

# Target Market Analysis

## Addendum

### Newaygo Co., MI

July 14, 2014



## Stakeholder Engagement



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## Stakeholder Engagement

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## NEWAYGO TARGET MARKET ANALYSIS

An element of the Newaygo County Target Market Analysis was the inclusion of community engagement which is not normally incorporated into this type of market analysis. Why is it important? It is important because the TMA will likely be implemented either by or in close coordination with local elected officials and administrators, nonprofit agencies, local lenders, and the real estate community. In addition, the engagement process, if conducted appropriately, is an educational process which informs local stakeholders about the nuisances of a TMA, differences in housing products, and how demographic and market segmentation work hand-in-hand.

The engagement process in Newaygo included three parts: several meetings with housing and real estate stakeholders from the five communities, interviews with individuals involved in the Newaygo County housing market identified by the client, and a web-based survey targeted at local elected officials, planning commissions, and zoning board of appeal members.

### Survey

The survey consisted of nineteen questions focused on current conditions, economic development priorities, housing needs, and respondent demographics. A total of fifty (50) stakeholders took the survey with fifty (50%) percent representing local government.

Agriculture, manufacturing, health care and single family housing were identified as key economic development components in Newaygo County. At the local level the same applied with the exception of agricultural. Participants noted that over the past five years employment in the retail sector and private investment declined in their respective communities, whereas, cultural diversity increased.

Economic development priorities centered on increasing employment opportunities (70.8%), quality of life (67.3%), and incomes (51.0%). Quality of life ranked second overall in terms of ranked economic development priorities. However, when segmented by group, elected officials ranked quality of life fourth while planning commissioners and other stakeholders ranked it first and second, respectively. When participants were asked to identify obstacles to economic development they indicated the lack of an available skilled workforce and the overall regional economy as primary inhibitors. The lack of land and buildings, and the cost of land and buildings were not considered obstacles and ranked the lowest of the indicators.

Table 1

Economic Development Priorities				
Priority	Ranking (1.00 = Highest)			
	Total Group	Elected Officials	Planning Commissions	Other Stakeholders
<i>Respondents</i>	<i>(49)</i>	<i>(11)</i>	<i>(8)</i>	<i>(20)</i>
Increase Employment	1.31	1.00	1.38	1.45
Increase Tax Base	1.80	1.00	1.50	2.29
Increase Personal Incomes	1.72	1.18	1.75	2.14
Diversity Economy	2.04	1.55	1.88	2.35
Quality of Life	1.49	1.55	1.25	1.57
Increase Families	1.96	1.73	1.88	2.10
Increase Population	2.04	1.82	1.75	2.25
Environmental Sustainability	2.13	2.09	1.75	2.32
Social Equity	2.58	2.55	2.50	2.65

*Colors indicate top priorities*

In regards to community priorities quality neighborhoods, access to health care and sense of community were regarded as high priorities. The Planning Commission sub-group was the only segment that placed a high priority on downtown. Walkability and access to cultural resources were not deemed as high priority items by the overall group, as well as, cross tabulated groups.

Table 2

Community Priorities				
Priority	Ranking (1.00 = Highest)			
	Total Group	Elected Officials	Planning Commissions	Other Stakeholders
<i>Respondents</i>		(11)	(8)	(20)
Quality Neighborhoods	1.74	1.45	1.75	1.80
Higher Education	2.13	1.64	1.63	2.38
Hospital / Health Care	1.77	1.73	1.25	1.71
Sense of Community	1.74	1.73	1.50	1.67
Community Recreation	1.89	1.82	1.50	2.05
Access to Inland Lakes	1.89	1.82	1.25	1.90
Downtown	1.93	1.91	1.38	1.90
Walkable and Bikeable	2.13	2.00	1.75	2.25
Access to Manistee Forest	2.62	2.45	1.75	2.80
Cultural Resources	2.78	2.55	2.00	3.00
Public Transportation	3.44	3.36	2.75	3.50
<i>Colors indicate top priorities</i>				

When asked about “unmet housing needs” the overall group, as well as, all cross tabulated segments, noted affordable rentals and affordable choices as the greatest need as noted in Table 3. The affordable choice issue was expressed during the workshops where participants noted that the market had a surplus of available lower quality housing but lacked affordable “quality” choices.

Mobile homes, upper story apartments and lofts, live-work units and lots for custom built homes were not note as a “great need” in the survey. Twenty-four (24%) percent of the “other stakeholder” group which included representatives from non-profits and the real estate community, indicated no need for both townhomes /row houses and mobile homes.

Survey participants indicated that the challenges to housing in Newaygo County included poor quality of housing choices, not enough choices overall and the high foreclosure rate. Although there was not an overall high level of agreement the “planning commission” sub group noted absentee landlords, rental rates, and lack of handicap accessible units as challenges.

The survey broadly identified an emphasis placed on maintaining a quality of life for residents noting that the housing market was plagued with foreclosures, poor quality of choices and not enough overall choices for current and potential homebuyers. These conditions are a concern because workers employed within Newaygo County are residing outside Newaygo County in adjacent counties where there are a greater variety of housing choices for both the owner and renter markets.

Table 3

Unmet Housing Needs				
Housing Type	Total Group	Noted as "Great Need"		
		Elected Officials	Planning Commissions	Other Stakeholders
<i>Respondents</i>		(11)	(8)	(21)
Affordable Rentals	48%	27%	38%	57%
House for Rentals	29%	0%	25%	38%
Starter Homes	29%	9%	38%	38%
Mobile Homes	4%	9%	13%	0%
Upper Story Apartments/Lofts	2%	0%	0%	0%
Live-Work	6%	0%	13%	5%
Affordable Choices	44%	18%	63%	52%
Townhomes / Row Houses	12%	9%	13%	14%
Independent Senior Living	25%	36%	13%	24%
Lots for Custom Built Homes	0%	0%	0%	0%
Seasonal Cabins	4%	0%	0%	10%
Homeless / Transitional Homes	12%	9%	0%	19%
Subsidized Vouchers / Sec.8	17%	9%	13%	24%
Barrier-Free, Special Needs	10%	18%	0%	14%

*Colors indicate top priorities*

Table 4

Challenges to Housing				
Housing Type	Total Group	Noted as "Agree"		
		Elected Officials	Planning Commissions	Other Stakeholders
<i>Respondents</i>		(11)	(8)	(21)
Poor Quality of Choices	71%	72%	75%	67%
Not Enough Choices Overall	81%	63%	87%	81%
High Foreclosure Rate	50%	45%	50%	52%
Utility Costs too High	46%	45%	63%	38%
Property Taxes too High	44%	45%	50%	43%
Too Many Vacancies	29%	27%	37%	24%
Mortgage Requirements High	35%	27%	37%	48%
Landlords are Absentee	46%	27%	87%	33%
Rents too High	35%	18%	63%	28%
Too Many Residents per Unit	21%	18%	37%	19%
No Handicap Accessible	29%	18%	63%	24%

*Colors indicate top priorities*

### Stakeholder Interviews

In an effort to reach out to additional stakeholders who were unable to make the scheduled stakeholder engagement workshops and meetings, Beckett & Raeder conducted one-on-one stakeholder interviews based on a list provided by TrueNorth. Stakeholders included developers, government officials, and bank/finance officials.

When stakeholders were asked to identify housing related issues that need to be resolved in the community, respondents stated the following:

- Affordable housing for lower income families is drying up very fast, especially in the 2 and 3 bedroom categories. One of the issues is that single parent families with multi-sex children must, by law, have living spaces with bedrooms for each child if they are a different sex.
- Northern Newaygo County is 85-90% occupied. The county is beginning to draw more small businesses and there isn't enough housing to support them, so it is difficult for these businesses to attract employees.
- Senior centers have been maxed out for 8-9 years, perhaps longer
- Developers continue to have challenges with bank financing. Borrowing on speculative projects is still very difficult. Developers continue to be very cautious. Many fell on hard times, went bankrupt, and had to close their businesses during the crisis.
- High gasoline costs have forced people to move closer to their jobs, or forced people to find other jobs.
- Utility companies (gas, electric, cable) are one of the biggest challenges for developers and can be very difficult to deal with. Bureaucracy is a problem when trying to obtain utility easements, and the time and delays the utility companies are causing put an added burden on the developer's ability to complete or even start projects. Developing is always a challenge, but the rural areas are even more challenging because of these issues.
- There are more year-round employees in the produce field (apples, etc.) working with farm produce growers throughout the entire year. There is a lack of affordable housing for these employees.
- Younger couples looking for homes are having a hard time finding housing within the \$130,000-\$135,000 range. If houses are listed, they are sold before these young couples can make an offer.
- Manufactured homes lost 40% of their value because of the housing bust. Investors are not interested in financing manufactured homes so the only way they are sold is if they are purchased for cash, which is difficult for young couples. Special financing for these types of homes needs to exist.

When asked what type of housing was needed, respondents said:

- Senior housing is needed in town because it would be more accessible to people in that age group.
- There is a need for higher end housing because employers are stating that employees are commuting in from other areas because they can't find the type of housing they want.
- A developer that was interviewed said that he has not had any inquiries regarding downtown housing.
- There is a market for secondary, seasonal housing for people who want to be on the water. They are coming from Grand Rapids, Chicago, and Muskegon.
- There is an opportunity for housing because there isn't a lot of vacancy in apartments in the area within the city limits (Grant).
- There may be an opportunity for downtown housing off M-37.

Other comments included:

- There are some nice developments happening in the greater Grand Rapids market. Real estate has been turning over the in the last 16 months in that area, but not in Newaygo County. Newaygo is probably a year or two behind.
- There are people who don't necessarily specialize in residential apartments, but are interested in supplementing their business income by developing residential units. They feel that small, multi-family units are in demand.
- There is also interest in adding additional condo-style apartments to an existing apartment dwelling.
- Largest employer is the school system, some higher tech businesses as well. Manufacturing is lacking in Newaygo County.

### **Stakeholder Workshop**

On April 17, 2014 a Stakeholder Workshop was held in the community room at TrueNorth Community Services. A wide representation of stakeholders from housing related agencies, municipalities, non-profits, and private interests met to discuss issues, opportunities, and potentials for housing in Newaygo County. Stakeholders were asked to sit at a table of a community that they had the most experience with or knowledge of. Prior to performing the stakeholder exercises a presentation was given on the background of what comprises a Target Market Analysis and how the information and recommendations can be used to increase housing opportunities within the subject study area.

