2019 ECONOMIC DEVELOPMENT + COMMUNITY MARKETING STRATEGY

ROGERS CITY IS A PRO-GROWTH WATERFRONT COMMUNITY, WITH A HOMETOWN FEEL THAT MAKES IT SPECIAL.

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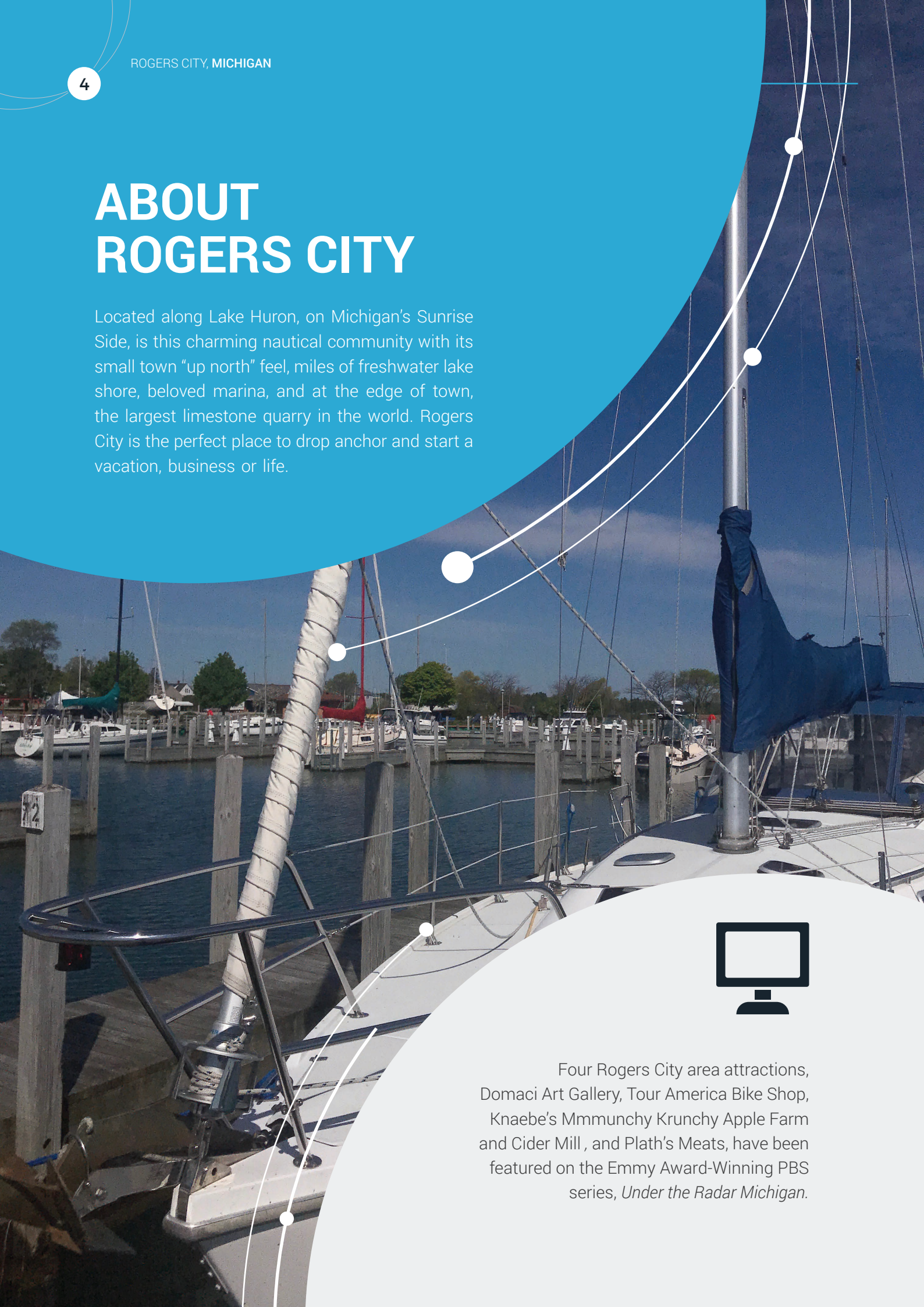
ABOUT ROGERS CITY

Located along Lake Huron, on Michigan's Sunrise Side, is this charming nautical community with its small town "up north" feel, miles of freshwater lake shore, beloved marina, and at the edge of town, the largest limestone quarry in the world. Rogers City is the perfect place to drop anchor and start a vacation, business or life.



Four Rogers City area attractions, Domaci Art Gallery, Tour America Bike Shop, Knaebe's Mmmunchy Krunchy Apple Farm and Cider Mill , and Plath's Meats, have been featured on the Emmy Award-Winning PBS series, *Under the Radar Michigan.*

Redevelopment Ready Communities®

This Economic Development + Community Marketing Strategy is also aligned with the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities® (RRC) program. The RRC program was created to assist municipalities to create transparent, predictable, and efficient processes into their development efforts by utilizing the program's six best practices (below.) This involves planning for new investment and reinvestment, identifying assets and opportunities, and focusing limited resources. RRC empowers communities to shape their future by assisting in the creation of a solid planning, zoning and development foundation to retain and attract businesses, investment and talent.

The City of Rogers City sees RRC as being key to the City's efforts and has committed to becoming a Certified RRC Community by creating this transparent, predictable, and efficient environment within the City's regulatory authority.

Redevelopment Ready Communities® Best Practices

Best Practice One: Community Plans and Public Outreach

1.1—The plans

1.2—Public participation

Best Practice Two: Zoning Regulations

2.1—Zoning regulations

Best Practice Three: Development Review Process

3.1—Development review procedures

3.2—Guide to Development

Best Practice Four: Recruitment and Education

4.1—Recruitment and orientation

4.2—Education and training

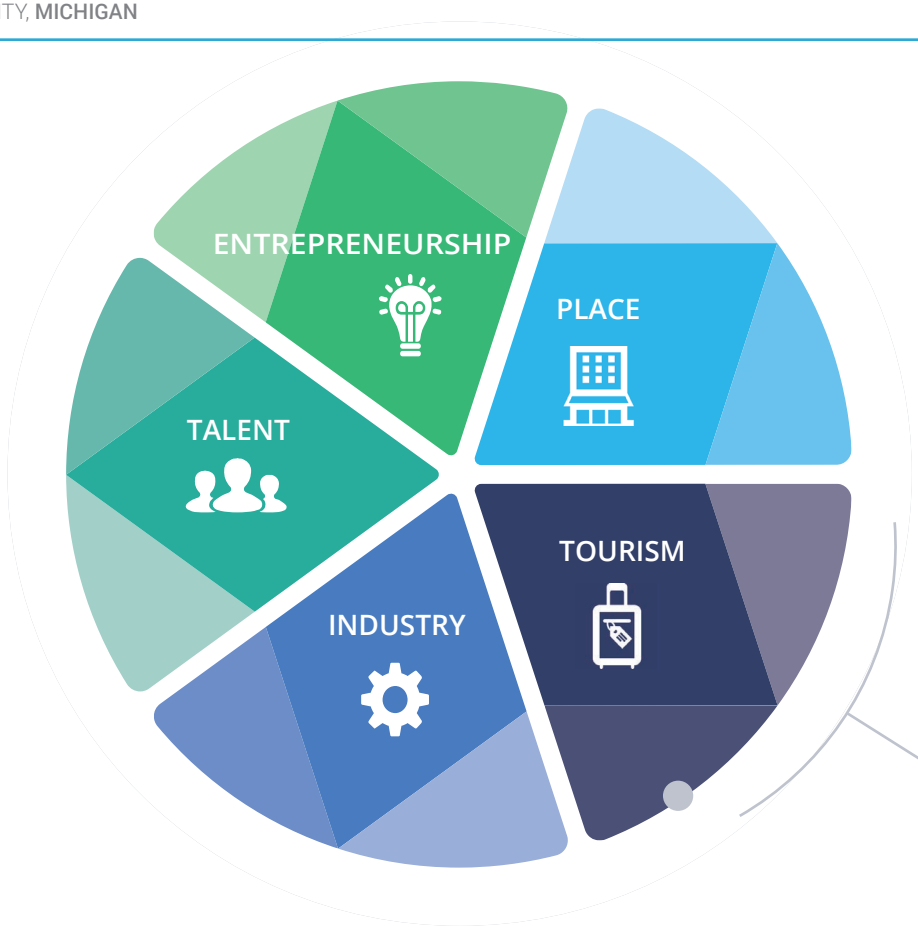
Best Practice Five: Community Prosperity

5.1—Economic development strategy

5.2—Marketing and promotion

Best Practice Six: Redevelopment Ready Sites®

6.1—Redevelopment Ready Sites®



ECONOMIC DEVELOPMENT SECTORS

Economic development has evolved over the last several decades to emerge as a more holistic discipline focused on creating prosperous local and state economies. Originally focused on the recruitment and retention of industry, primarily manufacturing, economic development has become a much broader effort recognizing the importance of additional factors, such as the roles played by talent, tourism, place, and entrepreneurialism in the economic success of a community. For the purpose of this economic development strategy, these areas are defined below:

Talent
The available or needed people and skills enabling a community to be competitive in helping local businesses expand, attracting new business, or creating jobs themselves.

