



EAST JORDAN

ECONOMIC DEVELOPMENT PLAN

I. PROJECT OVERVIEW

The Economic Development Committee [EDC] was charged with forming a plan for the community of East Jordan in the context of preparation for application to the Main Street Program. Without an existing economic development plan that has been adopted by the City of East Jordan and the East Jordan DDA, an application for the Main Street Program could not be pursued, nor could any other economic development program grants be sought.

It is essential that the community of East Jordan adapt an Economic Development Plan to: be competitive as a preferred residential location, to create a stable retail business climate, to be a desirable location for new entrepreneurs and innovators, to attract quality teachers, motivate students to participate in and remain in the community, to attract tourism by taking advantage of the river and the lake, to retain a quality industrial work force and to keep city government fiscally healthy.

The boundaries of the Economic Development Plan include:

1. Main Street and its contiguous streets that house retail business and industry.
2. The M-66 corridor, from Rogers Road to Elm Point.
3. The M-32 corridor, from the old EMS building to the Industrial Park and airport.
4. The confluence of the Jordan River into the South Arm of Lake Charlevoix as an environmental and recreational component of the plan.

See the attached color coded map for each area description.

The Economic Development Plan [EDP] recognizes that each of the above defined areas has economic value and strength as it exists today and that each has potential to become more. These areas can be potentially stronger when a plan is in place that links and connects them to each other with purpose and intention.

The EDP recognizes the economic value that is created when any resident, consumer, visitor, or entrepreneur elects to come to the East Jordan Community. When that individual or entity makes the decision to come to East Jordan; the intention of the EDP is to maximize the experience and allow the person or entity to utilize more or experience more than they initially came for.

The EDP recognizes the great value of residents who elect to do business in the East Jordan community and the EDP seeks to promote economic motivation and incentive to increase that market activity and expand it to other residents. The EDP recognizes that individuals and entities require a reason, or a motivation to be attracted to the community. The longer an individual stays or lingers in the community the greater the economic value is gained by the community. The EDC recognizes that aesthetic quality is of great value to enhance social and retail activity contiguous to the open spaces and the entrances into the community. The EDC recognizes that only when a new climate has been initiated will there be an investment in new community development.

The EDP recognizes that a joint, combined, and intentional effort by the City of East Jordan, the DDA, the East Jordan Chamber of Commerce, East Jordan service groups, and the communities' retail and industrial components will be necessary to create economic change and growth.

The EDP recognizes that education about the plan is essential to the plan's acceptance and success. Everyone involved must be willing to commit to study, to learn, to listen, and to become knowledgeable.

This plan makes recommendations for the future by assessing the "present" against the potential envisioned and expressed by community leadership, the committee's insight, and survey information.

The EDP recognizes that residents, business owners, city officials, school officials, and service organizations will need to participate in community forums.

The plans recommendations outline the following areas as critical to achieving success in its implementation:

1. Actions required to achieve success:

- Data gathering and assessment
- Approval of a Plan to economically redevelop East Jordan
- Educate the community to the Plan's value
- Planning phase cost assessments
- Design, engineering, and graphic layouts
- Promotion and marketing
- Governmental ordinances
- Community entity coordination and supervision
- Overall project accountability.

2. Government, organizations, entities, and individuals responsible to accomplish described action plans:

- City of East Jordan, its Council members, its Administrator
- East Jordan Downtown Development Authority (DDA)
- Charlevoix County Commissioners
- East Jordan Chamber of Commerce Board and membership
- East Jordan Public Schools (EJPS)
- Northern Lakes Economic Alliance (NLEA)
- East Jordan Family Health Center (EJFHC)
- Charlevoix County Community Foundation (CCCF)
- Jordan Valley District Library (JVDL)
- Jordan River Arts Council (JRAC)
- Portside Arts Council
- Habitat for Humanity
- Care and Share
- Commission on Aging
- Grandvue Medial Care Facility
- Friends of the Jordan River Watershed Council
- Tip of the Mitt Watershed Council (TMWC)
- East Jordan service organizations
- Representatives from East Jordan industry
- Citizens/volunteers from the East Jordan community.

II. EAST JORDAN PROFILE TODAY

Overview; Main Street, Downtown, the DDA Boundary Area

Main Street East Jordan is currently at a low retail occupancy, offering a wide variety of services: city government, retail, professional, recreational vehicle sales, restaurants/bars, and artistic establishments. The north end provides a residential segment and a funeral home while the south end is anchored by a renovated historic building; Main Street Center and a new bank.

Adjacent and parallel to Main Street is an open space on the lake, a historic train in the open space, a band shell, and a city marina.

Contiguous downtown streets house a variety of retail, government services, recreational and used vehicle outlets, restaurants, two banks, a hardware and home improvement center, gas and car service centers, a food canning company, a number of churches, and a large residential component.

The East Jordan Iron Works occupies a significant component of downtown and lake front, and has been methodically green belted over the years to generate a visual buffer zone. The three campuses of the East Jordan Public Schools are on the periphery of the downtown boundaries as well as a small Little League athletic field.

As the boundaries of the DDA extend west toward M-66 beyond the immediate downtown, M-32 crosses the confluence of the Jordan River and Lake Charlevoix. The river-side holds Sportsman's Park, ingress to a natural watershed observatory, public rest rooms, open space, and the Friends of the Jordan's headquarters. The lakeside has a community boat launch, public rest rooms, and a small open space.

From the river to M-66 there is: a professional building, party store, book store, print shop, nonprofit organization, church, the Walker Professional building, a seasonal ice cream vendor, and a gas station line along the south side of the road. The north side of the road from the boat launch has lake front residential property, a commercial lakefront marina, a large recreational space, and a real estate office.

Also within the boundaries of the DDA is the East Jordan Family Health Center and Pharmacy. Heading south from the M-32/M-66 intersection is a renovated factory turned multifunctional commercial space which is currently for sale, a dive shop, cleaners, a car wash, an insurance business, a credit union, a McDonald's, a Glens Market and a retail plaza.

Overview; M-66 Corridor; Rogers Road to Elm Point

From the M-32/M-66 intersection going north, the City owns and operates Tourist Park with lakefront, camping facilities, and a play ground; all used by local residents and tourists. A boat launch and docking facilities adjacent to the Tourist Park are currently relatively ineffective in context with their original design.