#### **Exercise One – Describe a Typical Community Resident**

The exercises were specifically structured around the Target Market Analysis (TMA) process. Because a TMA relies on market segmentation (a.k.a. demographic tapestry) to assist with the preference for housing types the initial exercise started with stakeholders describing their typical community resident. This was done to get stakeholders comfortable with the results embedded in the market segmentation reports. Without a thorough understanding of what constitutes a "market segment" there is often push-back from stakeholders accepting this type and level of data.

#### **Exercise Two – Sell Your Community**

The second exercise asked stakeholders to sell their community to a developer / investor. Specifically they were asked to sell the community's assets and identify what factors they would avoid or downplay.

#### **Exercise Three – The Housing Developer**

The third exercise focused on what to discuss with a developer about housing opportunities; where should the housing be located; and how well will it be received by the community.

#### **Exercise Four – Identify Housing Issues and Solutions**

This exercise required each community to identify three housing related issues and then provide possible solutions.

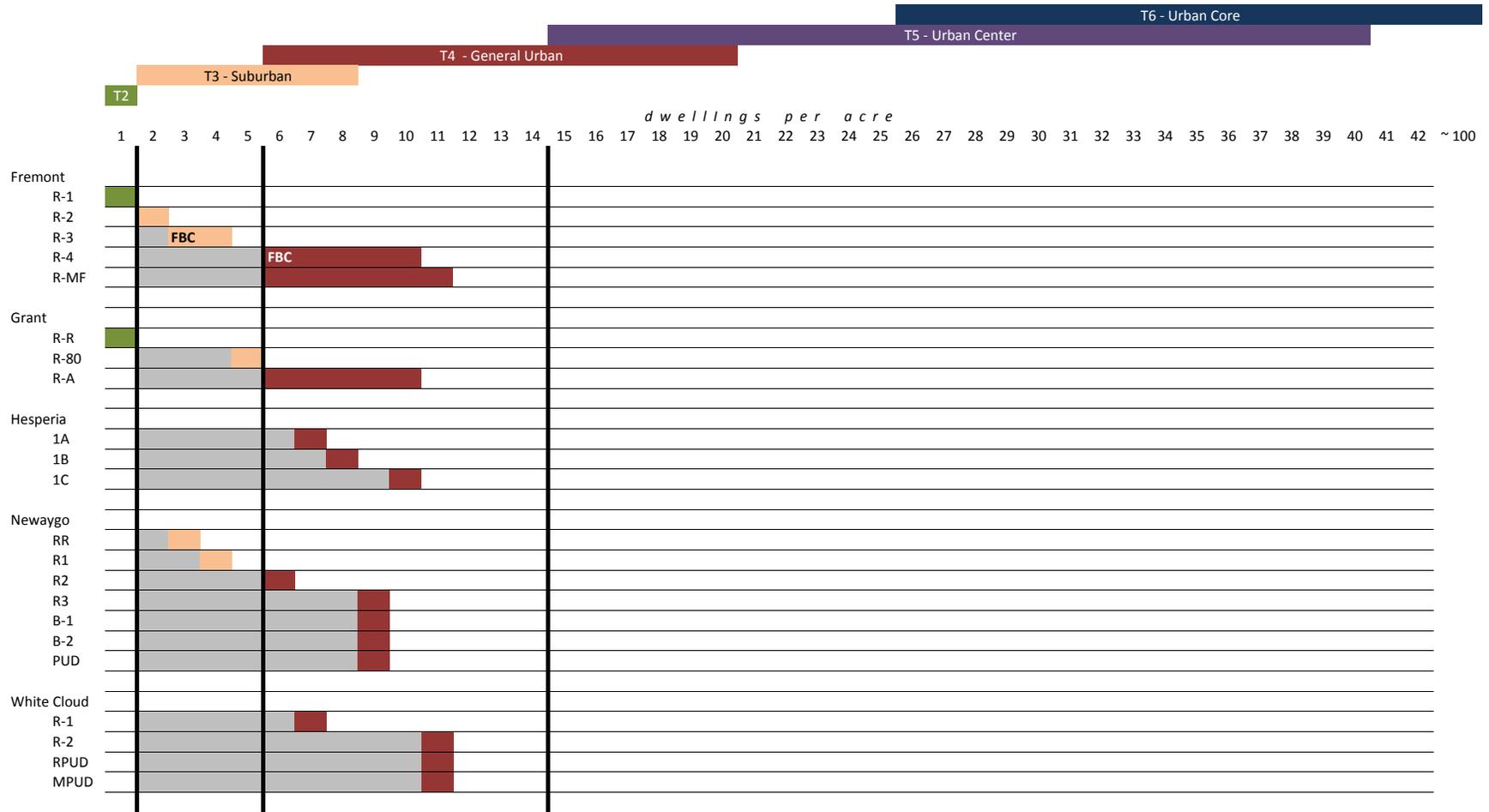
After each exercise a table representative reviewed the results of their table with other participants.

## Zoning Assessment

A review of each of the five communities involved in the Newaygo County TMA was conducted to determine what provisions they have to accommodate potential housing outcomes. All of the zoning ordinances reviewed provide some accommodation for higher density housing. As depicted on the table entitled, "Density Range for Residential Development," the City of Fremont and White Cloud hover around 11 dwelling units per acre. The City of Newaygo goes up to nine dwelling units per acre but has a planned unit development (PUD) provision in the ordinance which allows for a higher density. The City of White Cloud has both a mixed use PUD and a residential PUD available to developers.

The City of Fremont has in place for a hybrid Form Based Code (FBC) within its R-3 and R-4 residential districts. All zoning ordinances accommodate residential development within the Suburban (T-3) category, as well as, the General Urban (T-4) category.

NEWAYGO COUNTY  
Density Range for Residential Development



Exercise 1 Describe in general, but descriptive terms, your community's resident profile

Grant	Hesperia	Fremont	Newaygo	White Cloud
Farm community Blue collar	Blue collar High school graduates	Family oriented Quality of life focused	City-high rental Other area-homeowners	Hunters/sportsmen Blue collar
High school education	Low-moderate income	Agriculture/outdoor/natural resources	Lakes-higher	Lower income
Twenties and seniors	2-3 member households	Religious/conservative	Recreational-outdoor sports	Retirees-active seniors
Volunteer	Small families (eat at home)	Owning	Water people	High school-2 year post secondary education
Church goers	Seniors/empty nesters (eat out)	"Gerber centric"	Blue collar	Renters
Home owners	3 Bedroom housing (or more)	Civic engaged/philanthropic	High school graduates	East out but at reasonable prices
Community supporters Sense of pride/responsibility	Church goers	Arts/culture Blue/white collar mix	Generational Kids	Sing parent households Demand for houses to rent
Eat at home		Commuters (in/out)	Limited social activities for younger group-no movie theatre	Need for affordable child care
Outdoor sports /hunting		Value education (H.S)	Live here-work out of town	
		Cool City/appreciate aesthetics	City more social	
		Safe/low crime	Work here-live in Kent County	
		Eat out Strong health care/social services		

Exercise 2 1st column: If you had to sell your community to a potential resident, what assets would you promote?

2nd column: What factors would you avoid or downplay?

Grant		Hesperia		Fremont		Newaygo		White Cloud	
SELL	AVOID	SELL	AVOID	SELL	AVOID	SELL	AVOID	SELL	AVOID
School facilities (fine arts center) Friendly, warm 'hometown' feel Good location to job markets	Lack of shopping environment Lack of good paying jobs locally Cost of communication	White river (fishing, recreation) Low crime/safety  Affordable housing	Lack of social activities Extra (Village) taxes  Aging/non-progressive community	Schools  Foundation's continual investment Town and country park, Branstrom park, lakes (natural resources)	No public transportation Township government, taxes Limited employment options	Beautiful area, recreational area Water sports  Downtown Newaygo	Flooding  Amenities (shoes, appliances, etc) Lack of cultural options	Manistee forest/natural Affordable property and housing Quiet community/low crime	Lack of social activities Lack of retail options locally Perception of school system
Multi-generational businesses	Poor cell phone/technology coverage	Municipal utilities and high-speed internet	No public transportation	Library, farmers market, Dogwood Center (culture)	Small town'-closed community	Cross roads to area	Traffic in city (especially holidays)	Easy access to roads to Grand Rapids/Big Rapids. 131,720 people Good access to health care in White Cloud and close to Spectrum/Gerber	Lack of high paying jobs
Churches (they work together)		School system and athletics	Limited employment	Safe community, churches, sense of community	Restaurants, distance to larger metro area	Less highways-safer roads		Access to tech school for students	
Peaceful		Churches and new library		Retail options	Pockets of poverty	Safe community			
Outdoor activities		Parks and recreation-proximity to natural forest and other recreational activities Walkable community				Schools-family type events			
						Low cost of living			

Exercise 3 A housing developer is seeking your input for a potential project.....				
Grant	Hesperia	Fremont	Newaygo	White Cloud
<b>What type of housing is needed?</b>				
3 BR/2 bath single family & condos w/garage	2 BR unit senior housing complex and low income housing complex (2-3 BR)	Non-subsidized rentals, middle income housing, assisted living, (townhouses-exec housing)	Affordable, 3 or more bedrooms (single homes and apartment. Affordable senior living (assisted)	Active senior housing
<b>How many units do you feel are needed?</b>				
No answer	12 or so for senior housing, 12-24 for low income housing	50	50-100	12-16 to start. Townhouse-attached
<b>Where in your community should the housing go?</b>				
East of Grant/south of Grant. Within 3 miles of	Inside the village	City limits-Fremont Meadows?	Near city of in the city	Central business district, within walking distance.
<b>How will the community react to the project?</b>				
They would support if it the benefit can be conveyed (need 'buy in')	Positive community reaction, possible government hesitation	Positive	Depends if affordable is described as 'subsidized'. Probably not a negative reaction. More positive to senior housing.	Would enhance it. Would free up sf of housing in the area.
<b>Outline the approval process that the developer will go through.</b>				
First, need community 'buy-in'	Village council approval (limited ordinances)		City-zoning/site plan approval (3 months) depending on size and location. If Brooks town, may add more time. Not a difficult process in Newaygo.	Zoning approval, city is open to PUD, public hearing