Place
This includes the physical areas that help define the character of a community. Downtowns, historic districts, neighborhoods and housing, and bike trails are all examples of Place. Place is a key factor in a community's ability to attract and retain Talent.

Industry
Best classified as "traditional economic development," Industry focuses on manufacturing, mining, or other value-added industries where the end products or services are sold outside the immediate local economy.

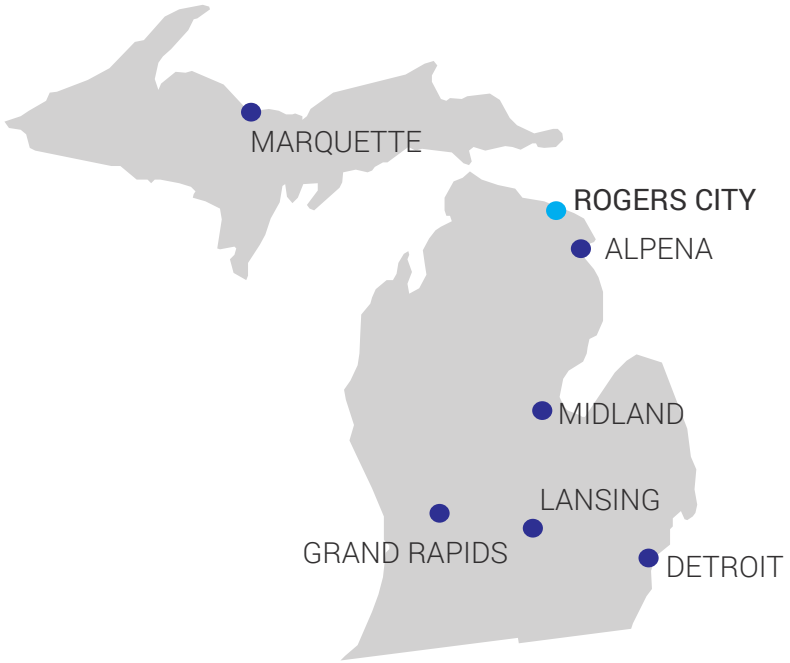
Tourism
The attraction of visitors, and their related spending, from outside the local area. Tourism has several forms, from recreation and leisure to business-related to agri-tourism. For this strategy, it is defined as recreation and leisure-related visits and visitors.

Entrepreneurialism
The development of entrepreneurs and small businesses is key to economic prosperity. In addition to their role as economic contributors, small businesses help retain money in the local economy. Nurturing these entrepreneurs can help grow them into larger businesses and contributors to the local economy.

This economic development strategy for the City of Rogers City touches these five areas. In addition, the City recognizes that economic development is a team sport and requires cooperation from multiple groups to reach its goals.

LOCATION

Rogers City, population 2,679, is located on the eastern edge of Presque Isle County on Lake Huron in the northeast corner of Michigan's lower peninsula. It's located along US-23 roughly midway between Alpena to the south and the Mackinac Bridge, the largest suspension bridge in North America, which joins Michigan's upper and lower peninsulas.



The community is served primarily by US-23 and Business Loop US-23 as well as M-68 which connects to I-75.

Port Calcite is deep water port located in close proximity to regional mineral mines and processing facilities.

Rogers City Municipal Marina has more than 120 boat slips.

Rogers City has a municipal airport Runway 9/27 is paved 4,105' x 75.'

Strategic Advantage

Rogers City's strategic advantage is a high quality of life for those who enjoy outdoor and waterfront activities and low cost of housing. It's small town feel gives everyone the sense of safety and security in knowing your neighbors and never needing to lock your doors.

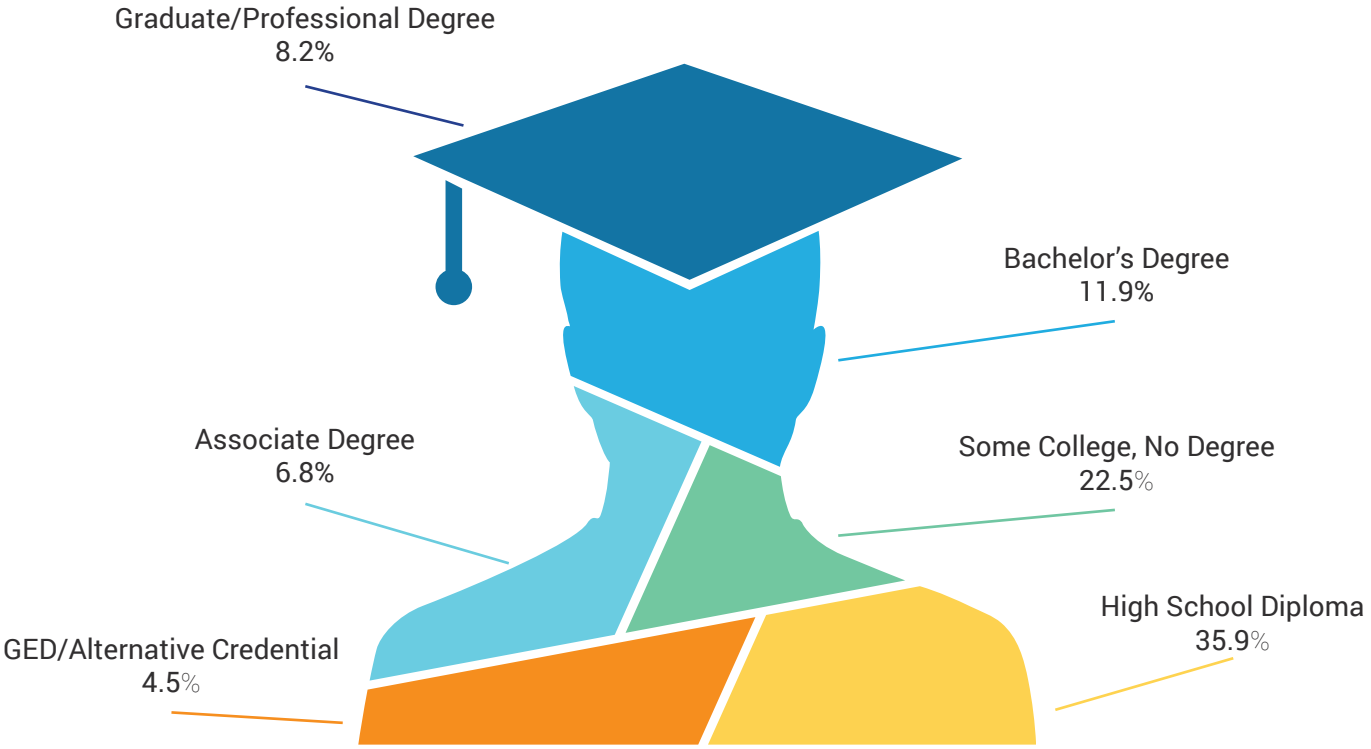
For businesses, the charming historic downtown provides a scenic backdrop while its deep water port and largest limestone quarry in the world offer economic opportunity with an extremely reasonable cost and excellent return on investment.

