

# City of East Jordan Marketing Plan



## ACKNOWLEDGEMENTS

EAST JORDAN MARKETING COMMITTEE:	Amanda Baker, East Jordan DDA
	Tom Cannon, City of East Jordan
	Mary Faculak, East Jordan Chamber of Commerce
	Karen Walker, Jordan River Arts Council
	Dan Miller, East Jordan DDA Board
	Matt Stevenson, East Jordan Public Schools
	Rich Dietrich, Friends of the Jordan River
	Cheri Leach, Raven Hill Discovery Center
	Chris Oliver, Lynda's Real Estate Service

CONSULTANT: Networks Northwest





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## INTRODUCTION

#### EAST JORDAN

The City of East Jordan is a community in Charlevoix County in the northwest portion of Michigan's lower peninsula. (See map on following page) Located on the shores of the southern arm of Lake Charlevoix at the mouth of the Jordan River, East Jordan possesses a wealth of natural beauty to accompany its small town atmosphere. Historic downtown East Jordan lies directly east of the southernmost portion of the south arm of Lake Charlevoix. Additional commercial development within the City can be found along Michigan State Highway 32 (M-32) and Michigan State Highway 66 (M-66), which are primary regional transportation corridors. The older, historic residential neighborhoods of East Jordan are located in the central portion of the City, with newer residential development closer to the City boundaries. The City contains many public parks and preserved natural areas that offer a variety of recreational opportunities and improve the quality of life of City residents.

East Jordan's roots can be traced back to Michigan's logging boom in the mid-nineteenth century. Over the years, strong manufacturing and industry has sustained East Jordan's local economy and the area's spectacular natural resources have provided recreational opportunities for residents and visitors alike. East Jordan's small town charm, natural beauty, and unique mix of business and industry create a unique character that local residents seek to maintain. (East Jordan Master Plan)

#### MARKETING COMMITTEE

In 2017, the City of East Jordan along with the East Jordan Downtown Development Authority, East Jordan Area Chamber of Commerce, East Jordan Public Schools, Jordan River Arts Council, Friends of the Jordan, and Raven Hill Discovery Center teamed up to collaborate on a marketing and branding strategy for the East Jordan Community. The committee has worked to address the marketing and place-making needs of the community to attract people to work, play, and live in East Jordan to continue development and prevent economic decline.

#### **REFERENCED DOCUMENTS**

<u>First Impressions in Tourism Summary Report</u> (2018) <u>City of East Jordan Master Plan</u> (adopted 2015) <u>Hotel Feasibility Study</u> (2013) <u>Economic Development Plan</u> (2011) <u>Target Market Analysis</u> (2014) <u>Commercial Corridor Inventory</u> (2014)

#### REDEVELOPMENT READY COMMUNITIES

This marketing plan follows the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities (RRC) Best Practice Five as part East Jordan's RRC certification. Through the adoption of a marketing plan, East Jordan will be better equipped to define the perception of East Jordan by locals and visitors alike.

## EAST JORDAN OPPORTUNITES: Assets

East Jordan's existing community marketing assets include:

- wayfinding signs: city entrances, points of interest
- printed resources: table tents, regional Visitors Guide & Business Directory
- Main Street banners
- paid advertisements in local newspapers
- radio advertisements
- social media (including paid promotions)
- travel shows for community organizations
- press releases

**Primary Directional Sign** 

- presentations at state and local conferences
- magazine advertisements



marketing banners on Main Street (East Jordan DDA)



2018 - 2019 regional visitors guide

## EAST JORDAN COMMUNITY ASSETS

Secondary Directional Sign

Wayfinding signage renderings

- diverse recreation opportunities BOATING, FISHING, SWIMMING, HIKING, SNOWMOBILING
- historic Main Street with an attractive streetscape FLOWER BOXES, PEDESTRIAN SCALE
- year-round events FREEDOM FESTIVAL, PUMPKIN FESTIVAL, SNO-BLAST

- entrepreneur-focused programs GREEN LIGHT EAST JORDAN
- scenic beauty JORDAN FIVER, SOUTH ARM SHORELINE
- rich industrial history EAST JORDAN IRON WORKS (EJ)

## EAST JORDAN OPPORTUNITES: Entrepreneurism

With the continued success of the Green Light East Jordan competition and the growing number of first time business owners, East Jordan has positioned itself as a hub for entrepreneurial opportunity. However, recent trends show reductions in the total percentage of City population for residents aged 44 and under. The area's workforce and entrepreneurial talent pool are reduced when the number of younger adults declines. (East Jordan Master Plan, pg. 14)

> "To rebuild or retain economic vitality, communities will need to attract and retain educated and talented people."