**Exercise 4 Identify three (3) Housing-Related Issues that need to be resolved in your community.**

<b>ISSUES</b>	<b>Grant</b>	<b>Hesperia</b>	<b>Fremont</b>	<b>Newaygo</b>	<b>White Cloud</b>
<b>1</b>	<b>Availability of high-speed internet</b>	<b>Lack of investors</b>	<b>Economic climate (uncertainty)</b>	<b>Sub-standard rental housing</b>	<b>Deteriorating housing stock-pre-war</b>
<i>How?</i>	<i>NCAIS expansion; Increased community pressure from population; Political support</i>	<i>Advertise newer infrastructure; Promote the need</i>	<i>Employment; Communicate needs to investors-success stories to build confidence</i>	<i>Establish housing-property maintenance code; Proper enforcement; Community driven support</i>	<i>Eliminate blight-demolish when necessary; Assemble clusters of property</i>
<b>2</b>	<b>Expanded network of natural gas</b>	<b>Possible lack of village council support</b>	<b>Municipal tax rates (high)</b>	<b>No sewer service north of the river</b>	<b>Zoning/planning consistency</b>
<i>How?</i>	<i>Political support; Increased population/pressure</i>	<i>Get community support behind the project</i>	<i>Share tax burden with industry; Get rid of township government</i>	<i>Find other area to develop (repurpose area);Extend services, join or build sewer system; Push development toward west of city</i>	<i>Educate planning commission; Educate landlords; Update zoning codes to accommodate new housing options</i>
<b>3</b>	<b>Increase in local jobs</b>	<b>Higher taxes and hookup costs</b>	<b>Brownfield property in city limits</b>	<b>Cost of housing</b>	<b>Upgrade public infrastructure</b>
<i>How?</i>	<i>Political support; Build more homes of needed types; tax incentives</i>	<i>Tax incentives; utility incentives</i>	<i>Consult with Brownfield Authority</i>	<i>Increase entry level wages-min wage; Utilities costs-deliverable fuels, co-op costs</i>	<i>Extend to match needs-capacity</i>
<b>4</b>	<b>Clean up Downtown</b>				

# Newaygo County Target Market Analysis

**Q1 How important are the following components to the economic base of the COUNTY? Please rank the following from most to least important. (1=Most important; 5=least important)**

Answered: 50 Skipped: 0

	1	2	3	4	5	Total	Average Rating
Agriculture and Ag-Related Businesses	59.18% 29.00	30.61% 15.00	4.08% 2.00	2.04% 1.00	4.08% 2.00	49	1.61
Manufacturing	54.17% 26.00	31.25% 15.00	6.25% 3.00	6.25% 3.00	2.08% 1.00	48	1.71
Medical / Health Care	48.00% 24.00	36.00% 18.00	12.00% 6.00	4.00% 2.00	0.00% 0.00	50	1.72
Housing - Single Family	38.78% 19.00	38.78% 19.00	16.33% 8.00	6.12% 3.00	0.00% 0.00	49	1.90
Retail / Service	20.00% 10.00	46.00% 23.00	26.00% 13.00	8.00% 4.00	0.00% 0.00	50	2.22
Housing - Multiple Family	25.00% 12.00	37.50% 18.00	22.92% 11.00	8.33% 4.00	6.25% 3.00	48	2.33
Technical Schools	19.15% 9.00	31.91% 15.00	25.53% 12.00	12.77% 6.00	10.64% 5.00	47	2.64
Government / Institutional	6.00% 3.00	40.00% 20.00	32.00% 16.00	10.00% 5.00	12.00% 6.00	50	2.82
Wholesale Trade	6.38% 3.00	25.53% 12.00	36.17% 17.00	23.40% 11.00	8.51% 4.00	47	3.02

# Newaygo County Target Market Analysis

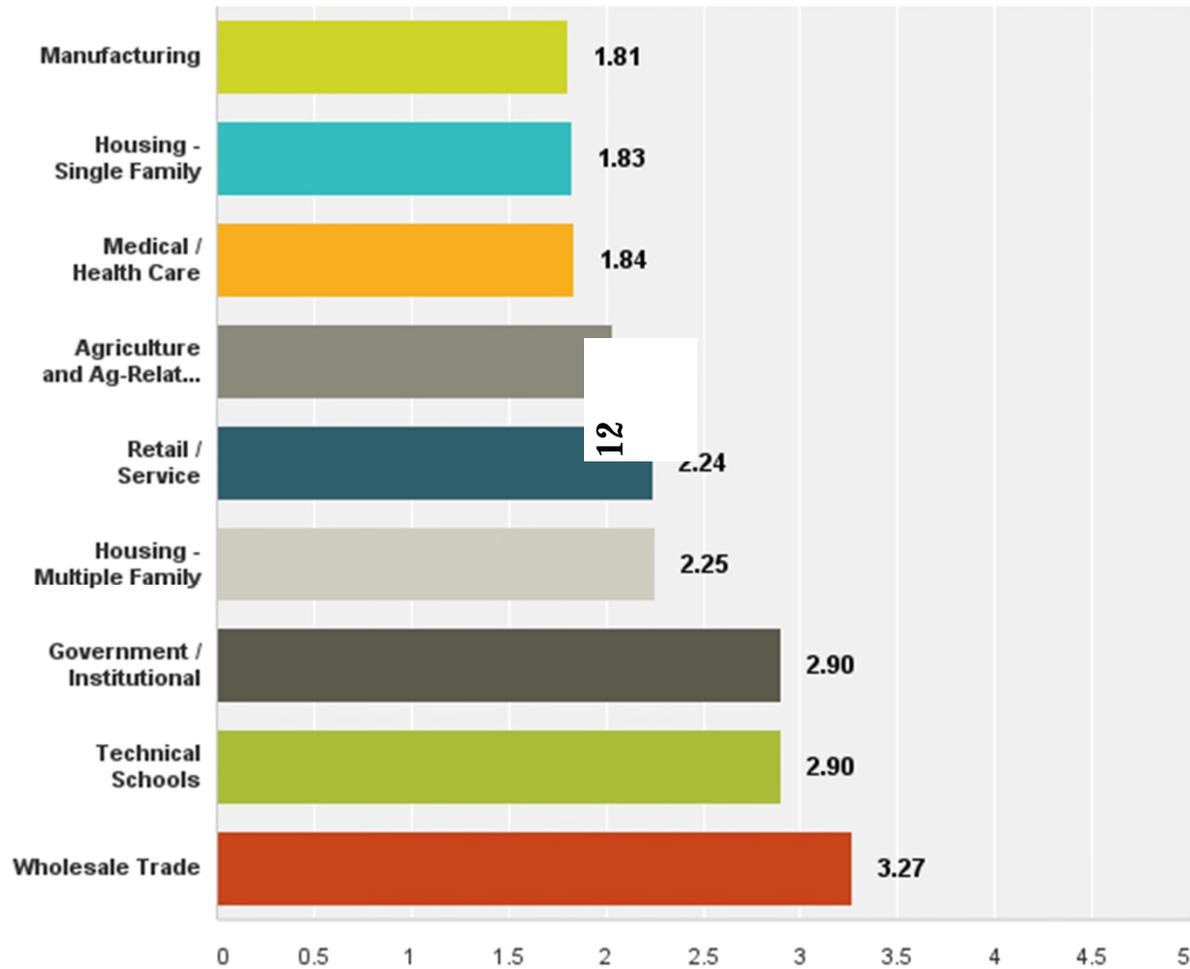
## Q2 How important are the following components to the economic base of your COMMUNITY? Please rank the following from most to least important. (1=Most important; 5=least important)

Answered: 50 Skipped: 0

	1	2	3	4	5	Total	Average Rating
Manufacturing	56.25% 27.00	25.00% 12.00	6.25% 3.00	6.25% 3.00	6.25% 3.00	48	1.81
Housing - Single Family	38.30% 18.00	42.55% 20.00	17.02% 8.00	2.13% 1.00	0.00% 0.00	47	1.83
Medical / Health Care	42.00% 21.00	38.00% 19.00	14.00% 7.00	6.00% 3.00	0.00% 0.00	50	1.84
Agriculture and Ag-Related Businesses	42.00% 21.00	28.00% 14.00	20.00% 10.00	4.00% 2.00	6.00% 3.00	50	2.04
Retail / Service	24.00% 12.00	44.00% 22.00	18.00% 9.00	12.00% 6.00	2.00% 1.00	50	2.24
Housing - Multiple Family	33.33% 16.00	22.92% 11.00	31.25% 15.00	10.42% 5.00	2.08% 1.00	48	2.25
Government / Institutional	12.24% 6.00	32.65% 16.00	22.45% 11.00	18.37% 9.00	14.29% 7.00	49	2.90
Technical Schools	16.67% 8.00	29.17% 14.00	18.75% 9.00	18.75% 9.00	16.67% 8.00	48	2.90
Wholesale Trade	10.42% 5.00	16.67% 8.00	27.08% 13.00	27.08% 13.00	18.75% 9.00	48	3.27

**Q2 How important are the following components to the economic base of your COMMUNITY? Please rank the following from most to least important. (1=Most important; 5=least important)**

Answered: 50 Skipped: 0



# Newaygo County Target Market Analysis

## Q3 Over the past five (5) years, how have the following changed in your COMMUNITY?

Answered: 50 Skipped: 0

	Decreased	Unchanged	Increased	Don't Know	Total
Population	<b>32.00%</b> 16.00	<b>26.00%</b> 13.00	<b>34.00%</b> 17.00	<b>8.00%</b> 4.00	50
Employment: Retail / Service	<b>30.00%</b> 15.00	<b>42.00%</b> 21.00	<b>16.00%</b> 8.00	<b>12.00%</b> 6.00	50
Private Investment	<b>30.00%</b> 15.00	<b>32.00%</b> 16.00	<b>14.00%</b> 7.00	<b>24.00%</b> 12.00	50
Private Job Creation	<b>24.49%</b> 12.00	<b>26.53%</b> 13.00	<b>26.53%</b> 13.00	<b>22.45%</b> 11.00	49
Employment: Manufacturing	<b>20.00%</b> 10.00	<b>42.00%</b> 21.00	<b>26.00%</b> 13.00	<b>12.00%</b> 6.00	50
Public Job Creation	<b>20.00%</b> 10.00	<b>40.00%</b> 20.00	<b>18.00%</b> 9.00	<b>22.00%</b> 11.00	50
Public Investment	<b>16.33%</b> 8.00	<b>40.82%</b> 20.00	<b>22.45%</b> 11.00	<b>20.41%</b> 10.00	49
Cultural Diversity	<b>6.25%</b> 3.00	<b>41.67%</b> 20.00	<b>45.83%</b> 22.00	<b>6.25%</b> 3.00	48