KEY STATISTICS

This section focuses on the key statistics prospective businesses are interested in to make a fair comparison of Rogers City versus other areas. Primary statistical areas include population, educational attainment, household income, employment sectors, and retail leakage.

Statistics	Rogers City	Presque Isle County	Michigan
Population - 2019	2,679	12,873	10,097,897
Population - 2024	2,587	12,495	10,233,588
Average Household Income - 2019	$55,430	$46,967	$55,885
Median Age - 2019	53.7	55.1	40.4
Average Home Value - 2019	$89,293	$157,618	$213,282

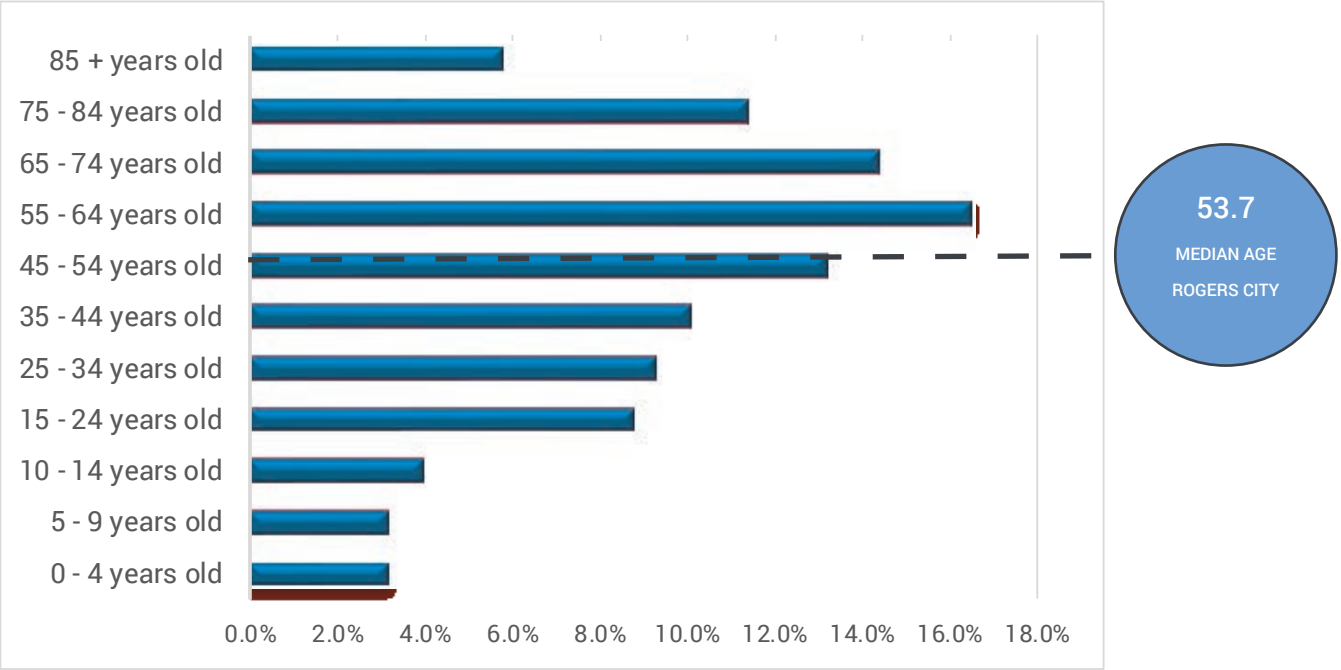
EDUCATIONAL ATTAINMENT



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

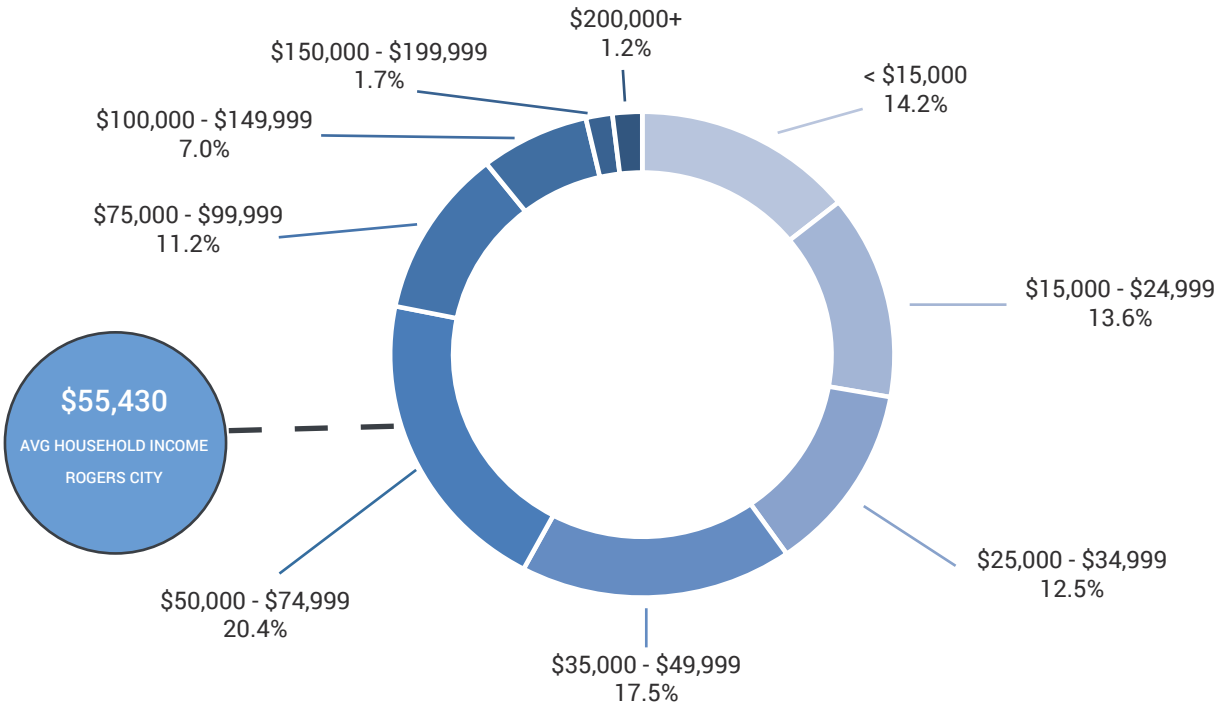
POPULATION BY AGE

2019 estimated percentage of residents by age grouping.



HOUSEHOLD INCOME

2019 estimated average household income by percent.



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

EMPLOYMENT BY INDUSTRY

2019 estimated employment by industry and occupation.

Industry	Percent	Occupation	Percent
Agriculture/Mining	4.5%	White Collar	43.5%
Construction	7.0%	Management/Business/Financial	7.6%
Manufacturing	11.8%	Professional	12.5%
Wholesale Trade	2.1%	Sales	10.2%
Retail Trade	11.3%	Administrative Support	13.2%
Transportation/Utilities	5.2%	Blue Collar	27.6%
Information	0.0%	Farming/Forestry/Fishing	0.8%
Finance/Insurance/Real Estate	2.4%	Construction/Extraction	6.8%
Services	52.7%	Installation/Maintenance/Repair	1.8%
Public Administration	3.1%	Production	9.4%
		Transportation/Material Moving	8.9%
		Services	28.9%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

KEY EMPLOYER- CARMEUSE

Rogers City is home to the largest limestone quarry in the world. The quarry is owned by Carmeuse headquartered in Belgium. They are a leading producer of high calcium and dolomitic lime, chemical grade limestone and crushed limestone aggregate products that are a vital part of important industries in steel manufacturing, energy, environmental services, and construction.

Carmeuse's operations in the region spans three units of government which is not reflected in the municipal-level data above. They are a significant high wage employer in the area and employ roughly 140 people ranging from general labor to skilled trades to management.

RETAIL GAP ANALYSIS + PROJECTED RETAIL GROWTH

When an area's demand for retail goods and services does not match the supply, it creates what is called a Retail Gap. If there is more supply than demand in a geographic area, then one of two things (or a combination of the two) are occurring:

1) There may be a strong enough draw from a specific retailer/service provider or group of them that brings in additional from customers from outside the defined area and/or

2) there is an over-supply of a business type.