> > East Jordan Master Plan

The entrepreneurial advantages of East Jordan include:

- space to grow (available and affordable land)
- commercial diversity: East Jordan contains commercial space for industry, large scale shopping, and small downtown shops
- convenient location for regional access
- demand from residents for businesses to serve local customer needs and stay open year-round
- competitive real estate prices
- regular influx of tourists from year-round events
- economically diverse population
- stable local population
- 9.8% of the housing units in East Jordan are seasonal (East Jordan Master Plan, pg. 13) as compared to 60% in nearby Charlevoix).

#### COMMUNITY PARTNERS

City of East Jordan

East Jordan Downtown Development Authority

East Jordan Chamber of Commerce

Charlevoix Community Foundation

East Jordan Public Schools

Friends of the Jordan

Jordan River Arts Council

Ravenhill Discovery Center

East Jordan Historical Society

The Breezeway Committee

Lions Club

Rotary

#### **REGIONAL PARTNERS**

Northern Lakes Economic Alliance (NLEA)

Michigan Economic Development Corporation (MEDC)

Michigan Main Street

Michigan Department of Transportation (MDOT)

## EAST JORDAN CHALLENGES: Geography

East Jordan's diverse range of land uses contributes to the challenge of defining a cohesive image that is inclusive of the entire community.

With only one crossing point within the City limits, Lake Charlevoix and the Jordan River present a major barrier to east-west connectivity in East Jordan. Many participants in the Resilient East Jordan planning process cite this lack of east-west connectivity as an impediment to community cohesiveness and economic development. (East Jordan Master Plan, pg. 41)



- east and west sides of the community feel disconnected
- traffic from M-66 and M-32 does not funnel into central business district

Tourist Park and destination businesses disconnected from central business district

In its 2015 Master Plan, East Jordan's identity is described as, "small town charm, natural beauty, and unique mix of business and industry create a unique character that local residents seek to maintain."

VISION STATEMENT: To make the community of East Jordan a welcoming and friendly community that affords its residents and guests a diversity of opportunity with a four seasons quality of life. To make the community one that attracts bright minds, commerce, innovators, leaders with vision, environmentally aware developers, responsible educators, insightful industry, energetic young people, inspired mid-lifers, and seniors with wisdom. (2011 Economic Development Plan)

SLOGAN: Naturally East Jordan, where river, lake and friendly people meet.

#### Definitions of Marketing:

- the intentional efforts to communicate with target audiences

- how the community communicates local opportunity, desirability, and appeal to internal and external audiences





East Jordan logo

East Jordan wayfinding sign

BRANDING ACTION PLAN		
PROJECT		IMELINE FOR COMPLETION
1. Develop East Jordan branding standards to be used for community documents and website.	Cor	npleted 2021
2. Update city website. ( <i>in progress 2019</i> )	Cor	npleted 2022

## STEPS TO ATTRACT NEW BUSINESSES: Marketing Tools

**Event Marketing** 

Technology Marketing

- website
- social media

Public Relations

## MARKETING TOOLS

Property Information Packages Sponsored Social Media Public Meetings Community Workshops Mailers

MARKETING ACTION PLAN
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PROJECT	TIMELINE FOR COMPLETION
1. Tie into regional marketing efforts.	ongoing - 2025
2. <i>easy access to community information improvement on website for economic development</i>	2024
3. Website additions of RRC/Economic Development	2023-2024
4. market entrepreneurial advantages	ongoing
5. Redevelopment Ready Community Certification Marketing	2024-2025
9	

## STEPS TO ATTRACT NEW BUSINESSES: Redevelopment Ready

- 1. Identify site(s) for development
- 2. Establish community vision for development: this can be completed through public input sessions, committee meetings, or other community engagement events. The vision for development should reflect the values of the master plan.
- 3. Prepare property information package(s): see list of information on page 11.
- 4. Distribute property information package(s) through MEDC, regional magazines, etc.
- 5. Prepare a list of requirements for the developer to be used in the RFQ (request for qualifications).