A canoe and kayak livery is an established enterprise in the city limits, and two lakefront condominium developments just past the Tourist Park are active. From the condo units north to Elm Point the property is primarily residential. About 2 miles north of town, the City owns the property known as Elm Point. This site is home to the community historical museum, lakefront access for local and visiting beach goers, the Portside Art Fair, and a site to be rented for special events. There is an undeveloped component of this property that is used for overflow parking.

From the M-32/M-66 intersection going south from the Maple Ridge commercial property south to Rogers Road, there is an equal distribution of residential and vacant land. An auto body shop and quick lube commercial enterprise are in this area and the corner of Rogers Road holds vacant land and two churches.

Overview; M-32 Corridor from old EMS to Industrial Park and Airport

From where M-32 turns south to the Community Park and Recreational Facility, there is a mix of commercial, governmental and residential use. The Save-A-Lot grocery and gas retailer, the City of East Jordan's new emergency medical service and fire facility and Jordan Valley Tent and Rental anchor the non-resident activity. From the Rogers Road intersection heading east; the property is fundamentally the airport, the airport industrial park, and the industrial park. There is vacant land in this corridor.

III. STRENGTHS of the EAST JORDAN COMMUNITY

Main Street/Downtown Development Authority

- Exceptional small businesses in place, with available space and opportunity for growth of small business and entrepreneurs
- Passionate art community and Main Street presence
- Strong, healthy, and supportive industry in place; job opportunity
- South Arm of Lake Charlevoix and Jordan River entry; recreational opportunity
- Community Band Shell and open space
- Memorial Park; Music in the Park
- Marina and boat launch
- Sportsman Park; Farmers Market
- Friends of the Jordan; environmental opportunity
- Civic Center
- Community Service; Care and Share/ Senior Center
- Main Street Center; historic preservation
- Long area of lakefront property available as resource
- Large and active recreational area/ ball field/tennis/basketball
- Downtown Development Authority.

M-66 Corridor:

- Elm Point Estate; Museum, public beach, open space
- Portside Art Fair
- Tourist Park; camping , beach, playground
- Large commercial space for development
- Large tracts of vacant land available to develop
- Easy access to grocery and gas
- Easy access to health care.

M-32 Corridor:

- Airport
- Industrial Park (East Jordan Plastics, Phoenix Trailers, etc.)
- Community Park; recreational opportunity
- EMS/Fire Departments
- Rotary Skate Park
- Active Library
- Indoor Swimming Pool
- The Breezeway
- Industrial zoning and utilities to industry
- Large tracts of vacant land available.

Environmental/recreational area:

- Jordan River
- Jordan Valley
- South Arm of Lake Charlevoix
- Wetlands and watershed.

Seasonal Recreational Area Attractions:

- **Summer:** Boating, water skiing, swimming, golfing, tennis, soccer, baseball, softball, hiking, biking, motorcycling, skate boarding, canoeing, kayaking, camping, bird watching, sky gazing, fishing, farmers market.
- **Fall:** hiking, color tour, wildlife viewing, corn mazes, photography, fishing, hunting.
- **Winter:** Snowshoeing, snowmobiling, skiing, cross-country skiing, snow boarding, ice fishing, ice skating, sledding, indoor swimming, winter river rafting.
- **Spring:** Biking, maple syrup, gardening, fishing, morel mushrooms, eagle sightings, agricultural.

IV. WEAKNESSES in the EAST JORDAN COMMUNITY

- Vacant buildings and buildings in disrepair
- Community image perception at some town entries and exit points
- Limited retail diversity; a result of market demand, and no current incentive to start or locate a new business in the community
- Discouraged local business owners and retailers
- Limited business hours, a result of market demand

- Marina function not at 100%, limited resources available to maintain a good facility
- Current large open space adjacent to the marina has large train in its midst
- Inadequate use of open space, and a lack of a variety of innovative community activities scheduled in open spaces
- No broadband; limited competition for internet service
- Limited or inadequate lodging; limited incentive to develop, limited incentive for tourists to seek lodging
- Lack of opportunity for our young generation in community development
- Lack of volunteers to accomplish non governmental plans and activities
- Community does not have a destination image, and does not have a retail image
- History supports that the community has been resistant to change
- Senior activities need enhancing
- Limited Main Street parking
- Lack of a community bike path that connects parks and town segments
- Strong organizations; each having their own individual plans that do not follow a community-wide plan; there has been a lack of intra- community co-operation to effect positive economic development and change
- Limited funding for projects
- Lack of community leadership training
- City leadership has not been consistent relative to economic development and adapting an Economic Development Plan.

V. VISION for the EAST JORDAN COMMUNITY

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.

Mission Statement

The community and its constituent organizations and residents commit to work together to create value in the East Jordan area through a climate of cooperation that promotes economic development and opportunities for everyone.

Community Unique Market Niches

In addition to the strengths already discussed, East Jordan holds the potential to become a center of Northern Michigan culture based on the art and historic community and their

commitment. The community has the opportunity to become a hub of environmental recreation based on the commitment of the Friends of the Jordan and our unique position at the confluence of the river, valley and lake. The community has the opportunity to be a center and destination for all four seasons of recreational activity experienced in Charlevoix County.

VI. THE ECONOMIC DEVELOPMENT PLAN

This EDP recognizes that specific site plans, property tax calculations, engineering reports, and feasibility studies may be required to support the plans objectives. On the other hand, the document and its vision are presently achievable objectives with the will of the people to propel it.

Following each identified economic objective set out below will follow a rationale or position statement, then a course of recommended action with the entity responsible to achieve this objective.

Economic Objective #1

Work to fill vacant commercial buildings and improve those that are in disrepair. Create pride in the appearance of the community in the downtown commercial area.

Rational Statement: The amount of vacant commercial sites make a nonverbal statement that East Jordan is not thriving, that a new business will be difficult to launch because older ones seemed to have vacated lots of space, that commercial enterprise may not be supported by local residents, and that out of town guests are not frequenting East Jordan's commercial opportunities in adequate numbers.

In addition, the vacant buildings, or buildings in disrepair, offer little or no incentive for people to gather, linger and spend thus promoting commerce. This EDP will promote the formation of intentional reasons for citizens and guests to come downtown, and patronize businesses and thus create economic opportunities.