Conversely, if there is more demand for a good or service than what exists in the area's supply, a gap (or leakage) is created. This leakage is money that leaves the area to spend in another area because the particular good or service is not available within the defined area. This leakage is the best potential source for the types of additional businesses the area may need. *The presence of a gap is not a guarantee of success for prospective businesses.*

Additionally, retail markets rarely stay the same over time. Some areas grow while others shrink. As a community seeks to help existing businesses expand and attract new, having an understanding of which areas are growing or shrinking is important to know.

The following are charts showing the market demand and highest leakage areas for the 5- and 15-Minute Drive Time Radii as well as projected growth between 2019-2024.

2019 RETAIL GAP	5-Minute			15-Minute		
	Demand	Supply	Retail Gap	Demand	Supply	Retail Gap
Total Retail Trade and Food + Drink	$48,079,246	$53,271,900	-$5,192,654	$76,300,801	$71,103,865	+$5,196,936
Total Retail Trade	$43,676,457	$50,345,941	-$6,669,485	$69,395,781	$66,385,310	+$3,010,472
Total Food + Drink	$4,402,789	$2,925,959	+$1,476,831	$6,905,020	$4,718,555	+$2,186,464

2019-24 RETAIL GROWTH	5-Minute			15-Minute		
	2019	2024	Growth	2019	2024	Growth
Total Retail Trade and Food + Drink	$48,079,246	$51,112,196	+$3,032,950	$76,300,801	$81,410,606	+$5,109,805
Total Retail Trade	$43,676,457	$46,373,686	+$2,697,230	$69,395,781	$73,944,278	+$4,548,497
Total Food + Drink	$4,402,789	$4,738,510	+$335,720	$6,905,020	$7,466,328	+$561,308

Source: ©Claritas, LLC 2019, ©2019 Environics Analytics

PROJECTED RETAIL GAP + POTENTIAL TARGETS

Using the data from the 15-minute radius of the Retail Gap Analysis and Projected Retail Growth analysis, the chart below outlines the potential gap that will exist if each category remains static and demand is realized as projected. From there, industry sales per square foot were used for each category to project the maximum amount of total square footage that the market could absorb.

CATEGORY	2019 DEMAND ($)	2019 SUPPLY ($)	2019 GAP	2024 DEMAND ($)	PROJECTED GAP	PROJECTED MAX. SQ FOOTAGE
Automotive parts and accessories stores (NAICS 44131)	$1,120,856	$194	$1,120,662	$1,149,774	$1,149,580	4,551
Home furnishings stores (NAICS 4422)	$705,656	$212	$705,444	$760,552	$760,340	3,604
Home centers (NAICS 44411)	$2,458,966	$1,102,350	$1,356,616	$2,632,632	$1,530,282	4,158
Hardware stores (NAICS 44413)	$378,434	$210	$378,224	$404,256	$404,046	2,928
Lawn and garden equipment and supplies stores (NAICS 4442)	$739,310	$34	$739,276	$794,843	$794,809	8,705
Pharmacies and drug stores (NAICS 44611)	$4,065,441	$3,725,642	$339,799	$4,349,963	$624,321	1,005
Women's clothing stores (NAICS 44812)	$354,292	$43	$354,249	$344,820	$344,777	1,149
Family clothing stores (NAICS 44814)	$1,050,135	$15,795	$1,034,340	$1,042,524	$1,026,729	4,464
Shoe stores (NAICS 4482)	$361,622	$39	$361,583	$384,474	$384,435	1,281
Sporting goods stores (NAICS 45111)	$562,569	$4,259	$558,310	$595,946	$591,687	3,098
Pet and pet supplies stores (NAICS 45391)	$543,848	$16,902	$526,946	$640,987	$624,085	2,013
Food service contractors (NAICS 72231)	$487,009	$101	$486,908	$525,545	$525,444	2,627
Limited-service restaurants (NAICS 722513)	$2,517,468	$1,266,037	$1,251,431	$2,716,644	$1,450,607	7,253

Source: ©Claritas, LLC 2019, ©2019 Environics Analytics; Place + Main Advisors, LLC 2019

PUBLIC ENGAGEMENT

On June 13, 2019 a community-wide Economic Development Summit was held to gain insight from the community on what residents, business owners, and other stakeholders feel are the downtown's biggest strengths, weaknesses, opportunities, and threats (SWOT.) Attendees provided more than fifty points of conversation and were asked to rank their top three choices in each of the four categories. These highest ranking responses (with total points in parentheses) for the SWOT are below and vision for downtown are below.

S

Strengths
What INTERNAL strengths does the City have that are within the City's control?

Water/Natural Resources/Trails (103)
City-Owned Lake Frontage (26)
Marina (23)
Library (22)
Safety/Low Crime (18)

W

Weaknesses
What INTERNAL aspects of the City are holding it back from success?

Vacant Storefronts (35)
No Theme/Brand (26)
Resistance to Change (25)
No Hospital (21)
Lack of Vocational Training (19)

O

Opportunities
What EXTERNAL factors offer potential for the City to thrive?

Year Round Tourism (60)
Increase Tourism (31)
Expansion of Trails (30)
Fishery Improvements (23)
Grambau Center Development (18)

T

Threats
What EXTERNAL factors put the City's success at risk?

Lack of Change (37)
Population Decline (30)
Lack of Young People (27)
Willingness to Cooperate (27)
Lack of Diversity (17)

LOCAL + REGIONAL GOALS

For an economic development strategy to follow best practices put forth by the Redevelopment Ready Communities program, the individual objectives must tie back to one or more local goals as well as goals identified in the regional context. Each of the goals put forth in this strategy meets this criterion. In the City's adopted Master Plan (2014), it has identified several goals in Economic Development. These are:

ROGERS CITY ECONOMIC DEVELOPMENT GOALS

GOAL 1: Provide reasonable opportunities for the retention of existing businesses, the establishment of new commercial uses & redevelopment of vacant commercial buildings which meet the demonstrated market needs of area residents.

GOAL 2: Develop and promote the growth of a diverse industrial economic base to serve the employment needs of the City and region.

GOAL 3: Continue to market the Rogers City area as a tourism destination.

Prosperity Region 2, which encompasses the City of Rogers City and the northeast portion of Michigan's lower peninsula has identified the following goals for the region's economic development goals:

Goal 1: Strengthen the quality of place throughout Northeast Michigan to entice talent and business development.

Goal 2: Increase national and global recognition of the region by showcasing a consistent and effective Northeast Michigan image

Goal 3: Facilitate entrepreneurship and grow existing businesses in the region.

Goal 4: Present Northeast Michigan to the global community as a high quality regional destination

Goal 5: Expand, enhance, and support the Wood Products Industry Cluster in the Region

Goal 6: Expand, enhance, and support the Local Foods Cluster in the Region.

Goal 7: Move toward sustainability by seizing green opportunities in Northeast Michigan.

Goal 8: Expand, enhance, and support the Aerospace Cluster in the Region.

Goal 9: Attract, develop and retain a talented workforce in Northeast Michigan

Goal 10: Ensure adequate infrastructure exists which meets the needs of business, residents, and visitors.

Goal 11: Collaborate to provide consistent and coordinated level of service in the region.

BARRIERS TO GROWTH

Rogers City faces several key barriers to future growth. This strategy attempts to address each of these barriers, however, some may not have any remedy. In those instances, mitigation of these factors will be addressed. These barriers to growth are:

Population Decline

Like many northern Michigan communities, Rogers City has experienced a decline in population over the past 30 years. This decline also creates negative pressure on the economy and on major employers.

Remote Location

Much of northeastern part of Michigan's lower peninsula does not have immediate access to a freeway. This creates logistical challenges for existing and potential businesses.

Lack of Available Housing

There is a high percentage of vacant houses in the City, which gives the impression housing is plentiful, but almost all of these houses are second/vacation homes for people living downstate.

Lack of "Brand Awareness"

Rogers City does not have a strong brand identity with potential residents and businesses outside of the community. There are not currently any entities proactively marketing the community outside of the area.

