



City of East Jordan Marketing Plan



For review on October 7, 2019

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



TABLE OF CONTENTS

I. INTRODUCTION

East Jordan Opportunities

Assets

Entrepreneurism

East Jordan Challenges

II. STEPS TO ATTRACT NEW BUSINESS

Community Identity

Marketing Tools

Redevelopment Ready

III. APPENDIX

Existing East Jordan Marketing Recommendations

Market Analysis

Redevelopment Areas

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

[First Impressions in Tourism Summary Report](#) (2018)

[City of East Jordan Master Plan](#) (adopted 2015)

[Hotel Feasibility Study](#) (2013)

[Economic Development Plan](#) (2011)

[Target Market Analysis](#) (2014)

[Commercial Corridor Inventory](#) (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.

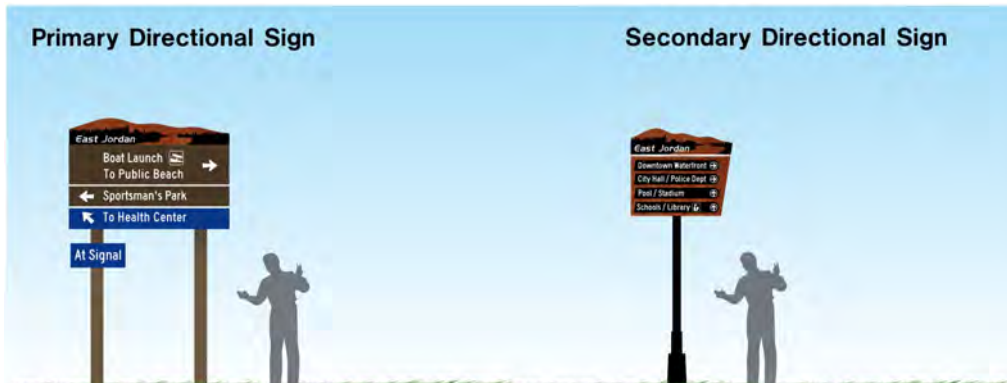
EAST JORDAN OPPORTUNITIES: Assets

East Jordan's existing community marketing assets include:

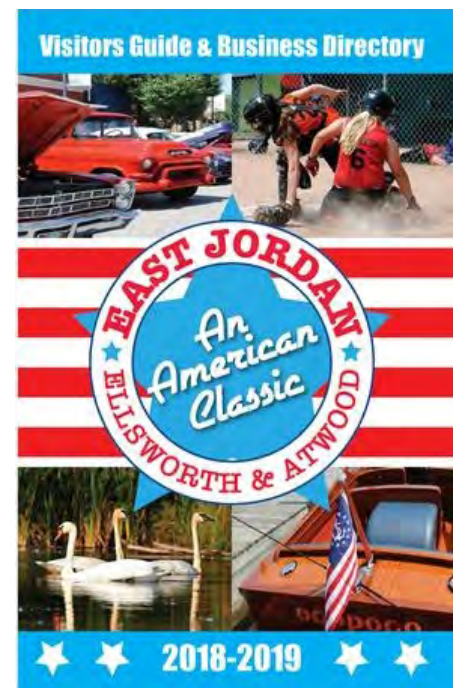
- wayfinding signs: city entrances, points of interest
- printed resources: table tents, regional Visitors Guide & Business Directory
- Main Street banners
- paid advertisements in local newspapers
- radio advertisements
- social media (including paid promotions)
- travel shows for community organizations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



marketing banners on Main Street (East Jordan DDA)



Wayfinding signage renderings



2018 - 2019 regional visitors guide

EAST JORDAN COMMUNITY ASSETS

- 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 OPPORTUNITIES: 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

- 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		
PROJECT	TIMELINE FOR COMPLETION	
1. Tie into regional marketing efforts.		
2. <i>easy access to community information</i>		
3. <i>yelp, trip advisor responses</i>		
4. <i>market entrepreneurial advantages</i>		

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. <i>market three sites (boat launch, hotel site, ___)</i>		
2. <i>database of property information</i>		
3. <i>add development opportunities to website</i>		

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

APPENDIX A. MARKETING RECOMMENDATIONS

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

Use the celebration of East Jordan's unique history as a way to attract visitors.* pg. 9

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

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

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

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

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

MARKETING RECOMMENDATIONS

Increase awareness of the area's natural resources and open spaces and promote recreation-based tourism.

- | | | | |
|---|--|---|-----------------|
| 1 | Create and distribute brochures and maps for the promotion of natural features and recreational opportunities within East Jordan. | City of East Jordan Master Plan (2015)
First Impressions Tourism Summary Report (2018) | pg. 60
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)
Michigan Agritourism Association (michiganfarmfun.com) | pg. 10 |

Use the celebration of East Jordan's unique history as a way to attract visitors.

- | | | | |
|---|--|---|--------|
| 1 | Incorporate informational signage and installations 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 Historic Places or installing historic markers at significant sites. | | |
| 4 | Develop specific walking tours highlighting the history 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 interest 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 waterfront 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 local and regional residents by encouraging patronage of East Jordan businesses.

Local investments, consumption of locally produced products, and locally owned businesses all help to diversify the community’s economy, giving it greater resilience.

