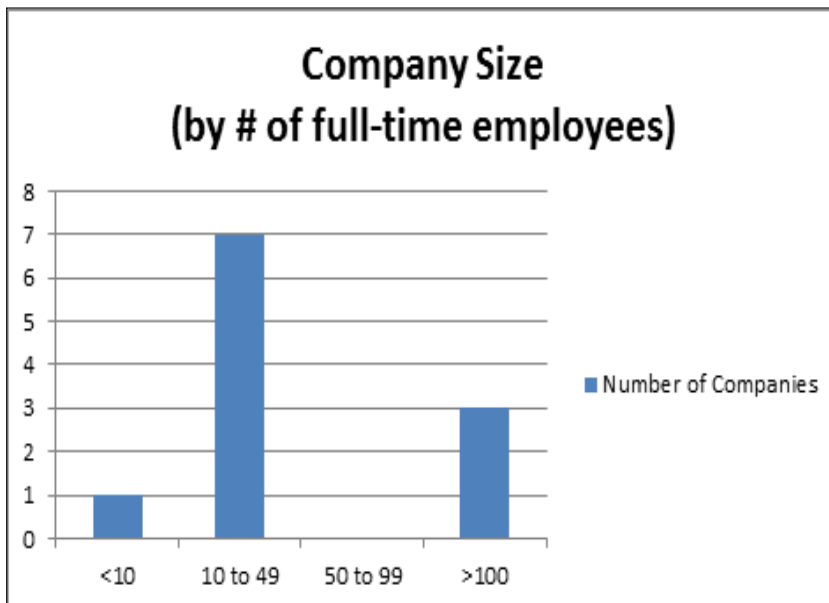
SURVEY DATA

SURVEY RESPONSES BY SECTOR

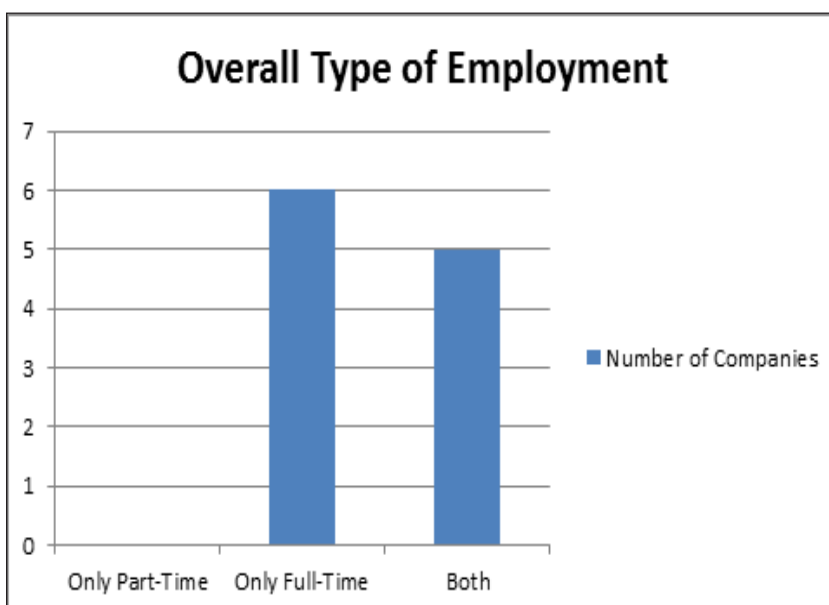
Real Estate

11 total out of 126 businesses

1. How many workers [and what type] does your firm employ?



The majority of companies surveyed were relatively small, with between 10 and 49 employees.



The majority of companies employ only full-time workers, though many employ both full and part-time workers.