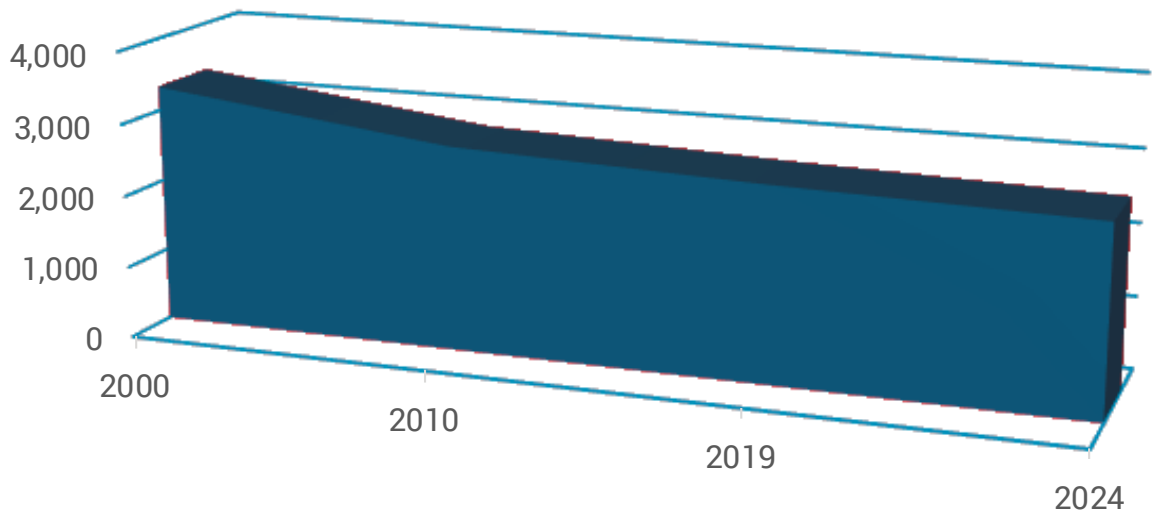
RISK ASSESSMENT: POPULATION DECLINE

The largest risk, far and away, to Rogers City's future is population decline. From a population of 3,332 residents in the 2000 Census to a projected population of 2,587 in 2024, the City of Rogers City is on pace to lose 22% of its population base. This has far reaching implications across the community that is already being felt. From declining school enrollment to area employers unable to find the talent they need, to an increased number of commercial vacancies, the Rogers City community is seeing the impact of this decline and it will only worsen without action.

When communities lose population it becomes a downward spiral. Less people mean less talent for employers, which means those employers must look elsewhere for talent (up to and including relocating.) Fewer people also mean less purchasing power, which means fewer businesses to choose from or having to drive further to get the goods and services people want. People leaving the community to shop leads to even fewer businesses as people make additional purchases when they leave the community. Fewer people also means fewer students in schools and fewer tax payers and volunteers to run our local governments and organizations.

"Rogers City is on pace to lose 22% of its population"

ROGERS City POPULATION 2000-2024*



* Projected

STRATEGIC OBJECTIVES

Given the risk assessment conclusion of population decline being the biggest threat to Rogers City, these Strategic Objectives will focus on fighting population decline and the projects that can assist in their efforts.

TALENT

Very few communities are addressing their population decline head-on. Many seem to view their circumstances as beyond their control. However, there are several ways communities can combat losing population.

Market the Community- Rogers City has so much to offer potential residents and businesses. Unfortunately, there is no entity formally designated, nor funded, to market the community to potential residents, businesses, or even tourists. There are two primary mechanisms allowed in Michigan law to allow for assessments to pay for marketing. These are:

> ***Public Act 59 of 1984 (also referred to as Public Act 395 of 1980)-*** This allows for thee creation of a Convention and Visitors Bureau, or CVB, which uses a per night assessment of up to 5% on hotel/motel stays. The benefit of this mechanism is this assessment is almost entirely paid for by visitors from outside the community. However, these funds can only be used for tourism-oriented marketing, which would still be beneficial, although limited. This mechanism would also require the area's hotel/motel owners to agree, collect, and manage these marketing funds through the non-profit CVB.
>
> ***Public Act 359 of 1925-*** This little used and known act allows for levying of up to 4 mills on all property within the City for the purpose of, "advertising, publiCity, recreation or exploitation, tending to encourage the industrial, commercial, educational or recreational advantages of the said City or village, for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said City or village." The benefit to this mechanism is that it could generate up to $275,000 a year for marketing the community in a variety of areas. The downside is this would be a new tax assessment on every property holder, which may not be politically favorable. However, given Rogers City circumstances, all options should be considered. It should be noted that a smaller assessment, such as 1 mill, could generate over $69,000 and could be used in the same manner.

Increase Educational Opportunities- The City's major employers and public school district have been actively engaging with Alpena Community College (ACC) to help create a pipeline of work-ready employees. However, several report still needing more employees who can pass basic math and reading comprehension tests. Continuing and refining this partnership will be critical going forward. Additionally, making existing and potential future residents aware of continuing education possibilities, whether through ACC or other four--year universities on a remote basis, will be critical in recruiting new residents to the area.

STRATEGIC OBJECTIVES - CONT.

PLACE

Creating quality places is also critical in retaining and attracting new residents to Rogers City. Building on the assets that already exist and offering more ways for people to connect to the community, the surrounding nature, and each other are important factors in these efforts.

Encourage New Primary Housing- 20% of housing units in Rogers City are either vacant or, more likely, second/vacation homes. While the local economy is certainly positively affected by seasonal residents during the summer months, the community needs full-time residents to help change their economic future. In order to do this, a variety of housing options need to be created. These options range form upper floor downtown lofts to traditional multi-family apartments to duplexes/triplexes, as well as single family housing. Vacant or underused parcels should be prioritized for mixed-use or multi-family apartments.

Moratorium on Short-Term Rentals- Services such as AirBnB, VRBO, and others allow for property owners to turn housing into de facto hotel/motel alternatives. This has allowed individual investors to buy a second/vacation home and rent it our during unused times. This is often part of their financing plan for affording the particular real estate. While this is an effective means of financing, the removal of this property of the ability to have a full-time resident or family inhabiting it provides a far greater determent to the community. The City should consider placing a moratorium on short-term rentals until more permanent housing can be constructed. *(This recommendation is also made while legislation potentially impacting local decision making on short-term rentals makes its way through the Michigan legislature and may be subject to nullification.)*

Invest in Placemaking- The City, through the Downtown Development Authority (DDA) and other mechanisms, should continue with its efforts to create quality places in downtown and surrounding areas. These efforts should include:

Façade Improvements- Several downtown buildings are in need of façade improvements. A concentration on the worst of these properties should be prioritized as well as using the incentive of a facade grant to help entice vacant buildings to be sold or redeveloped.

Public Space Activation- Rogers City is fortunate to have some quality park areas already in use. More effort should be made to use these spaces proactively with events and public art to increase their use, especially by younger people in the community.

STRATEGIC OBJECTIVES - CONT.

Michigan Main Street- Rogers City has expressed interest in joining the Michigan Main Street program through the Michigan Economic Development Corporation (MEDC.) This program could be very beneficial for the downtown. The Main Street Four-Point Approach of Design, Promotion, Economic Vitality, and Organization would help organize needed volunteers into a framework that could make substantial change.

INDUSTRY

You don't get to be the home of the largest limestone quarry in the world without having industry in your community.

Assist in Employee Attraction- Several larger employers are finding it difficult to find talent. Assisting these employers is a top priority. The City, via its social media channels, should be helping to advertise these openings as well as work with the Chamber of Commerce and others to put together a marketing package aimed at helping recruit workers.

ENTREPRENEURSHIP

It is not enough to simply try to bring in businesses from another area to help grow the local economy. For Rogers City to be successful, it must grow it's own businesses, helping to create local wealth. This is done through supporting existing businesses and entrepreneurs.

Business Improvement Trainings- As much as empty storefronts need to be filled, keeping the existing businesses downtown (and potentially helping them expand) should be a top priority. The Chamber and DDA could partner to offer trainings on customer service, merchandising, accounting, marketing, and social media.

Entrepreneurship Trainings- In conjunction with the Small Business Development Center, trainings for people who are interested in starting a business should be held either biannually or quarterly. In addition, other business improvement trainings could also be held on topics like customer service, merchandising, accounting, marketing, and social media.