#### **RETAIL INCENTIVES**

Rent Incentives Tax Incentives CDBG grants MEDC

### MANUFACTURING INCENTIVES

NLEA MEDC

	REDEVELOPMENT READY ACTION PLAN		
	PROJECT		TIMELINE FOR COMPLETION
1.	market sites (boat launch, RRC Sites) RFP's		20424-2025
2.	database of property information		ongoing
3.	add development opportunities to website		2024

The following information should be gathered and reviewed if applicable to the site being marketed:

#### **Basic Site Information**

Photo of the site and/or rendering

Desired development outcomes for the site

Owner contact information

Community contact information

Zoning

Lot size

Building size

State equalized value

Utilities on site: Water, sewer, electricity, natural gas

Wired broadband infrastructure: DSL, cable, fiber

#### Community Vision

The vision includes desired development outcomes.

Community champions for redevelopment of the site are identified.

#### Incentives and Development Tools

The community identifies negotiable development tools, financial incentives and/or in-kind support, based on the project meeting the community's vision and desired development outcomes

#### Property Information Package

Available financial incentives

Deed restrictions

Property tax assessment information

Property survey

Previous uses

Existing conditions report

Known environmental and/or contamination conditions

Soil conditions

Demographic data

Surrounding amenities

Planned infrastructure improvements as identified in CIP

GIS information including site location and street maps

Natural features map

Traffic studies

Target market analysis

Market feasibility studies

## APPENDIX

## A. EXISTING MARKETING RECOMMENDATIONS

## B. REDEVELOPMENT READY

- template property information package

Increase awareness of the area's natural resources and open spaces and pro- pg. 9 mote recreation-based tourism.\*

Use the celebration of East Jordan's unique history as a way to attract visi- pg. 9 tors.\*

Downtown East Jordan will serve as the area's vibrant commercial core and pg. 10 capitalize on its proximity to the waterfront.\*

Market to local and regional residents by encouraging patronage of East pg. 10 - 11 Jordan businesses.

Promote a thriving and diverse business environment that provides entre- pg. 12 - 13 preneurship and employment opportunities.\*

Maintain, develop and enhance year-round tourism-based economic devel- pg. 13 - 14 opment and opportunities\*

\*source: East Jordan Master Plan (2015) Goals and Objectives pg. 55 - 64

## MARKETING RECOMMENDATIONS

	Increase awareness of the area's <u>natural resourc</u> based tourism.	es and open spaces and promote recr	eation-
1	Create and distribute brochures and maps for the	City of East Jordan Master Plan (2015)	pg. 60
	promotion of natural features and recreational opportunities within East Jordan.	First Impressions Tourism Summary Report (2018)	pg. 9
2	Work with local sponsors to create and promote events that increase awareness about area resources and natural lands, like "hike and clean" events.	City of East Jordan Master Plan (2015)	pg. 60
3	Create and update a website for the promotion of the natural features and recreational opportunities within East Jordan.	City of East Jordan Master Plan (2015)	pg. 60
4	Create an attractive and cohesive signage system for parks and other recreational lands and properties. Include items like recreational access point signs, wayfinding signs, and educational signs.	City of East Jordan Master Plan (2015)	pg. 60
5	Use nature based publications as a source of targeted messages and stories.	Economic Development Plan (2011)	pg. 19
6	Leverage Sportsman and Tourist parks as reasons for visitors to stop and stay.	First Impressions Tourism Summary Report (2018)	pg. 9
7	Explore agritourism as a niche.	First Impressions Tourism Summary Report (2018)	pg. 10
	Michigan Agritourism Association (michiganfarmfun.com)		
	Use the celebration of East Jordan's unique hist	<u>cory as a way to attract visitors.</u>	
1	Incorporate informational signage and instal- lations of historical, locally produced products throughout downtown.	City of East Jordan Master Plan (2015)	pg. 61
2	Preserve and promote historic sites, structures and attractions.	City of East Jordan Master Plan (2015)	pg. 62
3	Consider applying to the National Register of His- toric Places or installing historic markers at signifi- cant sites.		
4	Develop specific walking tours highlighting the his- tory of the area, such as the marina, residential areas, and natural resources.	First Impressions Tourism Summary Report (2018)	pg. 9

## MARKETING RECOMMENDATIONS

## Downtown East Jordan will serve as the area's vibrant commercial core and capitalize on its proximity to the waterfront.