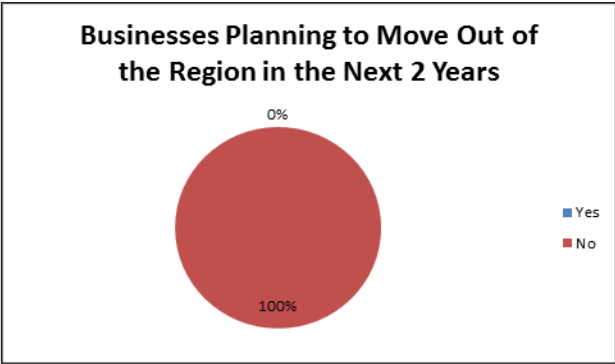


SURVEY DATA

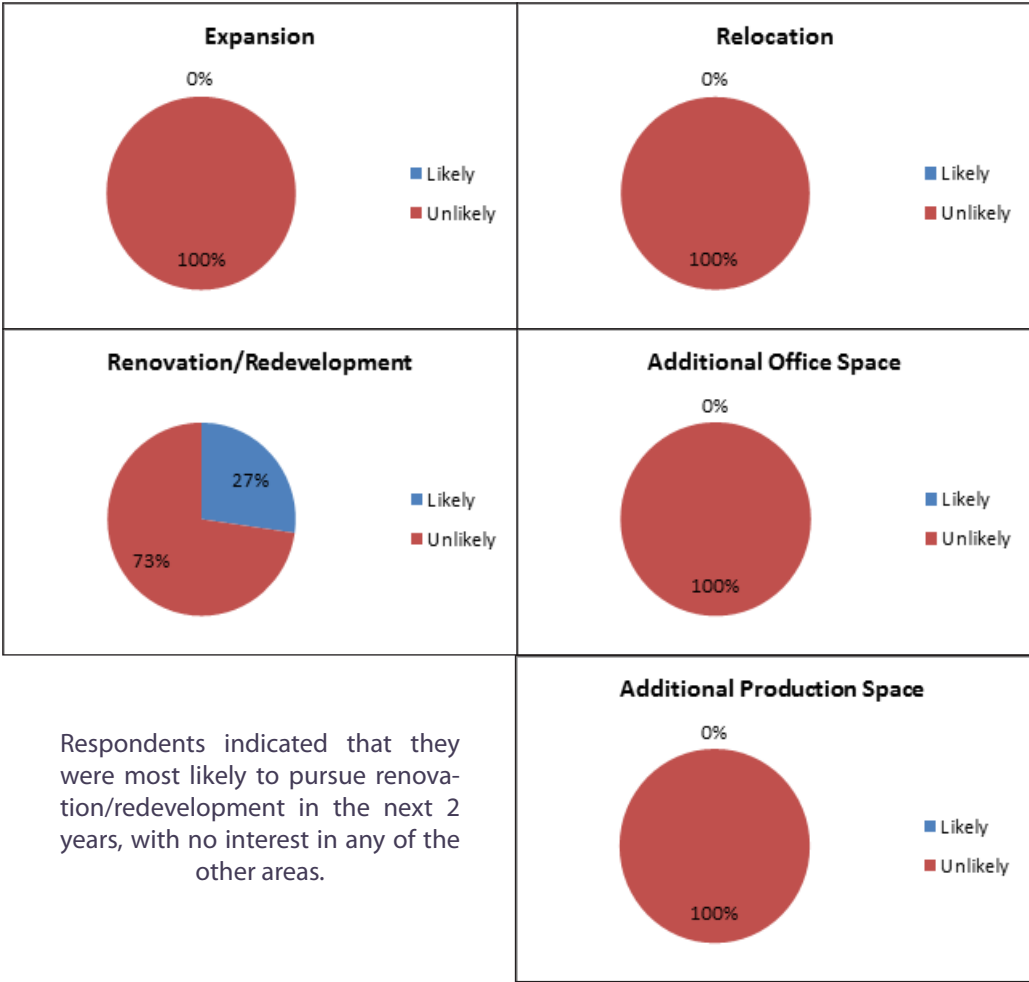
SURVEY RESPONSES BY SECTOR

Real Estate

2. Is your business considering moving out of the region during the next two years?



3. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region:





SURVEY DATA

SURVEY RESPONSES BY SECTOR

Real Estate

4. What is the primary reason that your company is seeking to renovate? (3 responses)

Respondents indicated a need for renovation due to needed upkeep of an older building, as well as general updates.

5. What is the primary reason that your company is seeking to expand?

There were no respondents for this question.

6. What is the primary reason that your company is seeking to relocate?

There were no respondents for this question.

7. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:

No data recorded.

8. Please estimate how much of each of the following your company will need in a new facility:

(Asked only of question 3 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)

Almost all respondents indicated little or no need for office, production, or machining space if they were to acquire a new facility.

9. Please indicate the importance of the following factors are when choosing a location for expansion:

No data recorded.



SURVEY DATA

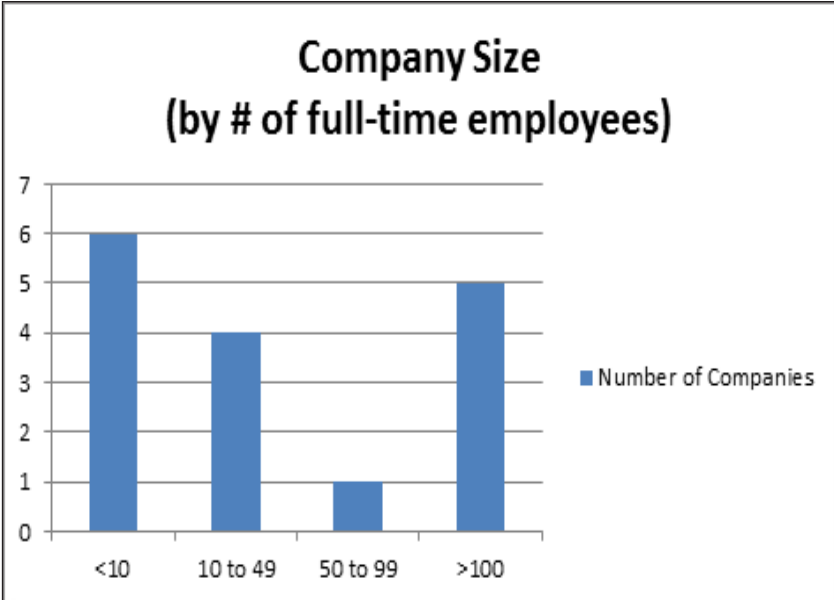
SURVEY RESPONSES BY SECTOR

Other/Miscellaneous

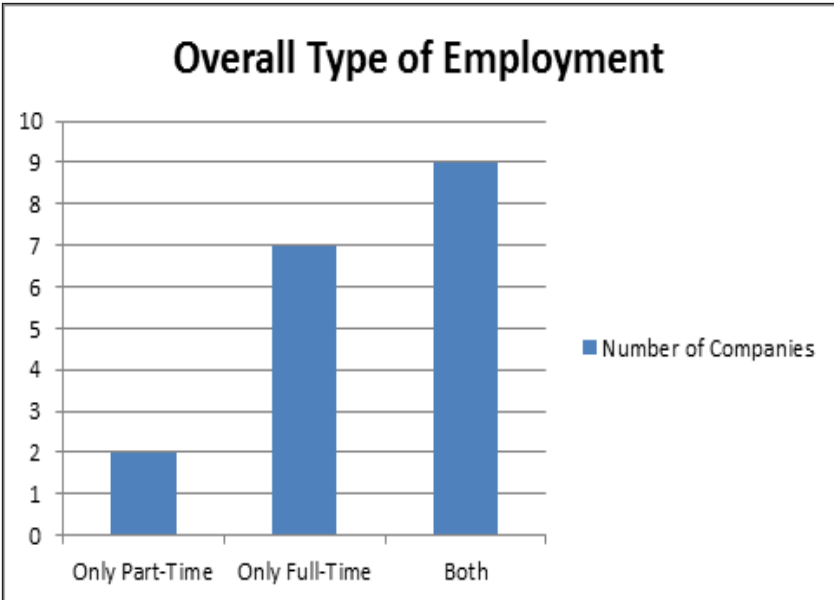
19 total out of 126 businesses

1. How many workers [and what type] does your firm employ?

Company size varied greatly, with most having fewer than 10 employees, but with many over 100.