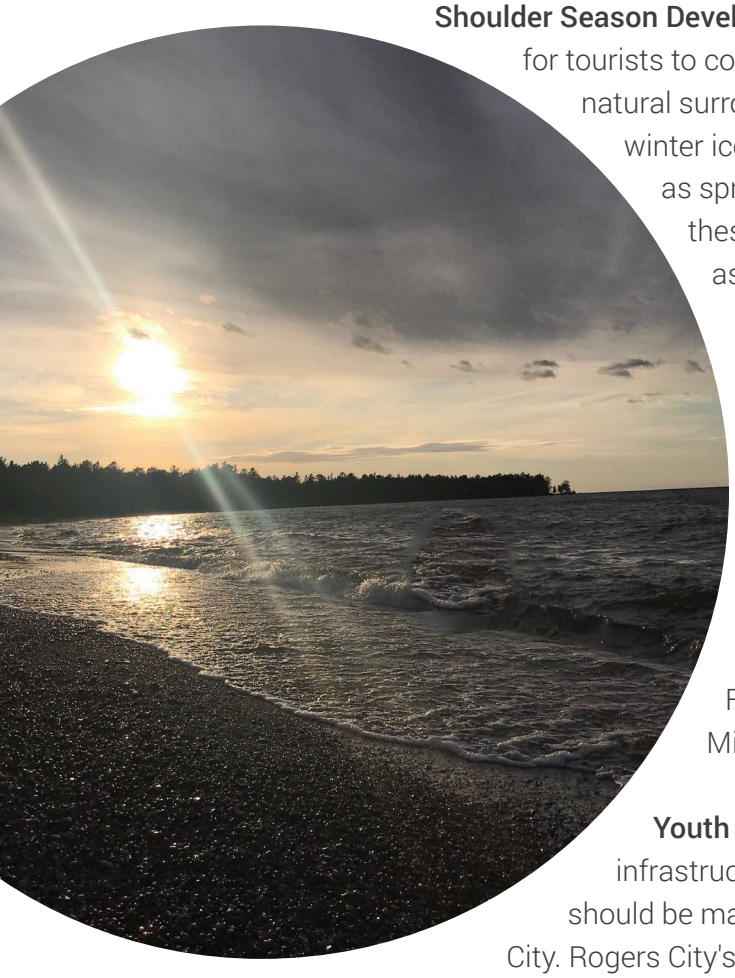
Market Data + Recruitment /Expansion- This data includes retail leakage statistics which calls out the areas where spending within the community is leaving to other markets or online competitors. These areas are the most likely to find success locally in recapturing these sales. This data should be shared with downtown businesses and property owners to help focus efforts in expansion and /or attracting businesses to fill these needs.

STRATEGIC OBJECTIVES - CONT.

TOURISM

Tourism plays a large role in Rogers City's local economy. Lake Huron brings in numerous visitors through the marina and is a natural draw for tourists looking to take in summers "up north." The area's large number of vacation homes are a testament to this. However, tourism could be doing more for the community, especially in the shoulder seasons and winter.

Create Rogers City Convention & Visitors Bureau- Promoting the Rogers City area as a tourism destination should be a huge priority. However, past convention and visitors bureau (CVB) efforts have failed, due to a number of factors. However, the creation of a CVB would provide a source of funding to pay for marketing efforts and allow for a formal partnership among all of the qualifying hotel/motel operators in the community.



Shoulder Season Development- Summer is an obvious popular time for tourists to come to Rogers City. However, the area's abundant natural surroundings offer opportunities for fall color tours, winter ice fishing, snowmobiling, and silent sports, as well as spring fishing and hunting. Promoting the area during these off-peak times will help downtown businesses as well as the area's hotels/motels.

Additional Promotion of the Marina- The City's municipal marina is currently listed on several important websites such as the DNR, michiganwaterways.org, and marinalife.org. It also has a well maintained Facebook page. Marketing of the marina should be expanded to other marina websites such as dockwa.com and snagaslip.com. Additionally, the marina's Facebook page should be promoted to boaters in Michigan through Facebook's advertising features.

Youth Sports Tournaments- With Rogers City infrastructure of sports fields and facilities, more effort should be made to attract youth sports tournaments to the City. Rogers City's location would almost require many teams to stay in the area, boosting hotel/motel stays as well as local restaurants. Baseball, softball, and basketball tournaments would attract teams from across the northern lower peninsula and eastern upper peninsula.

ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

This implementation plan contemplates the proposed objectives and provides prospective timelines and responsible parties, including possibilities of partner organizations.

Task	Local Goals	Regional Goals	Responsible	Timeline	Budget	Source
Establish CVB	3	2, 10	Local Motels/ B&Bs	Q2-2020	N/A to est. ($30-50K/yr)	Room Assessment
Pass Local Marketing Assessment	1, 2, 3	2, 4, 9	Mayor + Council	Q4-2020	N/A to est. ($50-275K/ yr)	Local Millage
Increase Educational Opportunities	1	9	City Manager + Alpena CC	Ongoing	N/A	N/A
Encourage New Housing	2	1	City Manager	Q4-2024	N/A	N/A
Moratorium on Short-Term Rentals	2	1	Mayor + Council	Q4-2020	N/A	N/A
Facade Improvements	1	1	DDA	Q4-2021	$25-30K/yr	DDA TIF
Public Space Activation	1	1	DDA	Q4-2021	$10-15K/yr	DDA TIF
Michigan Main Street	1	1, 3, 10	DDA	Q4-2022	$100-150K/ yr	DDA TIF, Donations
Employee Attraction	2	9	Chamber	Ongoing	$2,500	Sponsors
Business Improvement Trainings	1	3	Chamber + DDA	Q4-2020	$,2500	SBDC + Consultants
Entrepreneurship Trainings	1	3	Chamber + DDA	Q4- 2020	N/A	SBDC
Retail Expansion + Recruitment	1	3, 10	DDA	Q4-2021	$5,000	DDA TIF
Promote Marina	3	4	City Manager	Q4-2021	$5,000	General Fund
Host Youth Sports Tournaments	3	4	CVB	Q4-2023	N/A	N/A

TIES TO OTHER PLANNING DOCUMENTS

These strategies and plans tie to other critical documents. The chart below shows which projects tie to existing documents and what actions need to be taken to update those documents. Amending these plans to include these projects is an important step in making them happen. Documents like the Capital Improvements Plan are used on an annual basis to guide investments the City makes in its infrastructure and community-owned assets.

Project	Tie To Other Planning Docs	Action Needed
Encourage New Housing	Zoning	Review and amend, if neccessary to allow
Moratorium on Short-Term Rentals	Zoning	Amend to include
Facade Improvements	Capital Improvements Plan; DDA Tax Increment Financing Plan	Amend to include
Public Space Activation	Capital Improvements Plan; DDA Tax Increment Financing Plan	Amend to include

COMMUNITY MARKETING STRATEGY

An effective Community Marketing Strategy needs to assess a community's assets (people, places, culture) and help them to position themselves to effectively tell their story to multiple audiences in a compelling way.

This strategy contemplates ways the community can market to potential developers, residents, businesses, and tourists.

ASSETS

Below are the three biggest assets that residents and stakeholders voted through the community SWOT analysis as the biggest strengths in the community:

Water/Natural Resources/Trails

City Marina

City-Owned Lake Frontage

BRAND REINFORCEMENT

Rogers City's brand as "The Nautical City" is a long-held moniker that has been carried though in signage and branding Citywide. This brand can continued to be reinforced with slight modifications to help bolster community pride and market the community. "The Nautical City" can be modified to market the marina (tourists,) the community's deep water port (industrial,) and potential retailers (business,) by accentuating different aspects of being nautical.

Michigan's Nautical City:
A Great Place to Launch Your Business
A Great Spot to Reel in Customers
(Business)

Michigan's Nautical City:
Your Great Lakes Escape
(Tourists)

Michigan's Nautical City:
Deep Water's Deep Roots
(Industry)

COMMUNITY MARKETING

Rogers City's top threat is its declining population. This community marketing strategy focuses on resident attraction efforts, but also touches on business and developer recruitment as well as potential tourism marketing efforts.