The opportunity for the City to better leverage its location on the shores of Lake Charlevoix and the Jordan River was frequently cited during the Resilient East Jordan planning process.

		(City of East Jordan Master Plan, pg. 57)	
1	Continue to work with stakeholders to attract retail, service and entertainment businesses to Downtown.	City of East Jordan Master Plan (2015)	pg. 63
	East Jordan Downtown Development Authority		
	East Jordan Chamber of Commerce		
2	Define, maintain and enhance a unique sense of place in Downtown East Jordan.	City of East Jordan Master Plan (2015)	pg. 63
3	Incorporate historical, informational, and artistic signage and installations Downtown to provide in- terest and draw people to the Downtown.	City of East Jordan Master Plan (2015)	pg. 63
4	Encourage visitors to spend more time in the central business district.		
5	Consider exploring pop-up retail options along wa- terfront or expanding farmers market.	First Impressions Tourism Summary Report (2018)	pg. 9
6	Connect both sides of the river through thematic signage, banners, streetscape treatments, etc.	First Impressions Tourism Summary Report (2018)	pg. 9
	Market to <u>local and regional residents</u> by encou Local investments, consumption of locally produced	products, and locally owned businesses all help to o	
	the community's economy, giving it greater resilient		
		(City of East Jordan Master Plan, pg. 7)	
1	Establish business district as a place to get neces- sities.		
2	There needs to be a broader emphasis on retail and restaurant offerings in the city and DDA to generate more consistent activity beyond the seasonal festival -goers and day-trippers	Hotel Feasibility Study (2013)	pg. 1
3	Consider 'rewards program' or other incentives for locals to encourage repeat visits.		
cont	tinued on next page >>		

	MARKETING RECOMMENDATIONS		
4	Tap local artists to conduct more downtown artwork and develop walking or cycling tour to highlight lo- cal art around the city.	First Impressions Tourism Summary Report (2018)	pg. 9
5	Promote regional activities as well as local ones by working together with surrounding communities.	First Impressions Tourism Summary Report (2018)	pg. 9
6	Send mailings out to new and existing local custom- ers. "Existing customers often refer new prospects. (Canadian Printing News)"		
7	Use the stories of people who have made East Jor- dan their home to weave a narrative that informs a sense of place and exemplifies what makes the com-	First Impressions Tourism Summary Report (2018)	pg. 9
8	Use social media to your advantage by engag- ing already active groups (students and adults) that are already promoting East Jordan.	First Impressions Tourism Summary Report (2018)	pg. 9
9	Improve marketing by involving downtown busi- nesses, increasing cooperative marketing, utilizing regional guides and Pure Michigan branding, apply- ing to state matching funds via the Downtown De-	First Impressions Tourism Summary Report (2018)	pg. 10
10	Provide training to business owners and employ- ees on customer service skills and local event and community happenings	First Impressions Tourism Summary Report (2018)	pg. 10