This EDP does not recommend that East Jordan adopt a theme for downtown business to conform to in regard to building façades or store fronts. The EDP does see value in a mural theme. The EDP assumes that diversity creates interest, that developer and owner innovation should not be limited, but the standard of quality we recommend is like the Main Street Center.

Course of Action: [A] Identify and list the commercial buildings in this boundary that require internal or external physical change to appear stable and aesthetic and readily available for use. Offer tax incentive or tax abatements to those building owners and contact those owners to encourage completion of recognized renovations. Identify any that may be of historic value and eligible for alternative economic considerations.

[B] Identify and list any building or property which may be of value for the City or DDA to purchase and sell when community economic momentum shifts or if necessary to condemn.

[C] Establish a downtown area mural project. Establish an acceptable historic area theme. Identify and list downtown or city entry building walls that would be appropriate to mural.

Responsible Entities: The City of East Jordan or the DDA may have specific information in hand relating to buildings in disrepair. If not an individual or committee should be appointed to index them. The City and the DDA will collaborate and determine the revenue ramifications of tax incentive or abatement to motivate building owners and place ordinances in place to effect and stimulate change. The City and the DDA collaborate by committee work with NLEA, Michigan Historic Preservation Society, and or any development resource to facilitate grant funding, shared funding, or other creative financing to accomplish the task.

The City approves the mural project and dictates any criteria it deems necessary to assure quality standards, size limitation, and or location variances. City, DDA, Chamber, School, and Service organization collaborate with a mutually appointed committee to identify an historic theme and explore funding opportunity with NLEA and CCCF. Educate owners to the opportunity, the theme, examples, and funding opportunities.

Economic Objective #2

Improve the entry and exit image to the community.

Rationale Statement: Community image creates a first impression to our guests as they come to visit or do commerce here. A visual picture of community pride sets the mindset that the community cares and more should be explored here. The same sense of pride is required of our residents who perhaps have taken for granted current community status, and they themselves have gone elsewhere to do business.

Course of Action: [A] Identify and list residential buildings in chronic disrepair in the described boundary area. Offer tax incentives or abatements to promote renovation. Consider a minimum standard of appearance as a City Ordinance.

[B] Purchase and or condemn certain properties that do not or will not conform to a certain standard.

[C] Establish two annual community pride and clean up days.

[D] Improve signage at all entry and exits to the community.

Responsible Entities: The City and or DDA may have in hand a property list for this; if not, the entity establishing criteria and control shall establish such. The entity with jurisdiction shall review the tax and revenue impact of abatements or condemnations and render their opinion to the governing boards, asking for approval. The above entities shall confer with NLEA to establish availability of support and funding mechanisms in place to facilitate and accomplish the above actions.

The City and the DDA shall collaborate with local service groups, Habitat for Humanity, Care and Share, EJPS, and local church organizations to promote charitable donations of time and material to refurbish any identified homes in disrepair prior to the action of condemnation.

The City and the DDA shall collaborate and inform all local Real Estate agents of the plan for refurbishing the community gateways.

The Chamber collaborating with EJPS shall organize and supervise two community pride days annually.

Economic Objective #3

Increase retail and commercial diversity, increase retail and commercial access and availability to residents and guests in the down town segment. Provide leadership and marketing training to existing business owners, to new and young potential entrepreneurs, and to individuals in leadership position.

Rationale Statement: The EDP recognizes that retail and commercial diversity, availability, and access cannot occur unless or until a larger market segment of residents use existing business and out of town guests drive here with the intention to do business or come to experience a scheduled event. Retail and commercial expansion is driven by market demand.

The EDP recognizes that a number of existing retail, commercial, or individuals participating in volunteer or government positions of responsibility; have had no or little training in community building in economic development, in executing marketing plans, in reaching business potential by elevating service levels, or in fundamental leadership skills. There are resources available to achieve these objectives as the community prepares for economic expansion. We will be better prepared to receive and retain new market shares by virtue of targeted training.

One of the fundamental purposes of the EDP is to create and establish an environment for retail and commercial opportunity to occur, to generate an environment that attracts a new market share into the downtown, to experience its diversity, to experience exceptional service, and to experience a vision and plan in action. By adopting and initiating an EDP, the magic can happen.

Course of Action: [A] Adopt a Community wide EDP.

[B] Implement the EDP with a defined time line established.

[C] Provide an Economic Gardening program for local businesses.

[D] Provide leadership training to local business owners, potential entrepreneurs, community volunteers, elected officials, school officials, industrial management, and young people with vision to grow in East Jordan.

[E] Form a downtown business owners group, an extension of the Chamber.

Responsible Entities: The City and DDA must collaborate and agree to adopt the EDP. The City and DDA must commit to initiating the Courses of Action described in the EDP using and researching all funding mechanisms available to achieve completion in a defined time line. The City and DDA line item budget should immediately reflect effort to the commitment to achieve success.

The Chamber should direct the lead role in providing the Economic Gardening program, and leadership training and development. This activity will be in collaboration with CCF and NLEA with potential funding or grant making recommendations as a potential assist. The NLEA has human resources available for support. Further collaboration with local industry and EJPS in connection with leadership development is of great value and must be part of the vision to educate. The Chamber would form a downtown business owners group as an additional voice and support committee.

Economic Objective #4
Implement a Marketing plan.

Rationale Statement: A marketing plan for the East Jordan community should be implemented to promote the strengths of our area. A good plan is needed to promote marketing our industrial spaces, tourism, new small business and retail development, communication and leadership.

Course of Action: [A] Adopt a marketing plan (attached at the end).
[B] Implement the plan when funding is secured or available.

Responsible Entities: The Chamber of Commerce and the City of East Jordan/DDA should adopt the plan. Once it is adopted, both should seek funding and also develop local funding to implement the plan via appropriate advertising and other publicity.

Economic Objective #5
Update the City Master Plan for the M-32 and M-66 corridors.

A. M-32 Corridor:

Rationale Statement: The Master development plan for the M-32 corridor should support the EDP described in this document. The attention of the traveling resident or guest should be attracted as the traffic moves from one identified segment of town to another to stop and support the community economy.

The Master plan for development in this M-32 corridor already promotes and has accommodated the location of industry and therefore jobs. The EDP depends on good and stable community jobs and a reliable work force to facilitate industrial and commercial needs.