RESIDENTS

This is by far the most important of potential targets. Rogers City's economy rests on its ability to attract talent for businesses, customers to buy things, and home owners and renters to pay taxes.

Targets- Most municipalities don't market to potential residents. Those that do often take a "one-size-fits-all" approach, meaning they don't know who would want to live in their community, let alone how to reach them. Understanding what type of socio-economic and lifestyle-oriented people may be interested in living in Rogers City is the first step towards creating an effective strategy. Below is a breakdown of socio-economic and lifestyle types, referred to as Market Segmentation, using a system by ESRI called *Tapestry* for the City currently.

Segmentation	Socioeconomic Traits	Market Profile
Heartland Communities (6F) Percent of City: 94.7% Average Household Size: 2.39 Median Age: 42.3 Median Household Income: $42,400	• Retirees in this market depress the average labor force participation rate to less than 60% (Index 94), but the unemployment rate is comparable to the US. • More workers are white collar than blue collar; more skilled than unskilled. • The rural economy of this market provides employment in the manufacturing, construction, utilities, healthcare, and agriculture industries. • These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important. • Daily life is busy, but routine. Working on the weekends is not uncommon. • Residents trust TV and newspapers more than any other media. • Skeptical about their financial future, they stick to community banks and low-risk investments.	• Traditional in their ways, residents of Heartland Communities choose to bank and pay their bills in person • Most have high-speed Internet access at home or on their cell phone but aren't ready to go paperless. • Many residents have paid off their home mortgages but still hold auto loans and student loans. • To support their local community, residents participate in public activities. • Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes. • They enjoy country music and watch CMT. • Motorcycling, hunting, and fishing are popular; walking is the main form of exercise. • To get around these semi-rural communities, residents prefer domestic trucks or SUVs.
Rooted Rural (10B) Percent of City: 4.2% Average Household Size: 2.48 Median Age: 45.2 Median Household Income: $42,300	• Thrifty shoppers that use coupons frequently and buy generic goods. • Far-right political values on religion and marriage. • Do-it-yourself mentality; grow their own produce and work on their cars and ATVs. • Pay bills in person and avoid using the Internet for financial transactions. • Often find computers and cell phones too complicated and confusing. • Clothes a necessity, not a fashion statement; only buy new clothes when old clothes wear out.	• They own a riding lawn mower, as well as a garden tiller, and have vegetable gardens. • More than half of the households have a high-speed Internet connection. • They use a satellite dish to watch CMT, the History Channel, and GSN (Game Show Network). • Pets are popular—dogs, cats, and birds. • Leisure activities include hunting and fishing. • They listen to faith-based radio, country, and gospel music. • Many are on Medicare and frequent the Walgreens pharmacy
Rural Resort Dwellers (6E) Percent of City: 1.2% Average Household Size: 2.22 Median Age: 54.1 Median Household Income: $50,400	• Rural Resort Dwellers residents are close to retirement. They've accumulated wealth and begun to shift their portfolios to low-risk assets. These active residents continue to work in skilled occupations. • Simple tastes and modesty characterize these blue collar residents. They shop for timeless, comfortable clothing, but only when something must be replaced. They pay little attention to advertising and usually stick to the brands they know. • They spend time with their spouses and also maintain a social calendar.	• Residents drive older domestic vehicles and prefer to spend their disposable income on gear to support their hobbies, which include freshwater fishing, hunting with a rifle or shotgun, and motorcycling. • At home, Rural Resort Dwellers residents spend any free time working on their vehicles and maintaining their gear. They make frequent trips to their local hardware store for parts and tools. • Their taste in TV shows reflects their hobbies—National Geographic, Discovery Channel, and the Weather Channel.

COMMUNITY MARKETING - RESIDENTS

Potential Target Audiences- There are a number of potential types of residents for Rogers City. Below are several types the City should target for recruitment:

Target Audience	Source
Transferring/Recruited Employees	Carmuse, Other Employers
Recent College Graduates	Lake Superior State University (Education + Health Care) Northern Michigan University (Education + Health Care) Michigan Tech University (Engineering) Central Michigan University (Education + Health Care)
Second Home Owners	City Tax Assessor
Rogers City High School Graduates	Rogers City High School, Alumni, Targeted Facebook
Outdoor Enthusiasts	Marina Users, Targeted Facebook, Instagram

Target Audience Messaging- Messaging to potential targets should vary based on the respective target. There may be overarching themes (affordability/value) but each message should be specific to each target.

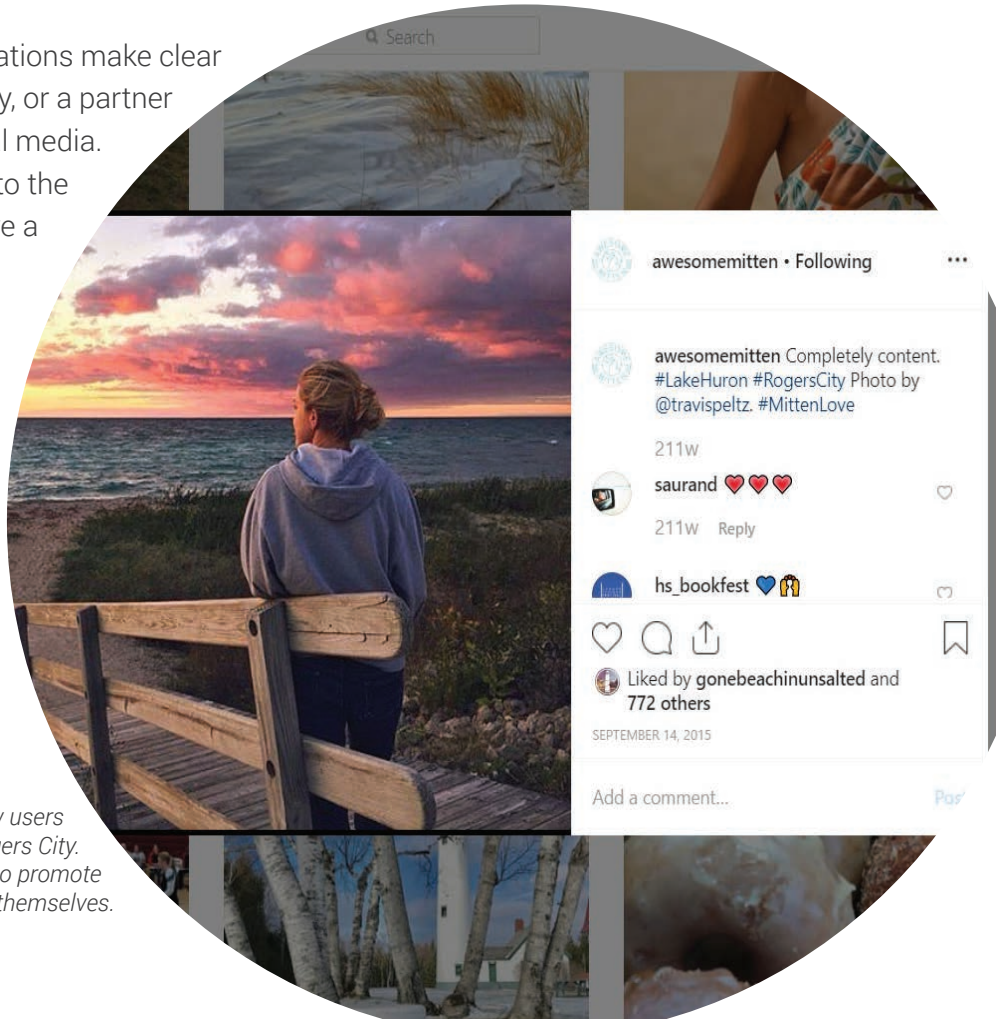
Target Audience	Key Message
Transferring/Recruited Employees	High Quality of Life (Water, Nature) Low Cost of Housing
Recent College Graduates	Close to Nature/Environment Low Cost of Housing Job Availability
Second Home Owners	"Live Where You Vacation" Get away from the big City
Rogers City High School Graduates	Make a Difference in Your Hometown "Raise Your Kids Where We Don't Lock the Doors" Available Jobs
Outdoor Enthusiasts	Close to Nature/Environment Low Cost of Housing

COMMUNITY MARKETING - RESIDENTS

Medium + Channels- In order to have your message heard, you have to get your message in front of your targets in a format they will see. Below are the recommended mediums and channels of communication for each of the groups.