(City of East Jordan Master Plan, pg. 7)

-
- | | | | |
|---|--|--|--|
| 1 | Establish business district as a place to get necessities. | | |
|---|--|--|--|

-
- | | | | |
|---|--|--------------------------------|-------|
| 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. | | |
|---|---|--|--|

continued on next page >>

MARKETING RECOMMENDATIONS

- | | | | |
|----|---|---|--------|
| 4 | Tap local artists to conduct more downtown artwork and develop walking or cycling tour to highlight local 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 customers. “Existing customers often refer new prospects. (Canadian Printing News)” | | |
| 7 | Use the stories of people who have made East Jordan 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 engaging 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 businesses, increasing cooperative marketing, utilizing regional guides and Pure Michigan branding, applying to state matching funds via the Downtown De- | First Impressions Tourism Summary Report (2018) | pg. 10 |
| 10 | Provide training to business owners and employees 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.

- | | | | |
|----|--|--|-----------------|
| 1 | Continue to work with stakeholders to create a community and economic atmosphere that attract new businesses and entrepreneurs to East Jordan. | City of East Jordan Master Plan (2015) | pg. 62 |
| | East Jordan Downtown Development Authority
East Jordan Chamber of Commerce | | |
| 2 | Continue to promote entrepreneurship and small business development within the community | City of East Jordan Master Plan (2015) | pg. 62 |
| 3 | Create an engaged collaborative community team that comes together to target specific businesses or promoters to come to East Jordan. | City of East Jordan Master Plan (2015) | pg. 5 |
| 4 | Increase and encourage industry and business that attracts people from all areas. | City of East Jordan Master Plan (2015) | pg. 5 |
| 5 | Promote business diversification. | City of East Jordan Master Plan (2015) | pg. 55 |
| | 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 |
| 7 | Ensure City's website is up-to-date with key information, especially information on planning and development. | Redevelopment Ready Communities Report of Findings (2017)
First Impressions Tourism Summary Report (2018) | pg. 21
pg. 9 |
| 8 | Collaborate with the Chamber, Library and NLEA to 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) | pg. 19 |
| 10 | Expand efforts to assist small businesses with business problem solving. | Economic Development Plan (2011) | pg. 21 |

continued on next page >>

MARKETING RECOMMENDATIONS

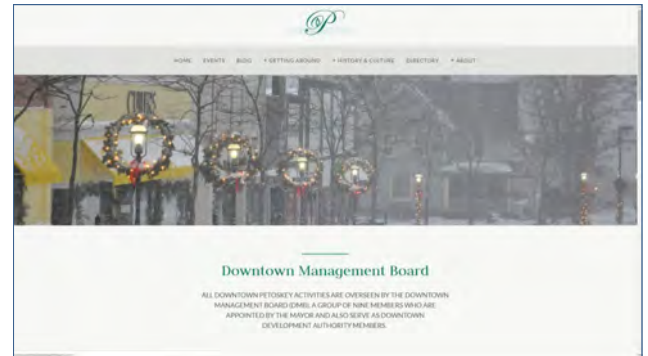
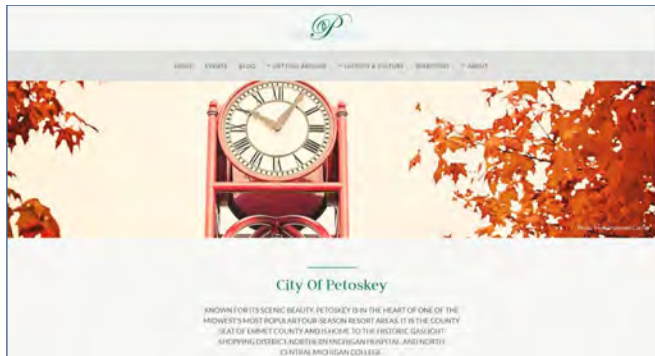
- | | | | |
|---|---|--|--------|
| 11 | A file of “Business Classroom Resources” should be developed as a joint effort between the Chamber and the Public Schools.

East Jordan Public Schools
East Jordan Chamber of Commerce | Economic Development Plan (2011) | pg. 22 |
| 12 | Foster business partnerships by building a ‘business community.’ Discourage competition between local businesses for each consumer dollar and instead encourage 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 development advertisement to promote through regional, state and national publications such as Mich. Magazine. | | |
| Maintain, develop and enhance <u>year-round tourism</u>-based economic development and opportunities | | | |
| 1 | Develop and promote year-round recreational opportunities, 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. | | |

continued on next page >>

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 identifying agricultural, natural and cultural resources, which could foster the development of a flagship destination.

First Impressions Tourism Summary Report (2018) pg. 9

- 11 Continue downtown improvements by creating visible business signage, creatively using vacant building window space and using sandwich boards.

First Impressions Tourism Summary Report (2018) pg. 10

- 12 Strengthen visitors understanding of The Breezeway by highlighting it with signage and perhaps themes improved mile markers.

First Impressions Tourism Summary Report (2018) pg. 9

Redevelopment Ready Sites

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 region 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

Use appropriate community brand; hyperlink to property marketing page on municipal website.

Site Name/Nickname Redevelopment

[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.

Use appropriate community brand; hyperlink to property marketing page on municipal website.

Site Name/Nickname Redevelopment

[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, [WalkScore](#) 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 [CATeam Specialist](#) 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.