The majority of companies employ both full and part-time workers, though many employ only full-time.

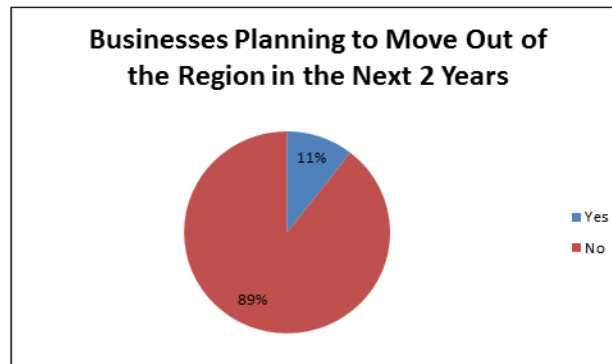


SURVEY DATA

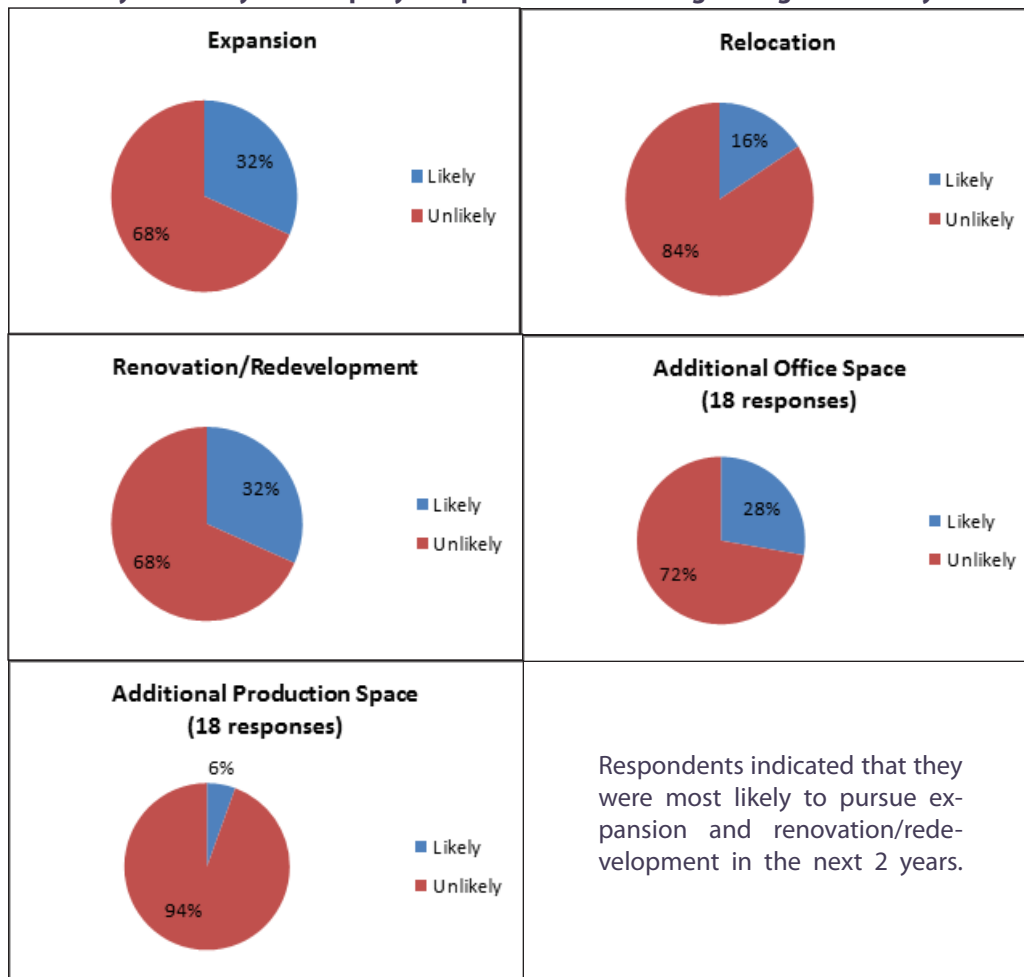
SURVEY RESPONSES BY SECTOR

Other/Miscellaneous

2. Is your business considering moving out of the region during the next two years?



3. Please indicate how likely it is that your company will pursue the following during the next 2 years within the region:





SURVEY DATA

SURVEY RESPONSES BY SECTOR

Other/Miscellaneous

4. What is the primary reason that your company is seeking to renovate? (6 responses)

Respondents indicated a need for renovation due to an improvement of space/production, updating/moving forward, keeping up with development, company growth, modernizing, expansion, and a need for more space.