Target Audience	Medium - Channel(s)
Transferring/Recruited Employees	Printed Relocation Package, Website - Direct via Employers
Recent College Graduates	Social Media- Targeted Instagram, LinkedIn, and Facebook Ads College Placement Offices (New Job Postings)
Second Home Owners	Newsletter, Postcard Ad- Direct Mail
Rogers City High School Graduates	Social Media- Targeted Facebook, Instagram, LinkedIn Ads
Outdoor Enthusiasts	Social Media- Targeted Facebook, Instagram, LinkedIn Ads

Social Media- These recommendations make clear the need for the City of Rogers City, or a partner organization, to be active on social media. Of the various channels available to the City, it is highly encouraged to have a strong presence on Facebook and Instagram as these are the two most used by potential residents. Other channels like a LinkedIn page or YouTube should also be considered. Management of these channels should also be accounted for with a person or group who have knowledge of best practices and an ability to execute them on behalf of the community.



Social media sites like Instagram (right) allow users to share their photos of places, like Rogers City. The community can use these same tools to promote themselves.

COMMUNITY MARKETING - BUSINESSES

BUSINESSES

Filling vacancies and underused commercial properties should be a top priority in recruiting businesses. The *Projected Gap + Potential Targets* section on page 12 outlines the market potential for various sectors. Typically, the larger the potential maximum square footage, the more likely it would be to be able to recruit that type of business.

Target Audiences- Based on the aforementioned *Projected Gap + Potential Targets* section, the following types of businesses are best recommended to pursue:

CATEGORY	PROJECTED GAP (BY 2024)	PROJECTED MAX. SQ FOOTAGE
Automotive parts and accessories stores (NAICS 44131)	$1,149,580	4,551
Home furnishings stores (NAICS 4422)	$760,340	3,604
Home centers (NAICS 44411)	$1,530,282	4,158
Hardware stores (NAICS 44413)	$404,046	2,928
Lawn and garden equipment and supplies stores (NAICS 4442)	$794,809	8,705
Pharmacies and drug stores (NAICS 44611)	$624,321	1,005
Women's clothing stores (NAICS 44812)	$344,777	1,149
Family clothing stores (NAICS 44814)	$1,026,729	4,464
Shoe stores (NAICS 4482)	$384,435	1,281
Sporting goods stores (NAICS 45111)	$591,687	3,098
Pet and pet supplies stores (NAICS 45391)	$624,085	2,013
Food service contractors (NAICS 72231)	$525,444	2,627
Limited-service restaurants (NAICS 722513)	$1,450,607	7,253

Every effort should be made to make existing retailers in these areas (or complimentary) aware of the unfilled potential

COMMUNITY MARKETING - BUSINESSES

Medium + Channels-Unfortunately, there is no silver bullet or easy route to recruiting new businesses, just hard work and hustle. However, there are a few ways to effectively recruit. These are:

Engage Local Commercial Realtors- Sharing the data in the *Projected Gap + Potential Targets* section with local commercial Realtors with actively marketed spaces will help give professionals in the real estate industry good information to help them lease or sell their contracted properties.

Create Marketing Brochure + Recruitment Team- Creating a custom marketing brochure with market data from this strategy and available real estate will give collateral material for a recruitment team made of volunteers from the business community to identify successful businesses in the region and meet directly with them about coming to Rogers City. Sending fellow business owners to recruit businesses is far more effective than sending City or non-profit staff.

Feature Successful Businesses + Post Available Real Estate on Social Media- Using the power of social media to promote successful businesses and available properties does two things:

1) Promotes the City as a place to do business
2) Promotes the City as place where people would want to live. This is one of those areas where promoting successful businesses like restaurants and retailers promotes both available real estate and makes the community look more desirable to potential residents.

The City of Rogers City can use its social media platforms to promote available real estate, but should also create a policy around when it does and doesn't to avoid conflicts or allegations of favoritism or unfair treatment.

COMMUNITY MARKETING - DEVELOPERS

DEVELOPERS

Rogers City has need to encourage additional mixed-use and single family development within the City. According to a 2016 residential target market analysis by Landuse USA, the City of Rogers City a potential demand or:

+ 150 single family homes (30 units a year for 5 years)
+ 140 attached housing units (28 units a year for 5 years)

The analysis anticipated the timeframe to be 2016-2021, yet none of the projected units have been built since the study's release. Meaning, there is pent up demand for these housing types within the City.

Targets- There few traditional developers in northern Michigan. Those who would be considered traditional developers are based on the Traverse City area and have been hesitant to venture out of that market. However, several options are potentially available to the City:

Regional Builders- The City should explore the desire of builders in the region of looking at Rogers City and get an understanding of what they see as the challenges in the market. These builders are best equipped to jump from contractor to developer at a larger scale.

Local Investors- Many communities have people who have the means to take on smaller projects but not necessarily the "know how" to actually become small scale developers themselves. Fortunately, there are resources available to help educate through the process. Groups like the Incremental Development Alliance have Michigan chapters with other small developers to learn from.

Other Developers- It's difficult to understand who exactly may be interested in doing development in Rogers City whether in the region, state, or elsewhere. It will be important to get information out on the City's website and other channels to let potential developers not already identified know of the potential opportunities.

COMMUNITY MARKETING - DEVELOPERS

Medium + Channels- In order to have your message heard, you have to get your message in front of your targets in a format they will see. Below are the recommended mediums and channels of communication for each of the groups.

Target Audiences	Medium - Channel(s)
Regional Builders	One-on-one meetings; Request for Qualifications
Local Investors	Social media posts, One-on-one meetings
Other Developers	Request for Qualifications

Request for Qualifications (RFQ)

One of the channels recommended is a Request for Qualifications, or RFQ. Unlike a Request for Proposal, or RFP, where municipalities look for a finished proposal from a prospective developer, an RFQ allows for a developer to simply supply their experience as a qualifier and opens the door for the community to help shape what the project would look like. Developers typically prefer the RFQ process versus RFP as there is far less expense without a guaranteed result.

Social Media Posts

This channel would simply ask people is they have ideas or interest in developing specific property. This is reliant on an audience of the City's social media channels that includes both people from and connected to Rogers City either through residency, past school affiliation, or through tourism.

COMMUNITY MARKETING - TOURISTS

Potential Target Audiences- There are a number of potential types of tourists for Rogers City. Below are several types the community should target for recruitment:

Target Audience	Source
Outdoor Enthusiasts - Fishermen - Kayakers/Canoers - Beach Goers - Hikers - Campers - Cyclists	Targeted Facebook, Instagram, Past Guests (Motels/ B&Bs)
Second Home Owners	City Tax Assessor
Marina Users/Boaters	Marina Users, Target Facebook

Geographic Target Audiences- Below is a map highlighting where current visitors are coming from. The darker the spot, the more people come from the location. These geographic locations should be targeted in social media advertising.

COMMUNITY MARKETING - TOURISTS

Messaging- Messaging to potential target audiences should vary based on the respective group. There may be overarching themes (affordability/value) but each message should be specific to each group.

Target Audience	Key Message(s)
Outdoor Enthusiasts - Fishermen - Kayakers/Canoers - Beach Goers - Hikers - Campers - Cyclists	"Michigan's Nautical City" Quality facilities, affordable price Unspoiled nature "Beach and small town charm within a short walk"
Second Home Owners	Peaceful, relaxation
Marina Users/Boaters	"Michigan's Nautical City" Great facilities, walkable downtown

Medium + Channels- In order to have your message heard, you have to get your message in front of your target audiences in a format they will see. Below are the recommended mediums and channels of communication for each of the groups.

Target Audience	Medium + Channel(s)
Outdoor Enthusiasts - Fishermen - Kayakers/Canoers - Beach Goers - Hikers - Campers - Cyclists	Social Media- Targeted Facebook, Instagram Advertising (Magazine) Public Relations - travel writers, downstate media Travel Michigan (michigan.org)
Second Home Owners	Newsletter, Postcard Ad- Direct Mail
Marina Users/Boaters	Marina Users, Target Facebook, Marina Websites

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