**Q4 Over the next five (5) years, how do you expect the following to change in your COMMUNITY?**

Answered: 50 Skipped: 0

	Decreased	Unchanged	Increased	Total
Employment: Retail / Service	<b>10.00%</b> 5.00	<b>30.00%</b> 15.00	<b>60.00%</b> 30.00	50
Population	<b>10.00%</b> 5.00	<b>32.00%</b> 16.00	<b>58.00%</b> 29.00	50
Cultural Diversity	<b>4.00%</b> 2.00	<b>42.00%</b> 21.00	<b>54.00%</b> 27.00	50
Private Investment	<b>8.00%</b> 4.00	<b>38.00%</b> 19.00	<b>54.00%</b> 27.00	50
Private Job Creation	<b>10.00%</b> 5.00	<b>36.00%</b> 18.00	<b>54.00%</b> 27.00	50
Employment: Manufacturing	<b>12.00%</b> 6.00	<b>36.00%</b> 18.00	<b>52.00%</b> 26.00	50
Public Investment	<b>10.00%</b> 5.00	<b>56.00%</b> 28.00	<b>34.00%</b> 17.00	50
Public Job Creation	<b>16.33%</b> 8.00	<b>48.98%</b> 24.00	<b>34.69%</b> 17.00	49

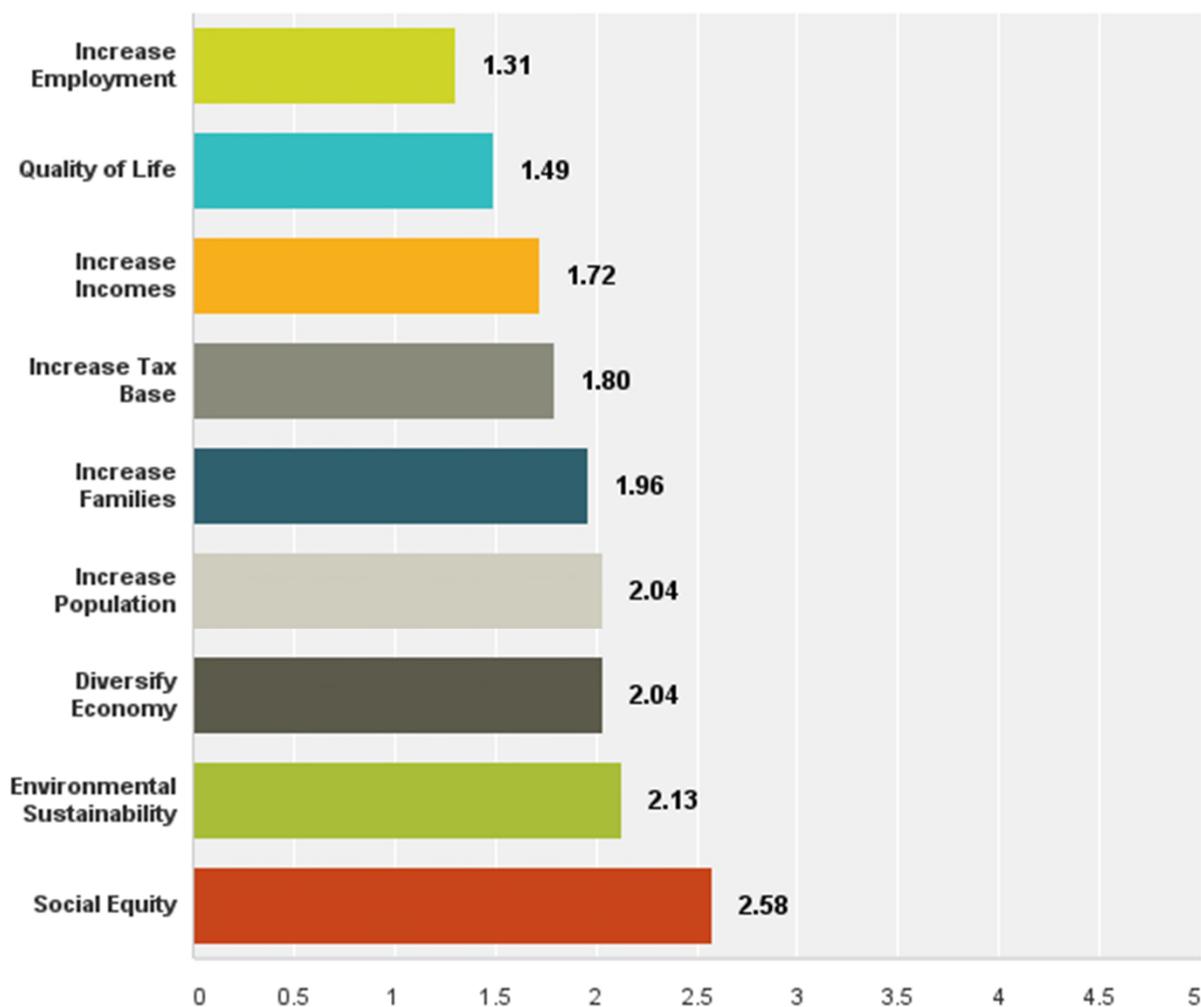
**Q5 What are your COMMUNITY's economic development priorities? Please rank the following from most to least important. (1=Most important; 5=least important)**

Answered: 49 Skipped: 1

	1	2	3	4	5	Total	Average Rating
Increase Employment	<b>70.83%</b> 34.00	<b>27.08%</b> 13.00	<b>2.08%</b> 1.00	<b>0.00%</b> 0.00	<b>0.00%</b> 0.00	48	1.31
Quality of Life	<b>67.35%</b> 33.00	<b>16.33%</b> 8.00	<b>16.33%</b> 8.00	<b>0.00%</b> 0.00	<b>0.00%</b> 0.00	49	1.49
Increase Incomes	<b>51.06%</b> 24.00	<b>34.04%</b> 16.00	<b>8.51%</b> 4.00	<b>4.26%</b> 2.00	<b>2.13%</b> 1.00	47	1.72
Increase Tax Base	<b>51.02%</b> 25.00	<b>24.49%</b> 12.00	<b>18.37%</b> 9.00	<b>6.12%</b> 3.00	<b>0.00%</b> 0.00	49	1.80
Increase Families	<b>21.28%</b> 10.00	<b>63.83%</b> 30.00	<b>12.77%</b> 6.00	<b>2.13%</b> 1.00	<b>0.00%</b> 0.00	47	1.96
Increase Population	<b>27.66%</b> 13.00	<b>51.06%</b> 24.00	<b>12.77%</b> 6.00	<b>6.38%</b> 3.00	<b>2.13%</b> 1.00	47	2.04
Diversify Economy	<b>33.33%</b> 16.00	<b>37.50%</b> 18.00	<b>20.83%</b> 10.00	<b>8.33%</b> 4.00	<b>0.00%</b> 0.00	48	2.04
Environmental Sustainability	<b>34.78%</b> 16.00	<b>32.61%</b> 15.00	<b>19.57%</b> 9.00	<b>10.87%</b> 5.00	<b>2.17%</b> 1.00	46	2.13
Social Equity	<b>18.75%</b> 9.00	<b>33.33%</b> 16.00	<b>29.17%</b> 14.00	<b>8.33%</b> 4.00	<b>10.42%</b> 5.00	48	2.58

**Q5 What are your COMMUNITY's economic development priorities? Please rank the following from most to least important. (1=Most important; 5=least important)**

Answered: 49 Skipped: 1



## Newaygo County Target Market Analysis

### Q6 How important are the following obstacles to economic development in your COMMUNITY? Please rank the following from most to least important. (1=Most important; 5=least important)

Answered: 49 Skipped: 1

	1	2	3	4	5	Total	Average Rating
Regional Economy	45.83% 22.00	39.58% 19.00	10.42% 5.00	2.08% 1.00	2.08% 1.00	48	1.75
Available Skilled Workforce	46.94% 23.00	34.69% 17.00	14.29% 7.00	2.04% 1.00	2.04% 1.00	49	1.78
Michigan Economy	40.43% 19.00	40.43% 19.00	14.89% 7.00	4.26% 2.00	0.00% 0.00	47	1.83
Lack of business Incentives	29.79% 14.00	38.30% 18.00	27.66% 13.00	4.26% 2.00	0.00% 0.00	47	2.06
Community Attitudes	32.61% 15.00	36.96% 17.00	19.57% 9.00	8.70% 4.00	2.17% 1.00	46	2.11
Lack of Local Entrepreneurs	27.66% 13.00	38.30% 18.00	27.66% 13.00	2.13% 1.00	4.26% 2.00	47	2.17
Lack of Financing	22.45% 11.00	40.82% 20.00	30.61% 15.00	4.08% 2.00	2.04% 1.00	49	2.22
Availability of Labor	31.91% 15.00	17.02% 8.00	25.53% 12.00	23.40% 11.00	2.13% 1.00	47	2.47
Local Regulatory Process	17.02% 8.00	27.66% 13.00	46.81% 22.00	4.26% 2.00	4.26% 2.00	47	2.51
High Taxes	17.02% 8.00	29.79% 14.00	34.04% 16.00	17.02% 8.00	2.13% 1.00	47	2.57
State Regulatory Process	17.39% 8.00	30.43% 14.00	36.96% 17.00	6.52% 3.00	8.70% 4.00	46	2.59
Lack of Infrastructure Capacity	18.75% 9.00	29.17% 14.00	25.00% 12.00	18.75% 9.00	8.33% 4.00	48	2.69
Cost of Labor	18.37% 9.00	24.49% 12.00	28.57% 14.00	24.49% 12.00	4.08% 2.00	49	2.71
Cost of Buildings	10.42% 5.00	18.75% 9.00	29.17% 14.00	29.17% 14.00	12.50% 6.00	48	3.15
Cost of Land	10.64% 5.00	17.02% 8.00	29.79% 14.00	25.53% 12.00	17.02% 8.00	47	3.21
Lack of Available Buildings	14.89% 7.00	12.77% 6.00	21.28% 10.00	29.79% 14.00	21.28% 10.00	47	3.30
Lack of Available Land	10.64% 5.00	14.89% 7.00	23.40% 11.00	23.40% 11.00	27.66% 13.00	47	3.43