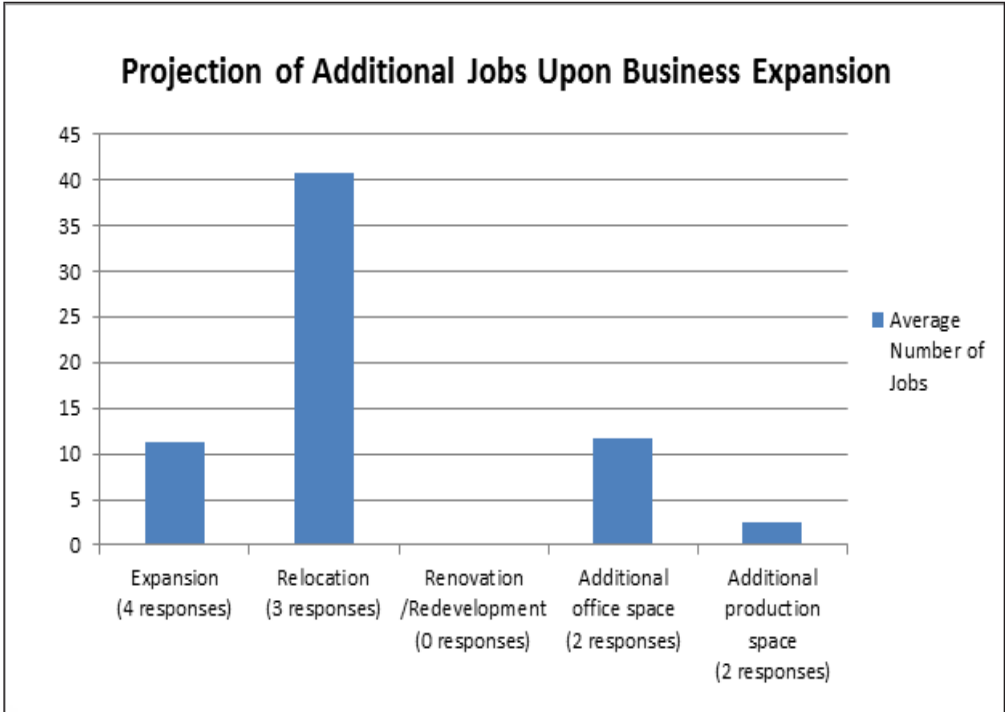
5. What is the primary reason that your company is seeking to expand? (6 responses)

Respondents indicated a need for expansion due to a need for additional storage/space, moving forward due to successful business, and company growth.

6. What is the primary reason that your company is seeking to relocate? (2 responses)

Respondents indicated a need to relocate due to current taxes, and a need for more space.

7. Please indicate how many jobs you expect your company will add if it expands in any of the following ways:



The largest potential for job addition is expected as a result of relocation.

8. Please estimate how much of each of the following your company will need in a new facility (8 responses):

(Asked only of question 3 respondents that were likely to expand, relocate, renovate/redevelop, or add additional space.)

All respondents indicated no need for production or machining space if they were to acquire a new facility, but there was a need for office space, with an average of about 2000 additional sq. feet.

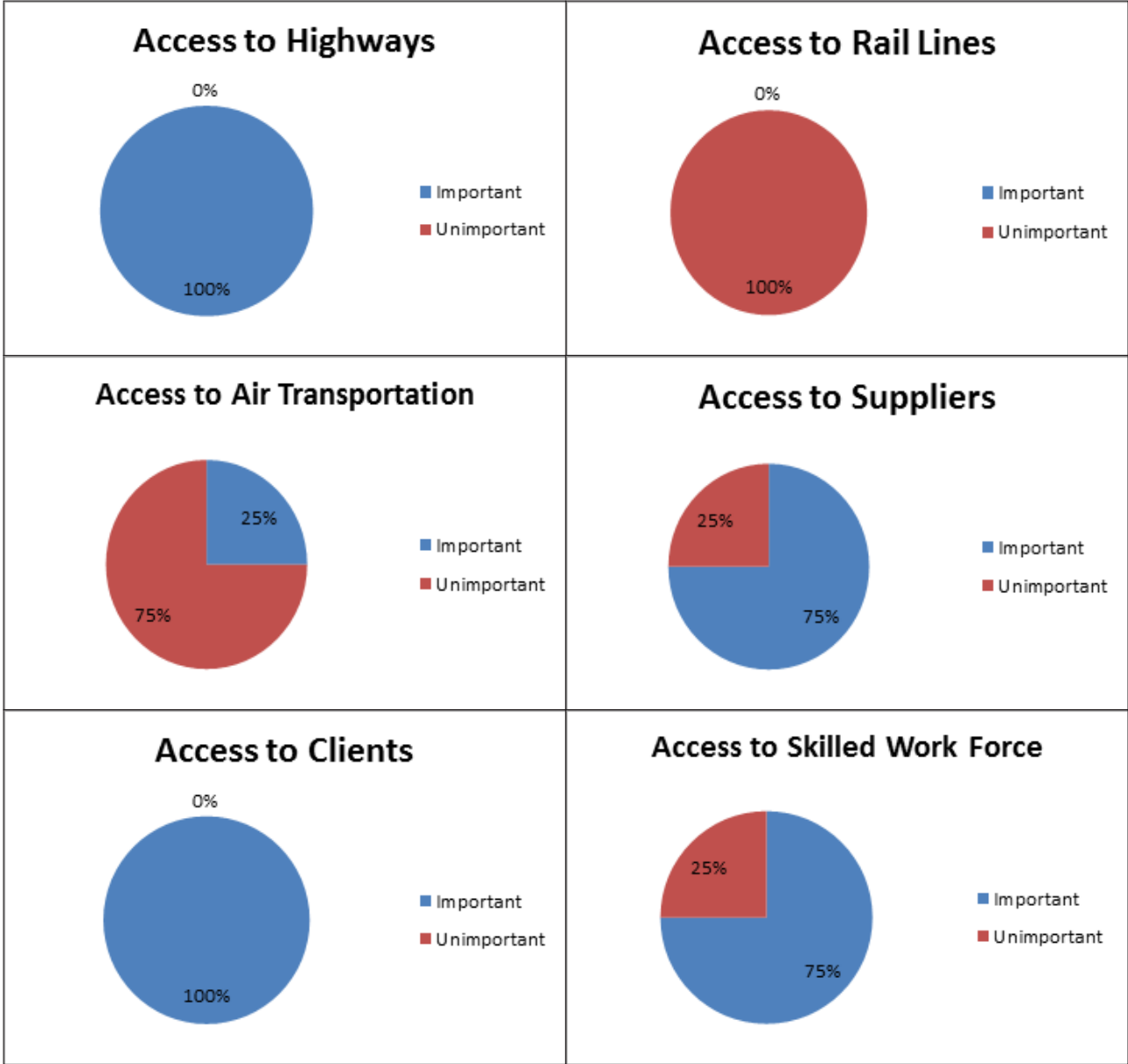


SURVEY DATA

SURVEY RESPONSES BY SECTOR

Other/Miscellaneous

9. Please indicate the importance of the following factors are when choosing a location for expansion (4 responses):



The most important factors in choosing a location for expansion are indicated to be access to highways and clients, with access to a skilled work force and suppliers following.