Course of Action: [A] The City will continue to support developers and industrial access to utilities and create incentive to build and or expand operations.

[B] The East Jordan Public Schools (EJPS) should commit to collaborate with local business and industry, place interns in real life work scenarios, provide vocational opportunities, and encourage all students to value the educational experience and develop the work and responsibility ethic.

Responsible Entity: The EJPS in collaboration with Charlevoix County Community Foundation (CCCCF), with the Intermediate School District, and with local business and industry will encourage EJPS to seek a senior volunteer, acceptable to the task, to make these connections and reestablish the intern opportunity.

B. M-66 Corridor:

Rationale Statement: The same concept as discussed above regarding the M-32 corridor.

Course of Action: [A] The City to continue to support residential and commercial development by zoning friendly to the EDP and the provision of utilities to site.
[B] The City and DDA develop an awareness of the type of development suitable at vacant sites and collaborate with real estate agencies and the Chamber to promote development that supports EDP.
[C] Vacant sites in this corridor to the south on M-66 may facilitate senior care or senior housing development. Collaboration of public entities to discuss senior opportunity and specifically, to review the real estate with this opportunity in mind.

Responsible Entities: The same concept as discussed above regarding the M-32 corridor.

Economic Objective #6

Maintain a fully functional, viable and profitable marina operation.

Rationale Statement: The EDP recognizes the marina operation poses the economic challenge of keeping all slips open and usable because of on going silt infiltration from the river. The EDP recognizes that the state of Michigan is not totally responsible for funding or supporting required dredging and this issue is an economic challenge for the City.

The EDP recognizes the value of a service facility's reputation, its complete usability, and its aesthetic quality to the overall vision to bring residents and guests to downtown, and to stay and input revenue into the economy.

Course of Action: [A] Commit to dredging the marina as required keeping the facility at 100% operational budgetary line item.
[B] Commit to the aesthetic quality of the facility and quality of service provided by the marina policy and supervision.

Responsible Entities: The City of East Jordan collaborating with the State of Michigan, DEQ, state senator and representative, and other agencies which may facilitate funding, human resources, or creative support or initiatives to maintaining the marina and harbor in East Jordan.

Economic Objective #7

Create, expand, or retain open space within the down town boundary area for community events so groups of people can gather and socialize.

Rationale Statement: The EDP recognizes the value of downtown open space and the additional value open space offers the community. Many models currently exist that show successful community economic development is enhanced by this concept.

The EDP recognizes that a plan must be in place to bring events to the downtown open spaces and to optimize this economic strategy for the community, all pre-existing events must be targeted to move to the downtown venue. The EDP recognizes that historic and sentimental emotions will need to be overcome when this concept is introduced to the community at large.

The EDP recognizes that open space can be created by closing a street or portion of a street to accomplish the economic effect of people gathering and lingering in a defined area.

The EDP recognizes that some fundamental actions recommended in this objective will result in courses of action that support other objectives and that there may be some overlap and or cross over of these objectives as they are presented.

Course of Action: [A] Develop a list of potential events (festivals, recreational and agricultural) to be hosted by the Community.

[B] Develop a schedule for the above events and specific committees to be responsible for each event.

[C] Move the Portside Art Fair to the downtown location to encourage downtown utilization.

[D] Move the Farm Market downtown to a Friday time slot and grow it with an antique or flea market partner. The market would use the open marina space when a larger event was not scheduled, or close a block of Main Street when an event is scheduled, or other plans yet to be determined.

[F] Reinstigate the Jordan Valley Freedom Festival at the traditional Independence Day time frame. Keep the carnival event as scheduled as a Spring Fest event.

[G] Move the Museum at Elm Point to a downtown location so the museum will be better seen and utilized in a more visible location and the community, residents, and guests will have the opportunity to experience other interesting things to see and do while downtown.

Responsible Entities: The City should charge a committee to develop an open space Master Plan for the community that would be part of the City’s overall master plan, and adopt that plan. Collaboration with the Chamber regarding timing of events and actual City actions would occur for all events.

The City and DDA will collaborate with a strategic plan to move the train. Resources from NLEA, CCCF, and local donors would be researched prior to utilizing tax revenue.

The Chamber will develop an event schedule to utilize open spaces at regular intervals. The EDP committee has sample recommendations to include: Spring Fest with a carnival, Cabin Fever Festival, Classic Cars and Motorcycles on Main with wine tasting, Classic Boat Show with micro brews, Made in the USA Celebration, Hunting Festival, Freedom Fest again on July 4th, Patriots and Hero Festival, Portside downtown, and Country Music on Main. The Chamber will supervise the construction of an event schedule, including the Farmers Market to occupy downtown open space.

The Chamber will develop an event Committee with subcommittees if needed collaborating with the City/DDA, local service groups, church groups, EJPS, and a downtown business owners group to organize the events and see them through to success.

The City, DDA, and Chamber will collaborate, share information and share timelines. Each entity will post an agenda item on its monthly Agenda called “Economic Development Progress” and report as needed.

The City, DDA, Chamber, Historical Society and Portside Art Council should collaborate to find an appropriate Main street home for the Museum at Elm Point. Funding sources shall be investigated with collaboration with NLEA, CCCF, and local donors prior to tax revenue being expended. The City should charge a committee or entity to supervise the transition and define a timeline.

The Chamber, Portside Arts Council Committee, and Historical Society should collaborate on transitioning the Portside Art Fair to Downtown. All parties understand that this issue will require education, patience, and cooperation to accomplish.

Economic Objective #8

Update the City’s master plans regarding lake front and river front.

Rationale Statement: Any EDP should demonstrate the capacity for the City and the DDA to financially benefit from growth, as well other components of the business community.

The EDP recognizes the value to the City of the shoreline between the M-32 corner from the City boat launch to the junction of the Tourist Park shoreline with M-66, and in addition, the Elm Point shoreline.

The EDP recognizes the value of shoreline access for residents and guests to our community and the history and reasons for development and acquisition of both the Tourist Park and Elm Point.

Course of Action: [A] The City, the DDA and the Chamber should work on developing a new river front and water front property use plan, to include a potential hotel conference center. Appropriate zoning should be enacted if not already in place.