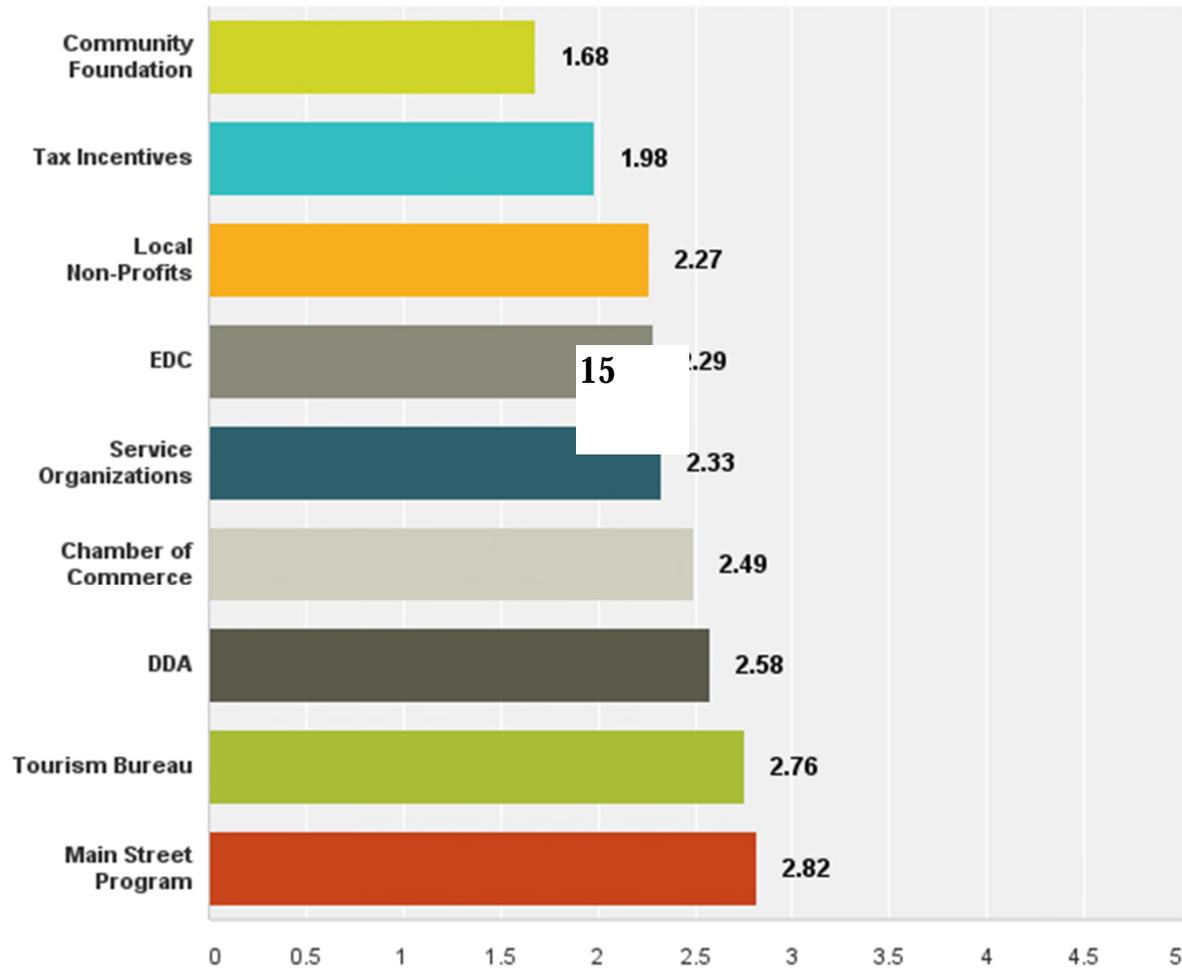
**Q7 Do the following play an important role in community and economic development in your COMMUNITY? Please rank the following from most to least important. (1=Most important; 5=least important)**

Answered: 47 Skipped: 3

	1	2	3	4	5	N/A	Total	Average Rating
Community Foundation	<b>51.06%</b> 24.00	<b>31.91%</b> 15.00	<b>14.89%</b> 7.00	<b>2.13%</b> 1.00	<b>0.00%</b> 0.00	<b>0.00%</b> 0.00	47	1.68
Tax Incentives	<b>43.48%</b> 20.00	<b>28.26%</b> 13.00	<b>13.04%</b> 6.00	<b>4.35%</b> 2.00	<b>6.52%</b> 3.00	<b>4.35%</b> 2.00	46	1.98
Local Non-Profits	<b>31.91%</b> 15.00	<b>29.79%</b> 14.00	<b>14.89%</b> 7.00	<b>8.51%</b> 4.00	<b>8.51%</b> 4.00	<b>6.38%</b> 3.00	47	2.27
EDC	<b>26.09%</b> 12.00	<b>26.09%</b> 12.00	<b>26.09%</b> 12.00	<b>6.52%</b> 3.00	<b>4.35%</b> 2.00	<b>10.87%</b> 5.00	46	2.29
Service Organizations	<b>30.43%</b> 14.00	<b>30.43%</b> 14.00	<b>17.39%</b> 8.00	<b>13.04%</b> 6.00	<b>6.52%</b> 3.00	<b>2.17%</b> 1.00	46	2.33
Chamber of Commerce	<b>19.15%</b> 9.00	<b>34.04%</b> 16.00	<b>31.91%</b> 15.00	<b>8.51%</b> 4.00	<b>6.38%</b> 3.00	<b>0.00%</b> 0.00	47	2.49
DDA	<b>15.56%</b> 7.00	<b>28.89%</b> 13.00	<b>26.67%</b> 12.00	<b>13.33%</b> 6.00	<b>4.44%</b> 2.00	<b>11.11%</b> 5.00	45	2.58
Tourism Bureau	<b>15.56%</b> 7.00	<b>31.11%</b> 14.00	<b>17.78%</b> 8.00	<b>17.78%</b> 8.00	<b>11.11%</b> 5.00	<b>6.67%</b> 3.00	45	2.76
Main Street Program	<b>8.70%</b> 4.00	<b>17.39%</b> 8.00	<b>30.43%</b> 14.00	<b>13.04%</b> 6.00	<b>4.35%</b> 2.00	<b>26.09%</b> 12.00	46	2.82

**Q7 Do the following play an important role in community and economic development in your COMMUNITY? Please rank the following from most to least important. (1=Most important; 5=least important)**

Answered: 47 Skipped: 3



## Newaygo County Target Market Analysis

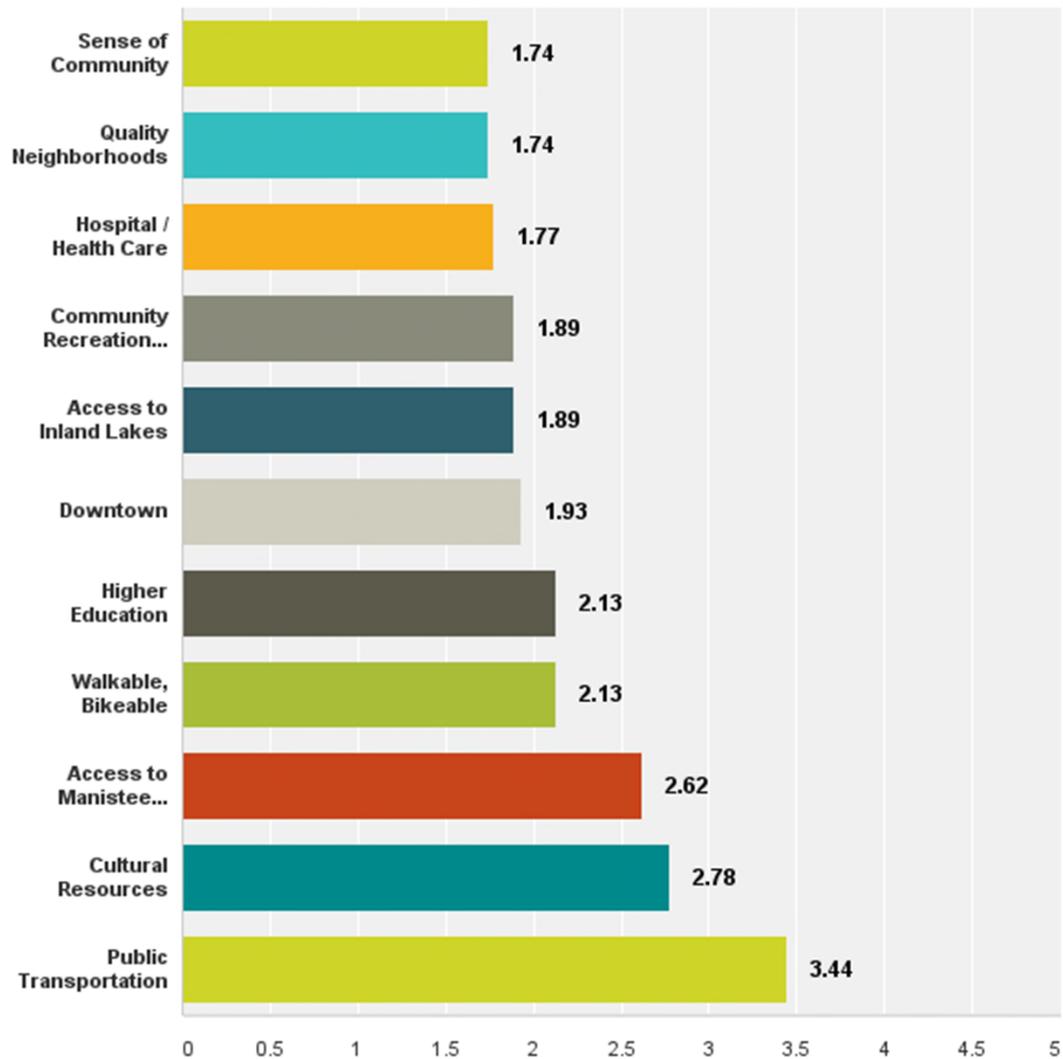
**Q8 In your COMMUNITY, how important is/are . . . Please rank the following from most to least important. (1=Most important; 5=least important)**