#### MARKETING RECOMMENDATIONS Promote a thriving and diverse business environment that provides entrepreneurship and employment opportunities. Continue to work with stakeholders to create a com-City of East Jordan Master Plan (2015) pg. 62 1 munity and economic atmosphere that attract new businesses and entrepreneurs to East Jordan. East Jordan Downtown Development Authority East Jordan Chamber of Commerce City of East Jordan Master Plan (2015) pg. 62 Continue to promote entrepreneurship and small 2 business development within the community City of East Jordan Master Plan (2015) pg. 5 Create an engaged collaborative community team 3 that comes together to target specific businesses or promoters to come to East Jordan. Increase and encourage industry and pg. 5 business City of East Jordan Master Plan (2015) 4 that attracts people from all areas. Promote business diversification. City of East Jordan Master Plan (2015) pg. 55 5 There is an opportunity for businesses to stay open year round to be of service to residents in the region, and a demand from residents for businesses to do so. (Charlevoix County Target Market Analysis) 6 Focus on talent retention and attraction. City of East Jordan Master Plan (2015) pg. 8 Redevelopment Ready Communities Report of pg. 21 Ensure City's website is up-to-date with key infor-7 Findings (2017) mation, especially information on planning and development. First Impressions Tourism Summary Report (2018) pg. 9 Economic Development Plan (2011) Collaborate with the Chamber, Library and NLEA to pg. 19 8 sponsor seminars on areas of small business development. Economic Development Plan (2011) pg. 19 9 Continue and expand the Chamber's market enhancement promotional programs. Economic Development Plan (2011) 10 Expand efforts to assist small businesses with busipg. 21 ness problem solving.

	MARKETING RECOMMENDATIONS		
11	A file of "Business Classroom Resources" should be developed as a joint effort between the Chamber and the Public Schools.	Economic Development Plan (2011)	pg. 22
	East Jordan Public Schools East Jordan Chamber of Commerce		
12	Foster business partnerships by building a 'business community.' Discourage competition between local businesses for each consumer dollar and instead en- courage collaboration and combining resources for business promotion.		
13	Encourage East Jordan area newspapers to increase their coverage of economic events by issuing more frequent news releases and features on economic happenings.	Economic Development Plan (2011)	pg. 21
14	Create one page community/economic develop- ment advertisement to promote through regional, state and national publications such as Mich. Magazine.		
	Maintain, develop and enhance <u>year-round tour</u> nities	ism-based economic development and o	pportu-
1	Develop and promote year-round recreational oppor- tunities, festivals and other events to increase tourism.	City of East Jordan Master Plan (2015)	pg. 62
2	Support, enhance and promote the creation of a vibrant arts community within the City.	City of East Jordan Master Plan (2015)	pg. 62
3	Continue to gain favorable state-wide publicity and enhance this effort by sending out pre-written articles to recognized tourism publications.	Economic Development Plan (2011)	pg. 19
4	Pursue marketing accolades through 'top ten lists' and other earned media.		
5	Encourage local businesses to participate in Small Business Saturday.		

## MARKETING RECOMMENDATIONS

6 Promote seasonality on websites and other marketing resources.



example seasonal marketing (source: petoskeydowntown.com)

- 7 Educate City staff and other customer service-facing community advocates on messaging to be used during phone calls, meetings etc.
- 8 Encourage local businesses to maintain a Google Business Listing (google.com/business)
- 9 Explore Airbnb as an accommodation option and community income generation tool.
  First Impressions Tourism Summary Report (2018) pg. 9
- 10 Identify niche/reason for tourists to visit by identify- First Impressions Tourism Summary Report (2018) pg. 9 ing agricultural, natural and cultural resources, which could foster the development of a flagship destination.
- Continue downtown improvements by creating visi First Impressions Tourism Summary Report (2018) pg. 10
  ble business signage, creatively using vacant
  building window space and using sandwich boards.
- 12 Strengthen visitors understanding of The Breezeway First Impressions Tourism Summary Report (2018) pg. 9 by highlighting it with signage and perhaps themes improved mile markers.

## REDEVELOPMENT READY RECOMMENDATIONS

1	Continue to pursue the construction of a hotel in Downtown East Jordan to accommodate additional visitors to the City and host tourists visiting the re- gion to ride the trails during the winter months.	City of East Jordan Master Plan (2015)	pg. 48, 62
2	Actively market property information packages via the City's website.	Redevelopment Ready Communities Report of Findings (2017)	pg. 21
3	Sites should be selected from Downtown locations to have the greatest economic impact as well as the highest probability for success.	Hotel Feasibility Study (2013)	pg. 2

Address, MyCommunity, Michigan (hyperlink to GoogleMaps)

#### **Community + Site Overview**

**Goal:** Quickly pitch the opportunity to invest in your community and the selected site.

**Tip:** Highlight the economic drivers in your community. Do you have thousands of visitors each year? Is a major employer expanding? Is the site near other recent development? Adjacent to amenities or key businesses? Tell potential developers why they should invest in your community and on this site.