MARKETING PLAN

PURPOSE AND GOALS

Using the data in the Regional Profile, Economic Analysis, and Survey Results sections of this Final Report, this Marketing Plan assesses the City of Fenton's competitiveness as a location for businesses compared to similar communities. Building on this assessment, the Marketing Plan provides specific strategies to attract businesses to the City of Fenton to fill vacancies in the industrial park and contribute to the city's overall economic vitality.

MARKET REVIEW

According to the Bureau of Labor Statistics, the health care and social assistance industry will experience the most revenue growth nationally into 2020. The Michigan Department of Technology, Management and Budget (DTMB) projects similar trends for the state and region (Flint MSA) into 2018, predicting that home health care and social assistance will experience almost 50% growth in employment in the state, and almost 20% in the region. A related industry, biomedical engineering, will experience the most employment growth in Michigan at a rate of almost 55%. In the region, ambulatory care and miscellaneous manufacturing* will also experience significant growth in employment, at about 19% and 17% respectively.

Additionally, examining the survey results by business sector shows that companies in the technical consulting/services, health/human services, industrial, and manufacturing sectors are all looking to relocate or expand in the near future. Focusing business recruitment on these sectors will put the City of Fenton in a strategic position to capture economic growth.

**Miscellaneous manufacturing is any manufacturing that doesn't fall into the following categories: Electrical Equipment, Appliance and Component Manufacturing; Fabricated Metal Product Manufacturing; Furniture and Related Product Manufacturing; Machinery Manufacturing; Paper Manufacturing; Plastics and Rubber Products Manufacturing; Transportation Equipment Manufacturing.*

MARKETING PLAN

COMPETITOR REVIEW

The following table compares the industrial park in Fenton (US-23 Industrial Corridor) to other certified business parks within the study area.

	Fenton US-23 Industrial Corridor	Wixom Business Center	Quadrants Industrial Research Center	Beck North Corporate Park	Haggerty Corridor Corporate Park	Centerpoint Business Campus	Central Business Park	Lapeer Industrial Research Park
City	Fenton	Wixom	Wixom	Novi	Novi	Pontiac	Southfield	Lapeer
County	Genesee	Oakland	Oakland	Oakland	Oakland	Oakland	Oakland	Lapeer
Size (acres)	207	45	150	75	450	250	80	150.8
Percent Developed	85%	91%	40%	100%	100%	100%	90%	100%
Percent Occupied	75%	84%	40%	50%	85%	50%	70%	49.20%
Price of Land per Acre	\$150,000	Not Listed	Negotiable	Not Listed	\$348,480	Negotiable	Not Listed	\$40,000
Nearest Expressway	US-23 (.5 miles)	I-96 (.25 miles)	I-96 (1.65 miles)	I-96 (1.5 miles)	M-5 (adj.)	I-75 (0.5 miles)	I-696 (.1 mile)	I-69 (.1 miles)
Nearest Airport	Bishop Intl. (15 miles)	DTW (35 miles)	Oakwood (3.2 miles)	DTW (30 miles)	DTW (25 miles)	DTW (40 miles)	DTW (20 miles)	Dupont (7 miles)
SERVICES								
Gas Station(s)	.5 mile	2 miles	1.75 miles	1 mile	.5 mile	.5 mile	1 mile	At entrance
Bank(s)	.5 mile	2 miles	1.75 miles	1 mile	.5 mile	n/a	1 mile	4 miles
Restaurant(s)	.5 mile	1 mile	1.5 miles	2 miles	.5 mile	.5 mile	Within park	4 miles
Licensed Day Care(s)	.5 mile	5 miles	3 miles	1 mile	1.5 miles	.5 mile	1 mile	4 miles

Competitor Community Overviews

The following section profiles the communities in which competing parks are located.

Novi, MI - Oakland County

Incorporated as a city in 1970, Novi has evolved from having a small commercial presence to becoming one of Michigan's largest full-service suburban centers. The city has recently experienced substantial increases in population and both residential and commercial development activity. Most notably, over 1,000 international firms have chosen to locate in Novi, creating a diverse culture in the city aided by globally-focused educational programs. Novi's prime location next to a major highway interchange, along with a highly-skilled workforce and a wide variety of retail and cultural opportunities, undoubtedly encouraged this city's international presence.

Wixom, MI - Oakland County

Settled in 1830, Wixom transitioned from a primarily agricultural community to a center of industry with the opening of a major Ford plant in the late 1950s. Wixom experienced significant residential growth in the 1970s that continued into the 2000s. The city's tagline is the "Heart of Automation Alley," and it considers itself a center for business. Wixom fosters a business-friendly climate through site selection assistance, tax abatement programs, and a streamlined site planning and approval process. The Wixom Business Assistance Team coordinates many of these efforts.

MARKETING PLAN

COMPETITOR REVIEW

Pontiac, MI – Oakland County

Incorporated in 1861, Pontiac's proximity to Detroit made the city a prime location for automotive factories. Since the decline of the automotive industry in Michigan, Pontiac has struggled to recover economically. Its consistently weak financial performance led Michigan's Governor to install an Emergency Financial Manager there in 2009. Additionally, Pontiac suffers from high crime and low educational attainment rates. Despite these struggles, the city is attempting to attract new high-tech businesses by improving infrastructure, and several tech startups have recently chosen to locate in downtown Pontiac. The city helps businesses through its Downtown Development Authority, Economic Development Corporation, and Tax Finance Increment Authority.