Answered: 47 Skipped: 3

	1	2	3	4	5	Total	Average Rating
Sense of Community	<b>48.94%</b> 23.00	<b>34.04%</b> 16.00	<b>12.77%</b> 6.00	<b>2.13%</b> 1.00	<b>2.13%</b> 1.00	47	1.74
Quality Neighborhoods	<b>45.65%</b> 21.00	<b>41.30%</b> 19.00	<b>8.70%</b> 4.00	<b>2.17%</b> 1.00	<b>2.17%</b> 1.00	46	1.74
Hospital / Health Care	<b>48.94%</b> 23.00	<b>34.04%</b> 16.00	<b>12.77%</b> 6.00	<b>0.00%</b> 0.00	<b>4.26%</b> 2.00	47	1.77
Community Recreation Resources	<b>28.26%</b> 13.00	<b>56.52%</b> 26.00	<b>13.04%</b> 6.00	<b>2.17%</b> 1.00	<b>0.00%</b> 0.00	46	1.89
Access to Inland Lakes	<b>41.30%</b> 19.00	<b>34.78%</b> 16.00	<b>19.57%</b> 9.00	<b>2.17%</b> 1.00	<b>2.17%</b> 1.00	46	1.89
Downtown	<b>41.30%</b> 19.00	<b>34.78%</b> 16.00	<b>15.22%</b> 7.00	<b>6.52%</b> 3.00	<b>2.17%</b> 1.00	46	1.93
Higher Education	<b>39.13%</b> 18.00	<b>23.91%</b> 11.00	<b>23.91%</b> 11.00	<b>10.87%</b> 5.00	<b>2.17%</b> 1.00	46	2.13
Walkable, Bikeable	<b>33.33%</b> 15.00	<b>33.33%</b> 15.00	<b>24.44%</b> 11.00	<b>4.44%</b> 2.00	<b>4.44%</b> 2.00	45	2.13
Access to Manistee National Forest	<b>20.00%</b> 9.00	<b>24.44%</b> 11.00	<b>37.78%</b> 17.00	<b>8.89%</b> 4.00	<b>8.89%</b> 4.00	45	2.62
Cultural Resources	<b>13.04%</b> 6.00	<b>26.09%</b> 12.00	<b>34.78%</b> 16.00	<b>21.74%</b> 10.00	<b>4.35%</b> 2.00	46	2.78
Public Transportation	<b>17.78%</b> 8.00	<b>8.89%</b> 4.00	<b>15.56%</b> 7.00	<b>26.67%</b> 12.00	<b>31.11%</b> 14.00	45	3.44

**Q8 In your COMMUNITY, how important is/are. . . . Please rank the following from most to least important. (1=Most important; 5=least important)**

Answered: 47 Skipped: 3



# Newaygo County Target Market Analysis

## Q9 Is there currently an unmet need for any of these types of housing?

Answered: 48 Skipped: 2

	No Need	Some Need	Moderate Need	Great Need	Not Sure	Total
Affordable Rentals	6.25% 3.00	18.75% 9.00	18.75% 9.00	47.92% 23.00	8.33% 4.00	48
Affordable Choices	6.25% 3.00	14.58% 7.00	29.17% 14.00	43.75% 21.00	6.25% 3.00	48
House for Rental	10.42% 5.00	20.83% 10.00	35.42% 17.00	29.17% 14.00	4.17% 2.00	48
Starter Homes	8.33% 4.00	31.25% 15.00	29.17% 14.00	29.17% 14.00	2.08% 1.00	48
Independent Senior Living	6.25% 3.00	39.58% 19.00	22.92% 11.00	25.00% 12.00	6.25% 3.00	48
Subsidized Vouchers, Section 8	6.25% 3.00	31.25% 15.00	22.92% 11.00	16.67% 8.00	22.92% 11.00	48
Townhomes, Row Houses	33.33% 16.00	22.92% 11.00	16.67% 8.00	12.50% 6.00	14.58% 7.00	48
Homeless or Transitional Housing	18.75% 9.00	22.92% 11.00	22.92% 11.00	12.50% 6.00	22.92% 11.00	48
Barrier-Free, Special Needs	4.17% 2.00	22.92% 11.00	33.33% 16.00	10.42% 5.00	29.17% 14.00	48
Live-Work Housing	16.67% 8.00	14.58% 7.00	22.92% 11.00	6.25% 3.00	39.58% 19.00	48
Mobile Homes	41.67% 20.00	31.25% 15.00	12.50% 6.00	4.17% 2.00	10.42% 5.00	48
Seasonal Cabins	29.17% 14.00	29.17% 14.00	22.92% 11.00	4.17% 2.00	14.58% 7.00	48
Upper Story Apartments / Lofts	16.67% 8.00	39.58% 19.00	31.25% 15.00	2.08% 1.00	10.42% 5.00	48
Lots for Custom Built Homes	29.17% 14.00	27.08% 13.00	27.08% 13.00	0.00% 0.00	16.67% 8.00	48

**Q10 Would you agree or disagree that these are challenges to housing in your COMMUNITY?**

Answered: 48 Skipped: 2

	Agree	Disagree	Don't Know	Total
Not enough choices overall	<b>81.25%</b> 39.00	<b>16.67%</b> 8.00	<b>2.08%</b> 1.00	48
Poor quality of choices	<b>70.83%</b> 34.00	<b>20.83%</b> 10.00	<b>8.33%</b> 4.00	48
High foreclosure rates	<b>50.00%</b> 24.00	<b>35.42%</b> 17.00	<b>14.58%</b> 7.00	48
Utility costs are too high	<b>45.83%</b> 22.00	<b>45.83%</b> 22.00	<b>8.33%</b> 4.00	48
Landlords are absentee	<b>45.83%</b> 22.00	<b>29.17%</b> 14.00	<b>25.00%</b> 12.00	48
Property taxes too high	<b>43.75%</b> 21.00	<b>43.75%</b> 21.00	<b>12.50%</b> 6.00	48
Rents are too high	<b>35.42%</b> 17.00	<b>41.67%</b> 20.00	<b>22.92%</b> 11.00	48
Mortgage requirements too high	<b>35.42%</b> 17.00	<b>41.67%</b> 20.00	<b>22.92%</b> 11.00	48
Too many vacancies	<b>29.17%</b> 14.00	<b>56.25%</b> 27.00	<b>14.58%</b> 7.00	48
Not handicap accessible	<b>29.17%</b> 14.00	<b>29.17%</b> 14.00	<b>41.67%</b> 20.00	48
Too many residents per dwelling unit	<b>20.83%</b> 10.00	<b>52.08%</b> 25.00	<b>27.08%</b> 13.00	48

## Q12 How long have you lived in Newaygo County?

Answered: 48 Skipped: 2

Answer Choices	Responses	
0 - 4 Years	4.17%	2.00
5 - 9 years	8.33%	4.00
10 - 19 Years	10.42%	5.00
20 or more years	54.17%	26.00
I do not live in Newaygo County	22.92%	11.00
<b>Total</b>		<b>48</b>

# Newaygo County Target Market Analysis

## Q13 Please answer one of the following statements.

Answered: 43 Skipped: 7

Answer Choices	Responses	
I have always lived in Newaygo County	30.23%	13.00
I moved to Newaygo County from Mason, Lake or Osceola Counties	2.33%	1.00
I moved to Newaygo County from Oceana or Muskegon Counties	4.65%	2.00
I move to Newaygo County from Mescosta or Moncalm Counties	0.00%	0.00
I move to Newaygo County from Kent County	16.28%	7.00
I move to Newaygo County from another Michigan county that is not listed	11.63%	5.00
I moved to Newaygo County from Ohio, Indiana, Illinois or Wisconsin	2.33%	1.00
I moved to Newaygo County from a State that is not listed	18.60%	8.00
I moved to Newaygo County from another country	11.63%	5.00
I do not live in Newaygo County	2.33%	1.00
<b>Total</b>		<b>43</b>

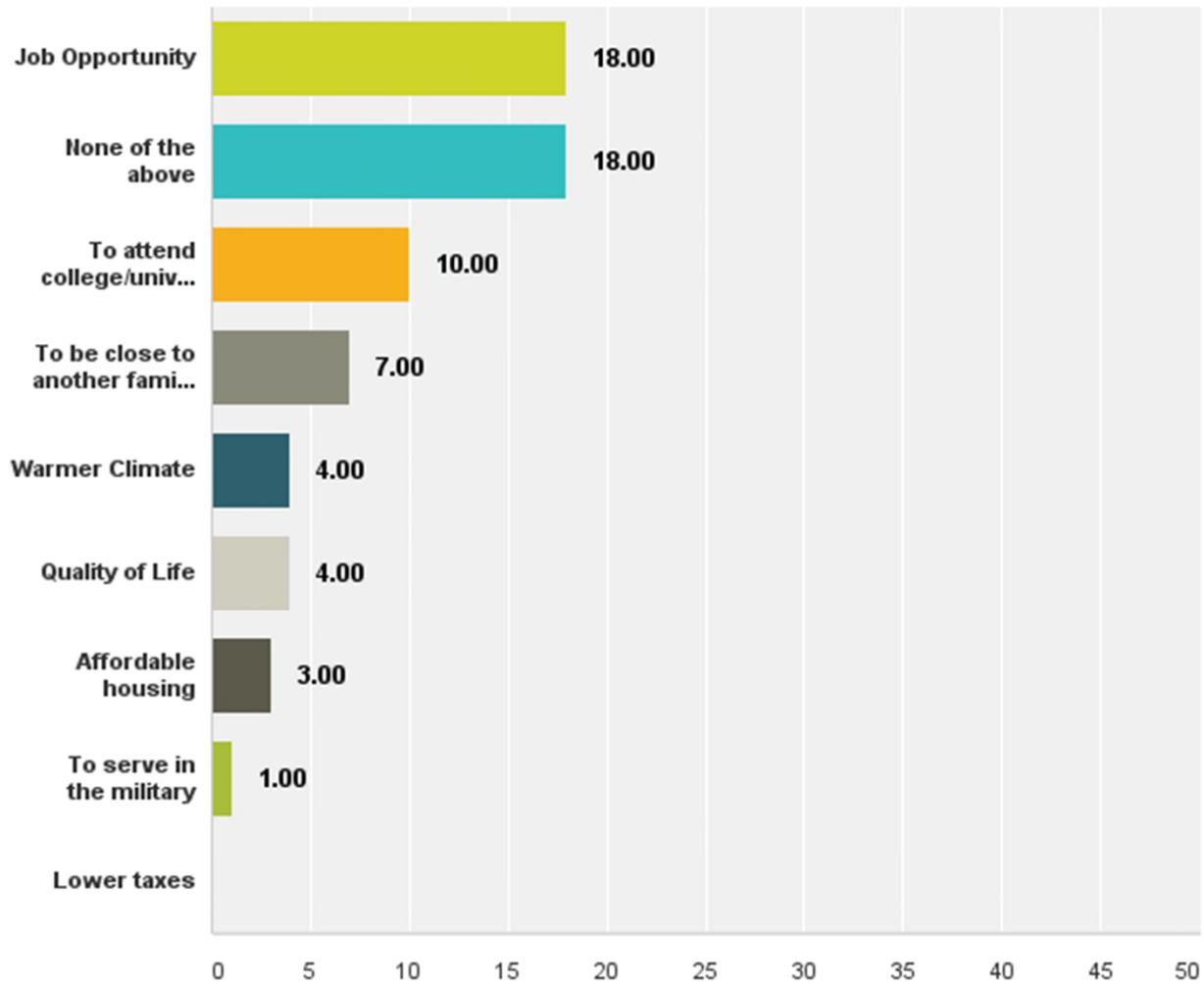
**Q14 If a member(s) of your family moved from Newaygo County what was their reason? (Please select those statements which apply)**