Responsible Entities: The above course of action will call for City and DDA action and collaboration to accomplish. Initial community wide input sessions will be of value to listen to community voices and to educate the community about the economic realities the City faces and the economic opportunity the Plan accomplishes.

Economic Objective #9

Create a system of connecting bike paths and hiking trails throughout the community for recreational enjoyment as well as economic development.

Rationale Statement: A safe and secure means for young people to commute throughout the community is essential. In addition, tourists and guests to the community will utilize these pathways for exercise, sightseeing, and recreational activities. The longer a bike path is the more attraction it will have to visiting guests. A pathway to the airport and industrial area would be a significant draw for the economic plan. Environmentally friendly hiking trails are becoming more popular and we have an entire river way to tap into to hike along to support ecotourism.

Course of Action: [A] The City should develop bike paths and plan trails throughout the community using surveys and lists of easements as needed. Bike racks should be provided in the community.

[B] The City should budget to accomplish this.

[C] Implement the plan when funding is secured or approved.

[D] Friends of the Jordan, Tip of the Mitt, DEQ, concerned and interested citizens should work to develop a river side trail system; to include youth involvement, trail cost for development, and a trail maintenance plan

Responsible Entities: The City in collaboration with EJPS, service groups, concerned parents, and recreational planners will develop an appropriate bike trail to network the community.

The Friends of the Jordan will collaborate with Tip of the Mitt, Chamber of Commerce, NLEA, CCCF, State of Michigan, DEQ, and private donors to put together a budget and funding outside of property tax revenue.

Economic Objective #10

Create an environmentally friendly community.

Rationale Statement: Environmental sensitivity and awareness is the new attraction and the effort gets attention when present in communities.

Course of Action: [A] Create and have available recycling station for the community seven days a week.

[B] Create and have available stations downtown for electric cars to utilize.

[C] Promote ecotourism.

Responsible Entities: The City, in collaboration with the Charlevoix County, through our Commissioner, will request daily access to recycling bins. The Commissioner will report to the City on progress and time line to accomplish this.

The City and or DDA shall include stations for electric cars in the master plan.

The Chamber of Commerce, and the downtown business group, shall promote an environmentally friendly community and seek to encourage entrepreneurs to develop eco friendly business as well as support the river activities already in place. The Chamber and Friends of the Jordan will collaborate with EJPS to involve young people in eco projects.

Economic Objective #11

Develop broadband wireless technology in the community to compete with traditional internet.

Rationale Statement: Competition always brings cost down and is better for the consumer in the end. A reliable and proven source of broadband is becoming available because of Federal funds. Broadband will bring business to the community as well as future growth.

The availability of broadband in East Jordan will be a draw for business owners, summer residents and guests who are visiting in the parks. It would also give access to residents who do not currently have fast internet service.

Course of Action: [A] The City and the DDA should research and survey residents, school, retailers, and industry regarding the opportunity.

[B] The City and the DDA should research past performance and reliability factors surrounding any broad band opportunities for the future.

[C] The City and the DDA should make an election to have broadband available to the community if research and surveys warrant.

[D] The City and the DDA should collaborate with other cities in the county, and with industries and partner organizations to create a broadband network to save on costs.

[E] Work with Northern Lakes Economic Alliance to find funding to support broadband in the area.

Responsible Entities: As described above, the City should spearhead the effort by appointing and charging a committee to develop a broadband plan for the community and the outlining townships.

Economic Objective #12

Create opportunity to house and care for the Senior population within the community.

Rationale Statement: The aged population is growing and they demand more specialized care and accommodations to meet their needs. We are blessed to have the Grandvue Facility as part of this community. We also need to increase availability and quality of service to the healthy aging population.

The services provided at the Senior Center should be re-evaluated for adequacy and quality. The availability of senior housing and or apartments should be addressed as a development need in the community.

Course of Action: [A] The City, Grandvue, EJFHC, Care and Share, and the Commission on Aging collaborate to assess the county and community needs regarding the Senior population.
[B] Share the report and recommendations with the City government, DDA, and area real estate agencies.
[C] The City, DDA, Chamber, EJFHC, and the Commission on Aging should endorse and promote economic development to support the needs of the senior population

Responsible Entities: As set out above, the City should spearhead the effort by appointing and charging a committee to study the above and report back with a recommendation.

Economic Objective #13

Create opportunity for young people to be involved in community development, community input, and community leadership with potential investment back to the community.

Rationale Statement: Young people are the future, and as such deserve an investment in community time, and to have a voice in what their generation is looking to accomplish.

Course of Action: [A] Invite students to be a part of community committees and committee recommendations.
[B] Ask young people what the community can do for their generation and how they themselves can be a part of it.

[C] Provide leadership training to young people.

Responsible Entities: The EJPS; working in collaboration with the Chamber, the DDA, CCCF, downtown business group, the City, Friends of the Jordan, JRAC, and all their collective committees, shall assign student representation to each entity. In addition, each of the above entities shall brainstorm to determine if young college students or young and willing new business participants would be willing to serve on a committee.

MARKETING PLAN

The following is an outline of a marketing plan for East Jordan, Michigan. This plan addresses elements of the East Jordan area's economy including: industrial, tourism, retail, small business help and communications.

Industrial

- A. Find tenants for vacant industrial space.
 - 1. Find developer/company to build on industrial site.
 - a. Assist in marketing of the vacant building sites.
 - b. Provide tax incentives.
 - 2. Conduct an inventory of all vacant industrial space in and around East Jordan and request MEDC to include those vacancies on its industrial property web site.

- B. Undertake a marketing effort to sell additional lots in the East Jordan Industrial Park and other vacant industrial space.
 - 1. Create a brochure or other marketing device for the industrial park, showing the layout, utilities, roads, airport, incentives, and all the benefits of locating in the park.
 - 2. Create a community information brochure that contains the important demographics of East Jordan, a description of the town and its attributes, including its educational system which can be used for direct mail marketing. (This could also be used for other economic development and tourism purposes).
 - 3. Engage a professional industrial realtor to manage the marketing effort (including inventory available of industrial space on an ongoing basis). Prepare a financial package that will make the marketing opportunity attractive to a professional person.
 - 4. Utilize the State's website as well as the Chamber's in the marketing effort.

- C. Identify "most likely" industries which would best fit the resources and capabilities of the East Jordan area.