Southfield, MI – Oakland County

Like Pontiac, Southfield's close location to Detroit contributed to its early success as a center of economic activity. However, Southfield managed to remain viable with the decline of the auto industry as it targeted high-tech companies and marketed itself as a center for office space. This strategy proved incredibly successful, as Southfield is home to over 100 Fortune 500 companies. Its high speed internet infrastructure and plethora of lodging options help attract businesses.



Location Map

Lapeer, MI – Lapeer County

Located northeast of Fenton, Lapeer is the county seat and was incorporated as a city in 1869. The community's economy historically revolved around the lumbering and dairy industries, and remains primarily agricultural today. More recently, commercial and industrial uses have cropped up, along with an increase in population due to urban residents seeking a more rural setting. The Lapeer Development Corporation offers financing programs for businesses and the city also has a business incubator to help start-ups.

Number	Park Name
1	Fenton US-23 Industrial Corridor
2	Wixom Business Center
3	Quadrants Industrial Research Center
4	Beck North Corporate Park
5	Haggerty Corridor Corporate Park
6	Centerpoint Business Campus
7	Central Business Park
8	Lapeer Industrial & Research Park

MARKETING PLAN

COMPETITOR REVIEW

Community Comparison Matrix

	Fenton	Lapeer	Wixom	Novi	Southfield	Pontiac
Population (2010)	11,756	8,841	13,498	55,224	71,739	59,515
Median Household Income (2010)	\$50,622	\$33,316	\$51,503	\$80,151	\$51,201	\$30,753
Median Age (2010)	36	36	34.8	39.1	42	33.4
Property Taxes*	49.22	45.80	55.41	53.21	60.42	59.02
Cost of Living**	n/a	14% lower	10% lower	20% higher	3% lower	40% lower

*2011 millage rates for second home, rental or business

**Compared to Fenton

SWOT ANALYSIS - CITY OF FENTON

Strengths	Weaknesses
<ul style="list-style-type: none"> • Close to auto manufacturers, auto suppliers, chemical, and cereal industries • Skilled and educated labor force • Low cost of living (compared to other local areas) • Close to several large metropolitan areas • Close to several world class universities • Close to transportation networks of highways, railroads, and waterways • Close to international Canadian border which includes three crossing routes-one in Port Huron and two in the Detroit area • Recent investment in Fenton's historic downtown area • Good access to amenities including electricity, water, sewage, and wireless internet • Offers IB education and degree programs to area students, only school district to have all schools certified 	<ul style="list-style-type: none"> • Limited fiber optic internet access within industrial park • Vacant properties lack features desired by potential tenants • Higher tax rates (compared to similar locations)
Opportunities	Threats
<ul style="list-style-type: none"> • Differentiate regionally, nationally, and internationally • Ease access to information about the availabilities in Fenton • Provide business incentives • Apply branding to park 	<ul style="list-style-type: none"> • Not much to differentiate from surrounding localities • Declining/slow growth manufacturing industries • Vacant industrial real estate in nearby communities



MARKETING PLAN

MARKETING STRATEGY

Objectives

1. Grow the city's diverse and vital mix of businesses
2. Ensure that future development advances the city's vision

Strategic Initiative 1: Focus business attraction and retention efforts on target sectors

Why is it important? Focusing both business attraction and retention efforts on the health care/social assistance, technical consulting/services, and manufacturing sectors will help the city bring more jobs to the region. Moreover, targeting specific sectors will allow the city to better customize its marketing materials to appeal to those industries.

Current situation: Currently, the City of Fenton takes part in the Certified Business Park (CBP) program coordinated by the Michigan Economic Developers Association. To qualify as a Certified Business Park, a location must be able to capture property taxes through an LDFA to finance infrastructure improvements and acquire additional property for the park. The program profiles qualified parks on the MEDA website, making it easier for potential tenants to find and compare parks across Michigan. Information displayed includes current tenants, amenities, maps, and a profile of the community in which the park is located. The Fenton page does not include any information about vacant parcels or financing options.

Implementation Actions:

1.1 Continuation of expedited permitting

Speeding up and simplifying the review process for site plan approval reduces time and cost for businesses and helps attract companies to Fenton.

1.2 Low-interest loans for businesses who need financial assistance to expand to Fenton.

Providing low interest loans for new businesses or companies who need financial assistance will give firms a strong incentive to consider Fenton. Recognizing the costs of expansion and starting a new business, several nearby communities are already doing this.

1.3 Vacant parcel hub on website with spec. sheets

Detailed, accurate listings of available land and properties within the industrial park should be readily accessible for prospective buyers. Featuring this information prominently in marketing materials and a website will allow businesses to easily find suitable sites in the industrial park and elsewhere in Fenton.

1.4 Strengthen high school STEM programs

Significant growth is expected in areas related to science and technology. Placing more emphasis on Science, Technology, Engineering and Mathematics in high school curricula will help develop a workforce that possesses skills that are in demand by employers.

1.5 Forge connections with community colleges

Ensure desired skills are being taught and link current tenants with students for apprenticeships. This will help develop a workforce that possesses skills that are in high demand by employers.



MARKETING PLAN

MARKETING STRATEGY

1.6 Continue advertisement of IB Accredited school district

Given that the Fenton school district is the only one in which each school is fully certified for the IB degree program, the strong education program can be viewed as a key strength to relay to potential investors that would seek to add to the Fenton area population.