Answered: 45 Skipped: 5

Answer Choices	Responses	
Job Opportunity	40.00%	18.00
None of the above	40.00%	18.00
To attend college/university	22.22%	10.00
To be close to another family member	15.56%	7.00
Warmer Climate	8.89%	4.00
Quality of Life	8.89%	4.00
Affordable housing	6.67%	3.00
To serve in the military	2.22%	1.00
Lower taxes	0.00%	0.00
<b>Total Respondents: 45</b>		

**Q14 If a member(s) of your family moved from Newaygo County what was their reason? (Please select those statements which apply)**

Answered: 45 Skipped: 5



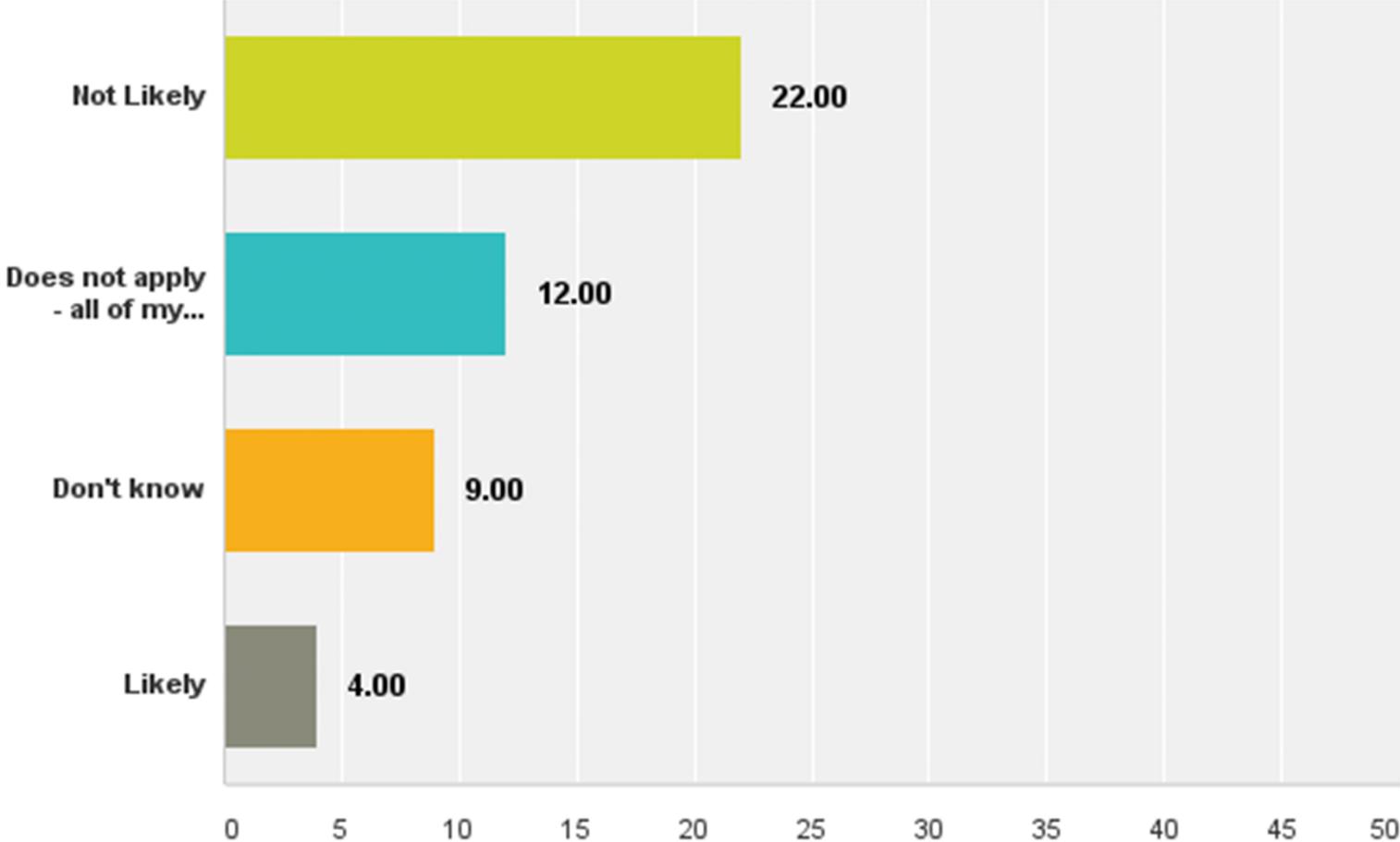
**Q15 If a member(s) of your family have moved from Newaygo County how likely is it that they will return to Newaygo County?**

Answered: 47 Skipped: 3

Answer Choices	Responses	
Not Likely	46.81%	22.00
Does not apply - all of my family currently resides in Newaygo County	25.53%	12.00
Don't know	19.15%	9.00
Likely	8.51%	4.00
<b>Total</b>	<b>47</b>	

**Q15 If a member(s) of your family have moved from Newaygo County how likely is it that they will return to Newaygo County?**

Answered: 47 Skipped: 3



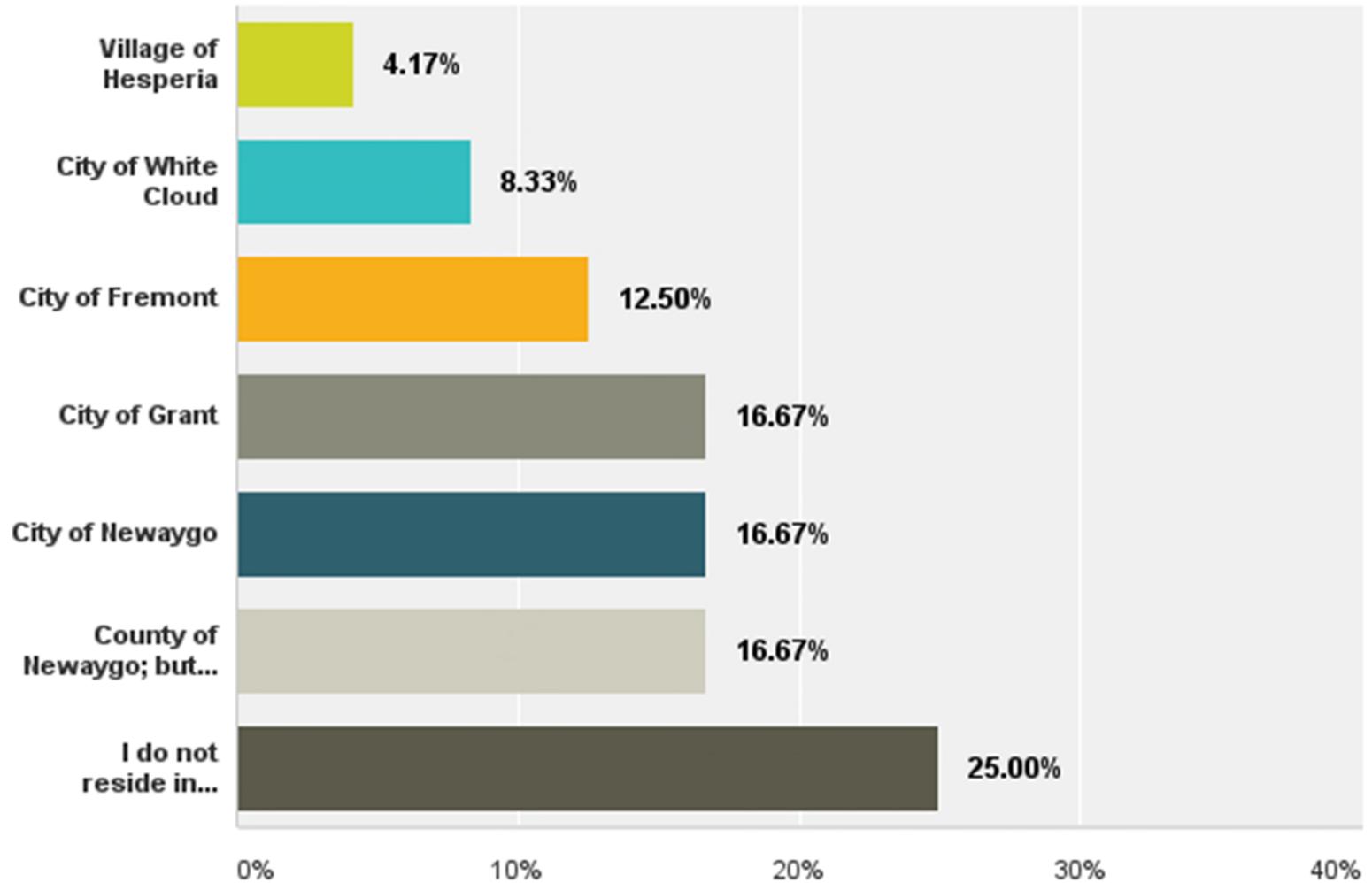
### Q16 In which community do you reside?