D. Undertake an “Industrial Visitation/Assistance Program” in conjunction with Northern Lakes Economic Alliance.

1. Research all East Jordan area industrial concerns at least twice a year or the purpose of identifying problem areas which might cause production cutback and job losses; and identify courses of action which can be taken to correct those problems.
2. Implement those identified courses of action.

Tourism Development

- A. Further develop and implement the nature based tourism efforts around the theme of “Naturally East Jordan, where river, lake and friendly people meet.”
1. Further analyze the “Michigan State Study” (attached) and from it extract specific programs to be incorporated into an ongoing year-round tourism marketing program.
 2. Implement the program
- B. Continue to gain favorable state wide publicity and enhance this effort by sending out pre-written articles to recognized tourism publications.
- C. Use the on-line presence of the City and the Chamber to promote the East Jordan area.
- D. Use nature based publications as another source of targeted messages and stories.
- E. Emphasize the “artist colony” aspects of East Jordan.

Small Business Development

- A. In a joint effort between the Chamber of Commerce, the City of East Jordan, the Library and the Northern Lakes Economic Alliance, a coordinated effort to assist small business growth and prosper should be undertaken.
1. Basic elements of the Small Business program should consist of:
Identifying small businesses that have serious business problems through the following means:
 - NLEA Business Consultant
 - Those who have listed their properties for sale
 - Response to calls indicating a business in trouble.

Execute programs to help the small business overcome problems:

- Service Corp of Retired Executives (SCORE)
- Chamber assist with marketing efforts
- Chamber, Library and NLEA sponsor seminars on areas of small business development
- Refer businesses to NLEA/SBTDC business consultants
- Continue and expand Chamber market enhancement promotional programs.

Retail Development

Retail development entails a broad category of economic development activities. Retail sales are totally reliant on all of the other economic development strategies and programs with the exception of certain aspects which relate to retail only, such as: product variety, advertising, collective promotion, and common areas of beautification. However, retail success is very much an entrepreneurial venture and those who do better at it than others will have a better chance at success.

It is hardly viable to think that communities with fewer than 5,000 in population will ever be able to create a sufficient variety of shopping opportunities to compete with regional malls and box stores. Ease of transportation and the willingness of consumers to travel long distances to shop has made small town highly vulnerable to “disappearing marketplaces.” What remains for the small town residents are convenience businesses such as groceries, prescription drugs, hardware, restaurants and fast foods, exercise and body care salons, auto repair, convenience and gas stores, and banking. Services round out the local retail scene. So, redirected strategies must be employed if broad based retail is to survive in small towns.

Economic Development has mostly to do with preparing the community to be good customers to the retail and service sectors. Good jobs are the most important product a community can provide. So efforts to create new jobs and adequately prepare people to hold those jobs through good education and training are paramount in the economic development scheme of things.

Population growth is critical to retail health and a growing retail sector. Growth will only occur if new housing is built and new jobs are created. It must be recognized that growth is a two edged sword, it has its benefits but it also has its costs. How much growth is good and what are the tradeoffs. How much change does growth bring about? Does growth pay for itself? Can growth be effectively managed to minimize the negative results?

Importing new dollars into the community from outside sources is also a vital economic development function. Some of that can come from advertising and promotions, but by far the most will come from enhancing “captive markets,” especially in this day of box store and mall competition in nearby larger cities.

Tourism is a vital source of spend able income for communities fortunate enough to be near places of natural beauty and enjoyment. The ability to accommodate visitors, especially for overnight and extended stays, is essential to maximizing the economic return from tourism, especially for the retail and hospitality sectors. Good meeting spaces in either motel or restaurants are a solid addition to the visitor economy base. Town that enjoy a good tourism climate also can fill out their shopping districts with specialty or boutique stores, tourism oriented shops, antiques, galleries and craft stores. In some cases, the particular brand of tourism, eg., nature based, will create opportunities for businesses relating to outfitters, hunting and fishing, environmental, nature, hiking birding, and so on.

As was mentioned, retailing is very “entrepreneurial.” Efforts to identify “entrepreneurial people” should be key ingredient to any retail development program. It is usually easier to identify a retail opportunity in a community than it is to find an existing business from outside the city to fill it. Businesses are often individually owned and a “branch” outlet doesn’t work. Or, a business owner in a nearby town does not want to open a store to create competition for an existing store. So, efforts to find an entrepreneur who is looking for a new business opportunity can pay off handsomely and create a new viable business for the marketplace.

The following constitutes an effective retail marketing program for East Jordan:

- Expand efforts to expand the industrial and employment base
- Expand efforts to expand the level of tourism
- Expand efforts to assist small businesses with business problem solving
- Economic gardening by encouraging local shopping and use of local services.

Communications

It is vital that communications be increased and improved within the community relating to economic development. There are substantial misunderstandings about the inter-relationships between various sectors of the economy, how one sector impacts the other. The creation of this marketing plan is an attempt to show how the economics of the community affect the social and cultural future of the community. Citizens must understand that the quality of their life is entirely dependent on how successful business is in the East Jordan area. Successful businesses create jobs, pay salaries and wages, make contributions to non-profit agencies and pay taxes to the government. Unsuccessful businesses do not. It follows to say that the more successful East Jordan businesses are, the better the quality of life will be in the East Jordan community.

Communication Methodology:

- Attempts should be made to encourage the East Jordan area newspapers to increase their coverage of economic events by issuing more frequent news releases and features on economic happenings.

- More business-educator interactions should occur in the classroom and out of the classroom. Educators should be invited to Business After Hours to encourage informal contact.
- A file of “Business Classroom Resources” should be developed as a joint effort between the Chamber and the Public Schools.