1.7 Assist businesses in diversification

By encouraging opportunities for workforce development and training, as well as pursuing development for expansion into advancing alternative sectors such as health care and technologies, businesses will be able to accommodate a broader range of services, making them more profitable and versatile.

Strategic Initiative 2: Invest in basic infrastructure and quality of life enhancements appropriate to targeted sectors

Why is it important? Having well-maintained infrastructure, a visually appealing site, and a high quality of life can attract businesses to Fenton and encourage existing businesses to stay in the city.

Current situation: Fenton's industrial park lacks fiber optic broadband internet access and has high tap fees, but access to other infrastructure is good. Additionally, the only food service establishments within walking distance are fast food.

Implementation Actions:

2.1 Install fiber optic internet within park

This will encourage higher-tech industries who need reliable, fast internet, as well as improve tenant retention. Fiber optic access is available through the City of Fenton, though does not currently reach all facilities within the industrial park.

2.2 Prioritize road and utilities maintenance in and around Industrial park

This will keep park in good shape so it's attractive to potential tenants and good for current tenant retention.

2.3 Install modern signage around major park entrances

Gives park a sense of place: as one cohesive unit instead of simply a corridor.

2.4 Implement landscaping standards in and around park

Gives park a sense of place and walkability.

2.5 Incentivize architectural standards that avoid long, blank facades

Makes Fenton's industrial park stand out from similar parks; gives an extra edge by making it visually appealing through walkability and landscaping, among other options for new construction in the park.



MARKETING PLAN

MARKETING STRATEGY

Strategic Initiative 3: Branding Fenton Industrial Park

Why is it important? Developing a cohesive brand for Fenton’s US-23 Industrial Corridor will enable the city to market the location instead of just specific parcels. Additionally, giving the park a clear identity could make it easier to secure federal and state funding to make further improvements.

Current situation: The City of Fenton currently has no branding strategy. However, the city has a successful marketing strategy for its downtown area called, “Fenton Be Closer.” This branding effort involved a new logo, billboards, a new website, and a social media presence. The new website is the highlight of the branding strategy, as it acts as a hub for residents and visitors interested in learning about events and shopping in Fenton and for businesses looking to locate in the city. Fenton’s “Be Closer” campaign focuses on retail establishments, and lacks detailed information about opportunities for target sectors.

Implementation Actions:

- 3.1 Rename the “US-23 Industrial Corridor” to something more modern
 - a. Fenton Global Technology Park
 - b. Fenton World Business Park
 - c. Fenton International Technology Park
- 3.2 Create modern logo for industrial park
- 3.3 Apply “Fenton Be Closer” branding to industrial park marketing materials



MARKETING PLAN

MARKETING PACKAGE

Marketing Brochure

- Characteristics of the community
- Competition- surrounding areas (establish a radius for areas Fenton should be concerned about when it comes to competitors)
- SWOT analysis
- Pictures of the facilities
- Zoning map; include nearby highways, airports, railways, etc.
- No need to put in individual facilities because some might get sold; therefore, the brochure would be incorrect/misleading
- Include parks/recreation in the area +pictures
- Include quotes from tenants, specifically about the industrial park (positive comments)

Marketing Website

- Pull information from community profile
- Include an intro video, capitalizing on why the industrial park is best suited for “your” business
- Include all sites, available or not, detailing: cost, square footage, location in industrial park, condition of facility, pictures, availability, etc.

Marketing Video

- “Real Estate” style commercial; people enjoying their facility, friendly environment, positive comments about the park, convenience of location

Build awareness among local, regional/state, national, and international development organizations and associations

Marketing outlets

- Direct contact with potential companies
- Trade shows



MARKETING PLAN

IMPLEMENTATION TIMELINE AND BUDGET

**Numbers in parentheses denote strategic initiative to refer to

6 MONTHS

- Create vacant parcel hub (1.4)
- Rename park (3.1)
- Modernize logo (3.2)
- Apply “Fenton Be Closer” branding (3.3)
- Devise marketing package

1 YEAR

- Continue to expedite permitting (1.1)
- Create more access to loans (1.2)
- Prioritize road and utilities maintenance (2.2)
- Encourage mix of food service (2.3)
- Install modern signage (2.4)
- Implement landscaping standards (2.5)
- Implement architectural standards (2.6)

5 YEARS

- Strengthen H.S. STEM (1.4)
- Connect with community colleges (1.5)
- Assist businesses in diversification (1.7)
- Install fiber optic internet (2.1)



APPENDIX B

TARGET COMPANIES

Target company database is attached on CD-ROM and includes local, regional, national, as well as international company data.