Answered: 48 Skipped: 2

Answer Choices	Responses	
Village of Hesperia	4.17%	2.00
City of White Cloud	8.33%	4.00
City of Fremont	12.50%	6.00
City of Grant	16.67%	8.00
City of Newaygo	16.67%	8.00
County of Newaygo; but outside the above listed communities	16.67%	8.00
I do not reside in Newaygo County	25.00%	12.00
<b>Total</b>	<b>48</b>	

## Q16 In which community do you reside?

Answered: 48 Skipped: 2



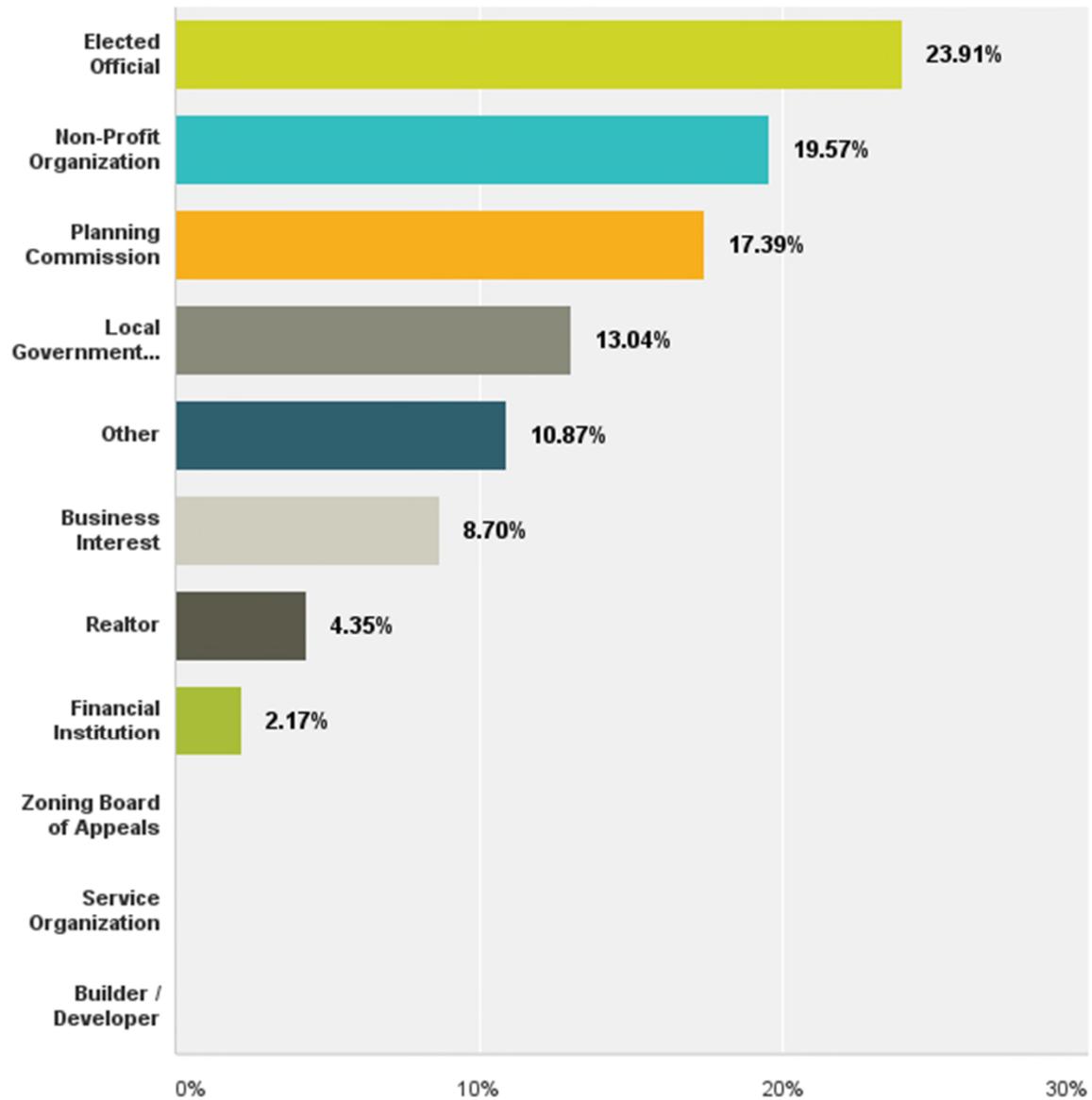
### Q19 Your position in the COMMUNITY?

Answered: 46 Skipped: 4

Answer Choices	Responses	
Local Government	54.35%	25.00
Non-Profit Organization	19.57%	9.00
Other	10.87%	5.00
Business Interest	8.70%	4.00
Realtor	4.35%	2.00
Financial Institution	2.17%	1.00
Service Organization	0.00%	0.00
Builder / Developer	0.00%	0.00
<b>Total</b>		<b>46</b>

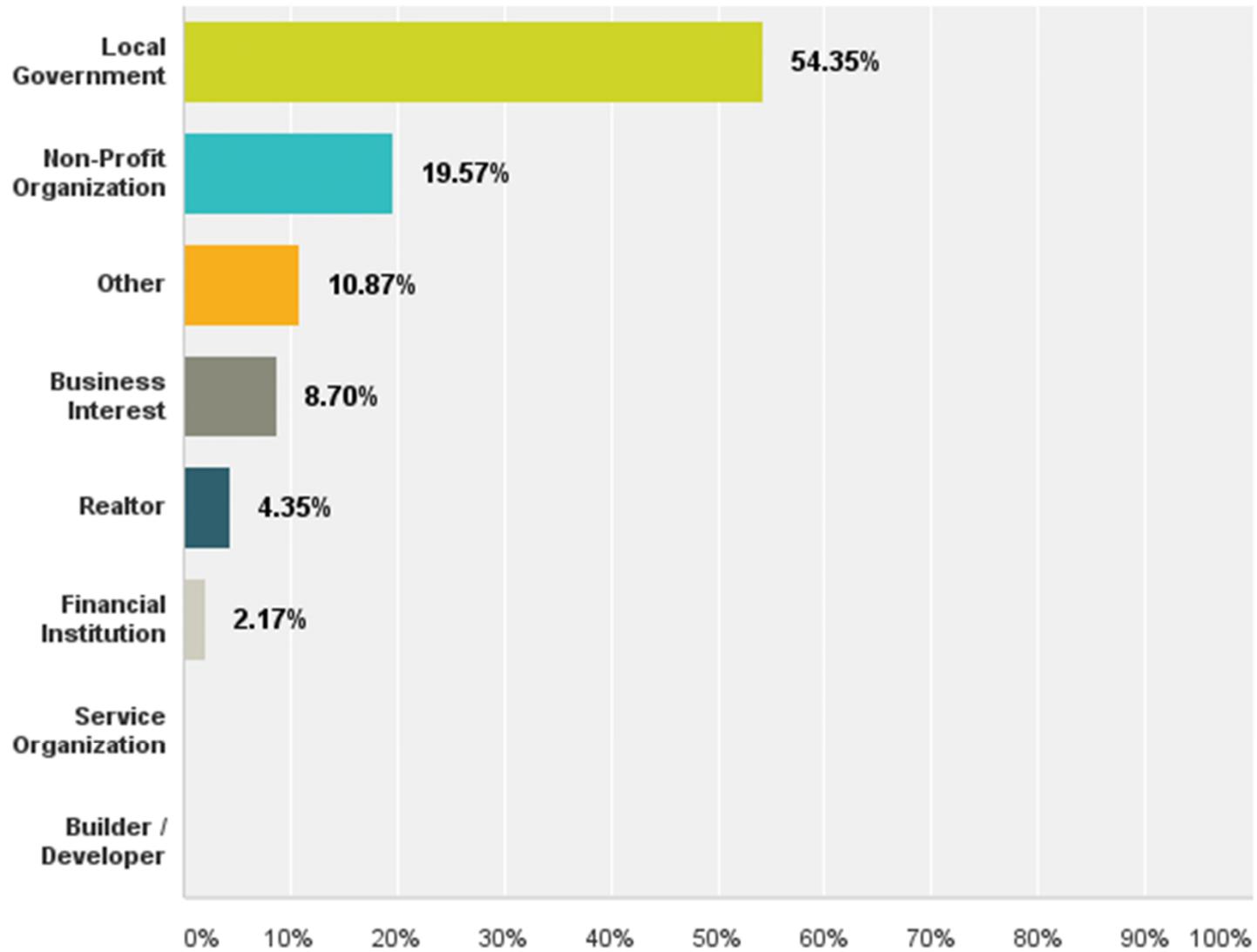
## Q19 Your position in the COMMUNITY?

Answered: 46 Skipped: 4



## Q19 Your position in the COMMUNITY?

Answered: 46 Skipped: 4





## Exercise 1

Describe in general but descriptive terms your community's resident profile.

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	

### EXAMPLES

White Collar  
 Blue Collar  
 High School Grads  
 College Grads  
 Income Level  
 Family Size  
 No Kids  
 Working / Retires  
 Hobbies  
 Recreation  
 Travel Preferences  
 Eat at Home  
 Eat Out  
 Restaurant Type  
 Housing Preference  
 Volunteer  
 Belong to  
 Community Groups

COMMUNITY NAME
----------------



## Exercise 2

If you had to sell your community to a potential resident what assets would you PROMOTE?

What factors would you avoid or downplay?


COMMUNITY NAME
----------------



### Exercise 3

A housing developer is seeking your input for a potential project. . .

What type of housing is needed?

How many units do you feel are needed?

Where in your community should the housing go?

How will the community react to the project?

Outline the approval process that the developer will go through.

## Exercise 4



Identify three (3) Housing-Related Issues that need to be resolved in your community?

Issue 1
A.
B.
C.
Issue 2
A.
B.
C.
Issue 3
A.
B.
C.

COMMUNITY NAME
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