**Sources:** This will likely be the last element you add to your PIP and should simply highlight the most important information from other sections of the document.

#### **Basic Stats**

**Goal:** Share key information about the selected site in an easy to scan format.

**Tip:** Include a brief statement about the current use or any relevant past uses on the site. Then use tables charts or bullet points to quickly highlight basic details, including:

- Site name and address
- Asking price (if available)
- Current Zoning
- Parcel/lot size
- Building size (stories, square feet)
- Tax assessment information

**Tip:** If the property is listed with a broker, include their contact information. If the property is not being marketed, be sure to talk with the owner before packaging the site or listing owner contact information.

**Sources:** Property tax or assessment data should provide most basic information.

#### **Primary Site Image**

**Goal:** Show development opportunity or community assets specific to the selected site.

**Tip:** Include existing concept sketches or other visuals that exist for the site and align with desired development outcomes. Or, highlight community assets specific to that site (i.e. if your site is adjacent to a vibrant downtown or body of water, be sure the image highlights the proximity to those assets).

**Tip:** Every image of the site that you include in your PIP should clearly show the site boundary.

**Sources:** Utilize master plan, downtown plans, feasibility studies, community visioning reports or other similar community documents.

#### **Desired Development Outcomes**

**Goal:** Communicate uses, amenities, development characteristics and other priorities for development of the site.

**Tip**: Be specific about the uses (i.e. mixed-use with apartments and small scale retail) or goals (i.e. preserve a historic structure, use green building practices) that have been identified as minimum development criteria for the site.

**Sources:** Review master or downtown plan, market studies, economic development documents or other materials that highlight community vision, goals, needs or priorities.

#### **Municipal Contact Information**

Who should potential developers contact for more information about this and other priority redevelopment sites? The contact should be knowledgeable about the sites and about the local development/entitlement process. Address, MyCommunity, Michigan (hyperlink to GoogleMaps)

#### Additional Site Images

**Goal:** Provide context and demonstrate how the site relates to adjacent property.

**Tip:** Include additional images that show where the site is located within the larger community. This could be an aerial map with the site highlighted or a birds-eye view; use the images that make it easy for the viewer to understand the context around the site (i.e. is the site in a residential area, downtown, adjacent to a major roadway, etc.).

**Tip:** If possible, include a map that shows the location and footprint of any buildings on the site, as well as the location of utilities and public infrastructure.

**Sources:** Google maps is a good source for aerial maps; your planning or GIS resources in the community also may be able to generate custom maps with building footprints, utility locations, public infrastructure and other important elements.

#### **Development Considerations**

**Goal:** Help developers scope out potential projects by highlighting development benefits or restrictions for the site.

**Tip:** Use tables, charts or bullet points to quickly highlight key information, including:

- Utilities (i.e. water/sewer, electric, internet)
- Storm water requirements
- Deed restricts or easements
- Environmental issues (land or building)
- Soil conditions or natural features
- Nearby parking or transit information
- Planned public improvements

**Sources:** Consult the owner or listing agent for available information. Your capital improvements plan may also have helpful information.

#### **Market Conditions**

Goal: Pitch the opportunity!

**Tip**: Highlight demand drivers and unique assets that could support new development. Examples include: projected population growth, new jobs or nearby businesses, natural assets, <u>WalkScore</u> or traffic counts, local attractions and other amenities that bring people to your community and areas near the site.

**Sources:** Review recent market or feasibility studies. Engage stakeholders (economic development, DDA/Main Street, realtors or brokers, local developers, businesses) to learn about market opportunities, gaps or trends. Talk with local employers and institutions about any plans for growth that could drive demand for new development.

#### Incentives

**Goal:** Highlight tools and resources available to encourage development that aligns with desired development outcomes for the site.

**Tip**: Include resources from local, state or federal sources. Don't forget to include benefits like expedited review timelines or reduced parking requirements, if available.

**Sources:** Your <u>CATeam Specialist</u> can connect you with examples and information.

#### **Municipal Contact Information**

Who should potential developers contact for more information about this and other priority redevelopment sites? The contact should be knowledgeable about the sites and about the local development process.