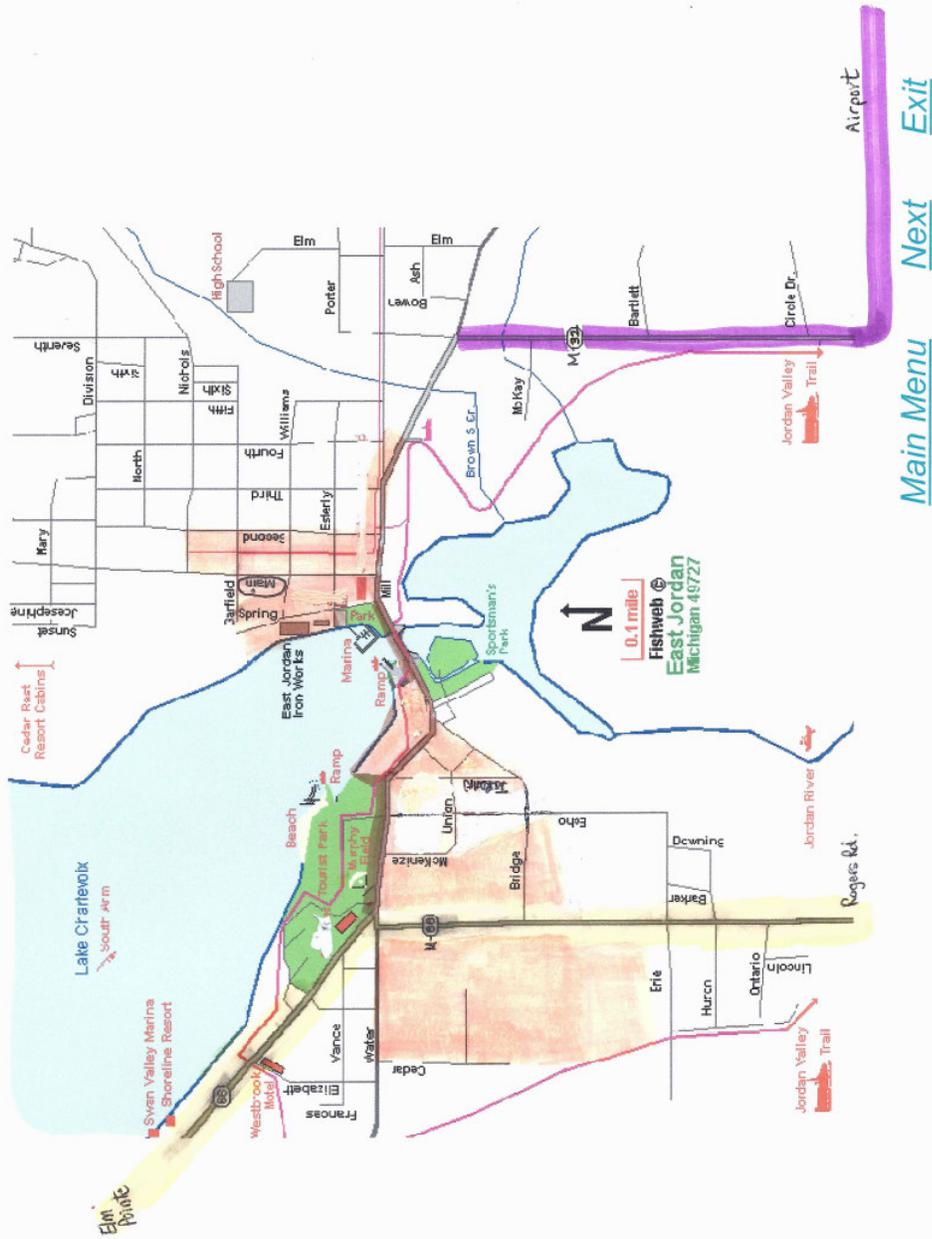
Leadership

Leadership is very important to making this plan happen. Key leaders are needed to step up and focus on the goals and objectives of this plan to move East Jordan in the right direction. Two leadership programs are currently being offered to residents in East Jordan. There is a County wide leadership program and a Mastermind on Main Street program for residents in the community who want to step up and get involved to become leader. Communication is very important with this plan as well as working as a team to see it accomplished.

APPENDIX

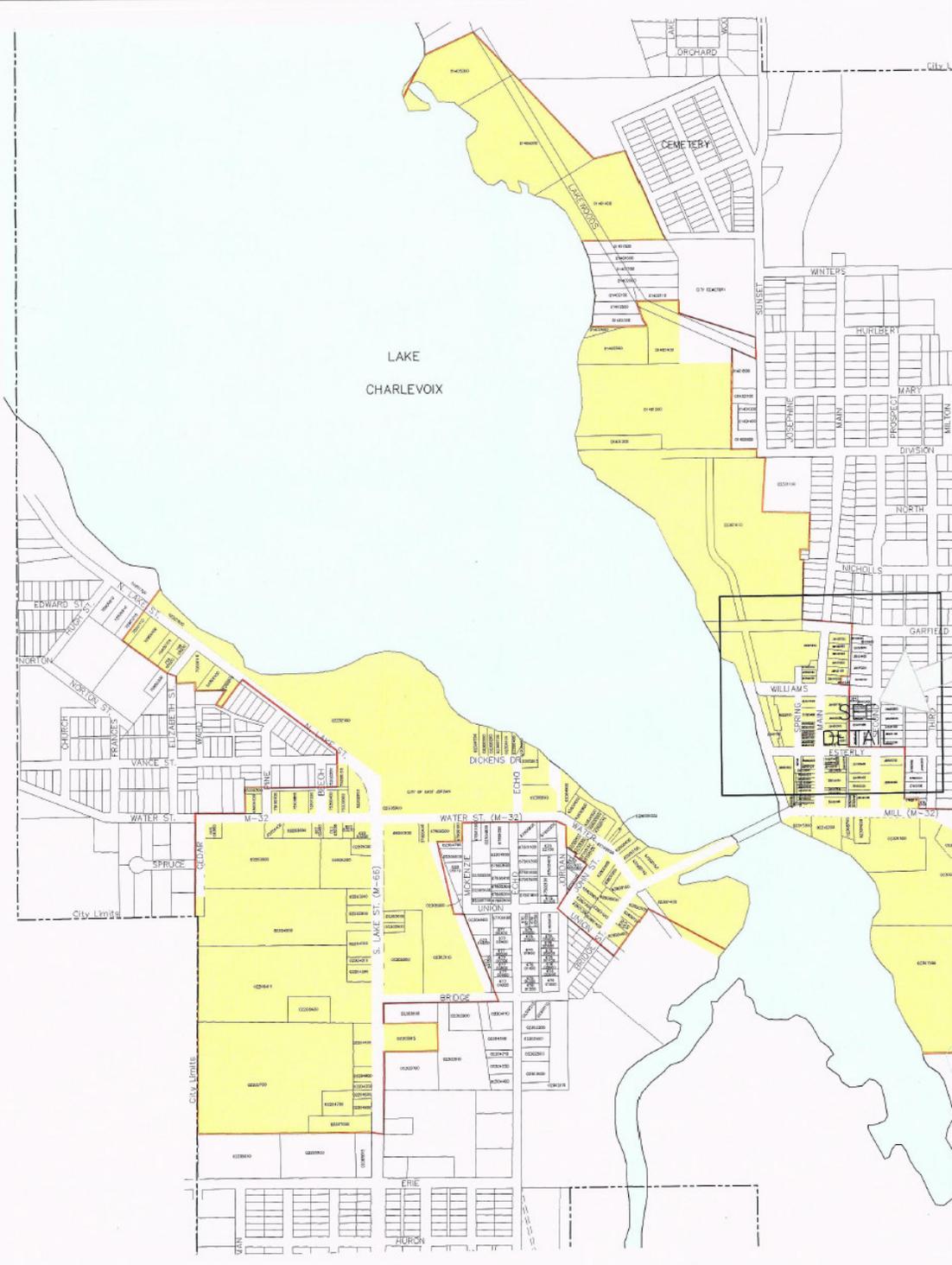
- 1. Maps**
 - A. Color Coded boundaries**
 - B. DDA boundaries**
- 2. Residential survey results**
- 3. Previous references used for studies**
 - A. City Visionary 2010**
 - B. DDA Strategy Session 2006**
 - C. Chamber Report 1995**
 - D. Downtown Economic Study 1995**
 - E. Welcome to East Jordan**