APPENDIX A

EXISTING INDUSTRIAL PARK TENANTS

Name	Address	City	State	ZIP	Sector
Acument Global Technologies	2480 Owen Rd	Fenton	MI	48430	Manufacturing
Atlas Technologies, Inc.	3100 Copper Ave	Fenton	MI	48430	Manufacturing
Bunzl Papercraft	220 N Alloy Rd	Fenton	MI	48430	Other/Miscellaneous
Burgaflex	1101 Copper Ave	Fenton	MI	48430	Manufacturing
Canela Cutting Tools	100 S Alloy Dr	Fenton	MI	48430	Manufacturing
Century Tool & Die	200 S Alloy Dr	Fenton	MI	48430	Manufacturing
Classification and Flotation Systems	235 Industrial Way	Fenton	MI	48430	Industrial
Consumers Energy	EASEMENT	Fenton	MI	48430	Other/Miscellaneous
Creative Foam Corporation	300 N Alloy Dr	Fenton	MI	48430	Manufacturing
Epic Machine	201 Industrial Way	Fenton	MI	48430	Manufacturing
Excel Medical Product	3145 Copper Ave	Fenton	MI	48430	Manufacturing
Fenton Storage South	3144 Copper Ave	Fenton	MI	48430	Other/Miscellaneous
Gigatek Inc	1101 Fenway Circle	Fenton	MI	48430	Consulting/Services (Technological)
Guarding Unlimited Inc.	3125 Copper Ave.	Fenton	MI	48430	Manufacturing
H&H Powder Coating	300 S. Fenway Dr	Fenton	MI	48430	Industrial
Hadley Molded Products	260 N Fenway Dr	Fenton	MI	48430	Manufacturing
Hanwha Azdel Incorporated	1101 Copper Ave	Fenton	MI	48430	Manufacturing
Harroun Enterprises	1111 Fenway Circle	Fenton	MI	48430	Manufacturing
Holly Plating	1101 Copper Ave	Fenton	MI	48430	Industrial
JHM Technologies	1088 Grant St	Fenton	MI	48430	Manufacturing
Kuka Assembly and Test Corp.	255 S. Fenway Dr	Fenton	MI	48430	Manufacturing
Linear Measurement Instruments (LMI) Corp	101 N Alloy Dr	Fenton	MI	48430	Industrial
Loramendi USA	250 S. Fenway Dr	Fenton	MI	48430	Manufacturing
Mass Transportation Authority	2100 Copper Ave	Fenton	MI	48430	Other/Miscellaneous
McDonough, Inc.	340 N Fenway Dr	Fenton	MI	48430	Industrial
Michigan Products Co.	1045 Grant St.	Fenton	MI	48430	Industrial
Mott Media	1130 Fenway Circle	Fenton	MI	48430	Other/Miscellaneous
Nagy Excavating	2365 Silver Lake Rd	Fenton	MI	48430	Construction/Landscaping
Nelson Liquid Drive LLC	201 South Alloy Dr	Fenton	MI	48430	Manufacturing
Niles Industrial coating	201 South Alloy Dr	Fenton	MI	48430	Industrial
Parker's Propane	N Fenway Dr	Fenton	MI	48430	Other/Miscellaneous
Precision Metal Spinning	1120 Fenway	Fenton	MI	48430	Manufacturing
Pushman manufacturing	1044 Grant St	Fenton	MI	48430	Manufacturing
R&R Freight Lines	1090 Grant St	Fenton	MI	48430	Other/Miscellaneous
Rockman & Sons Publishing	240 N Fenway Dr	Fenton	MI	48430	Other/Miscellaneous
Shoemaker Services	380 S. Fenway Dr	Fenton	MI	48430	Construction/Landscaping
Shouse Tool	290 N Alloy Dr	Fenton	MI	48430	Manufacturing
Siding World	195 S Alloy Dr	Fenton	MI	48430	Construction/Landscaping
T. Daniels Consulting	265 N Alloy Dr	Fenton	MI	48430	Consulting/Services (Technological)
Trident National Corporation	1065 Grant St	Fenton	MI	48430	Other/Miscellaneous
Webb Pattern Inc.	200 N Fenway Dr	Fenton	MI	48430	Industrial
World Martial Arts Academy	211 Industrial Way	Fenton	MI	48430	Other/Miscellaneous



APPENDIX C

SOURCES

1. Kettering University <http://www.kettering.edu/>
2. Mott Community College http://www.mcc.edu/12_satellites/satellite.shtml
3. University of Michigan - Flint <http://www.umflint.edu/>
4. Baker College <http://www.baker.edu/campus/flint/>
5. Fenton Area Public Schools http://www.fenton.k12.mi.us/pages/Fenton_Area_Public_Schools
6. St. John the Evangelist Catholic School <http://www.stjohnfenton.com/1/255/index.asp>
7. Genesee Early College <http://www.geneseeisd.org/index.aspx?nid=286>
8. Genesee Area Skill Center <http://www.gasctech.org/>
9. Silver Lake Park <http://www.cityoffenton.org/pages/silver-lake-park/1>
10. Richfield County Park <http://www.geneseecountyparks.org/pages/ParkDirectory>
11. Wolverine Campground <http://www.geneseecountyparks.org/pages/ParkDirectory>
12. Indiana Springs Metropark http://www.metroparks.com/parks/rental_details.aspx?ID=5&RID=90#
13. Holly State Recreation Area <http://www.michigandnr.com/parksandtrails/details.aspx?id=459&type=SPRK>
14. Ortonville State Recreation Area <http://www.michigandnr.com/parksandtrails/details.aspx?id=481&type=SPRK>
15. Highland State Recreation Area <http://www.michigandnr.com/parksandtrails/details.aspx?id=455&type=SPRK>
16. Seven Lakes State Park <http://www.michigandnr.com/parksandtrails/details.aspx?id=492&type=SPRK>
17. Flint's Children Museum <http://www.flintchildrensmuseum.org/>
18. Flint Institute of Arts <http://www.flintarts.org/>
19. Flint Cultural Center and Whiting Theater <http://flintcultural.org/>
20. A.J. Phillips Fenton Museum <http://www.cityoffenton.org/pages/Fenton-Museum-/1>
21. Taste in Fenton http://www.fentonbecloser.com/1/Fenton_MI/applefest.asp
22. Back to the Bricks http://www.fentonbecloser.com/1/Fenton_MI/applefest.asp
23. Mallot Jaune and Le Champlon Pave <http://www.crim.org/activeliving/Sage/eventDetail.asp?ID=16>
24. Bikes on the Bricks <http://bikesonthebricks.com/>
25. Bishop International Airport <http://www.bishopairport.org/>
26. Detroit Metropolitan Airport <http://www.metroairport.com/>
27. Canadian National Railroad <http://www.cn.ca/>
28. CSX <http://www.csx.com/>
29. US-23 <http://www.us23.com/>
30. I-75 <http://www.i75exitguide.com/index.php>
31. I-69 <http://i-69internationaltradecorridor.com/>
32. Flint Mass Transportation Authority <http://mtaflint.org/index.php>
33. Port of Detroit <http://www.portdetroit.com/>