A. COLOR CODED BOUNDARY MAP



[Main Menu](#) [Next](#) [Exit](#)

B. DDA Boundaries Map (left side)



2. RESIDENTIAL SURVEY RESULTS

FREQUENCY OF TRIPS

A total of 74 residents reported on the residential survey. They reported going to downtown East Jordan the most in a month (1,429). The M-32 Hwy. to Airport (East) was slowly behind with (1,306) and M-66 Rogers Rd. (west) with (1,286).

Purpose of Trips

The main reasons people currently come to downtown East Jordan were: Grocery Shopping, Fuel for vehicles, banking, and post office.

The remaining reasons residents gave for coming to Downtown were: Live there, eating at restaurants, work there, personal business, medical, dental, optical, pharmacy/other health, retail shopping, and Library

Shopping

Residents surveyed were asked to list businesses/places in East Jordan that they felt had good customer service, competitive pricing and convenient hours. The top three businesses were:

1. Save A Lot
2. True Value
3. Family Dollar

Many businesses were listed by at least one resident.

When asked why they choose to shop outside of East Jordan? The top three reasons cited by residents were:

1. Lack of products
2. Lack of stores
3. Cheaper prices

When asked items residents purchase outside of East Jordan? The top three reasons cited by residents were:

1. Groceries
2. Clothes
3. Shoes

When asked how residents do their shopping. The order was:

1. Buy in other town first
2. Buy in East Jordan
3. Buy online
4. Catalogues
5. Other

Downtown Characteristics

Area residents and Downtown business owners surveyed were asked to rate a list of nineteen Downtown characteristics as being “good”, “fair”, or “poor” at this time.

The characteristics on which a majority of residents felt were good were:

- Feeling of safety
- Customer Service of salespeople

The characteristics on which a majority of residents felt were fair were:

- Attractiveness of East Jordan area
- Cleanliness of the area
- Quality of restaurants
- Appearance of buildings
- Quality of retail goods
- Quality of service businesses
- Business hours open
- Prices

There were no characteristics on which a majority of residents felt were poor.

Businesses/Activities

Residents were asked what specific types of businesses or activities they would personally use if they were to open in Downtown East Jordan. The responses most often given to this question were:

- Specialty retail shops
(kitchen wares, crafts, agricultural supplies, shoes & repairs, specialty cooking supplies, Meijer, Wal-Mart, target, Grain Train, JCPenney, Pier One, Claires, Kmart, Home Depot, Bed Bath & Beyond, Gordon Foods, butcher and fruit, books, art galleries, JoAnns, Bike Shops, Lumber and building center, and more resale shops.)
- Food establishments
(deli, brewery, micro brew, good pizza restaurant, Italian, Indian, Chinese, Wendy’s, Burger King, Spanish, Greek, Golden Corral, Family restaurant, dinner hour drinking, ethnic, Qdobas, LaSenorita and Taco Bell.)
- Recreation
(Bike store, fishing supplies, hunting supplies, guns, campers, boat show, kayaks, and a gym for fitness.)
- Apparel stores
(Women’s, shoe store, men’s wear, t-shirts, and sweatshirt shop)

Broadband

Residents were asked if they would use and support broadband service in the East Jordan area. A majority of the residents said yes. Very few said no.

Parks

Residents were asked if they used the following parks:

Elm Pointe

This park was used by less than a third of the residents who filled out the survey. The top three reasons residents used the park were special events, swimming, and picnicking.

Tourist Park

This park was used by less than 20% of the residents who filled out the survey. The top three reasons residents used the park were for swimming, playground, and special events.

Marina

This park was used by less than 7% of the residents who filled out the survey. The number one reason was special events with boating as number two reason.

Future prospects

Wal-Mart was the only business listed.

PREVIOUS REFERENCES USED FOR STUDIES

- A. City Visionary 2010
- B. DDA Strategy Session 2006
- C. Chamber Report 1995
- D. Downtown Economic Study 1995
- E. Welcome to East Jordan

ECONOMIC DEVELOPMENT COMMITTEE

September 2010 – October 2011

Dawn Pringle, Chair
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Scott Diller
Joel Evans
Ray Fisher
John Kempton
Debbie Manville
Nancy Miller
Christina Johnson
Ted Sherman Jr.
Eugene Smith
Tom Erhart
Molly Andor

DDA/Jordan Valley District Library
DDA/East Jordan Iron Works
DDA/Charlevoix State Bank
Various businesses/Rental properties
East Jordan Plastics
Charlevoix County Commissioner
East Jordan City Commissioner
JTK Enterprises
Huntington National Bank
Jordan Valley Tent Rental
Century 21
Burnette Foods
Young, Graham, Elsenheimer & Wendling PC
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