

CITY OF WIXOM

ECONOMIC DEVELOPMENT & ECONOMIC DEVELOPMENT MARKETING STRATEGY



JANUARY 2023

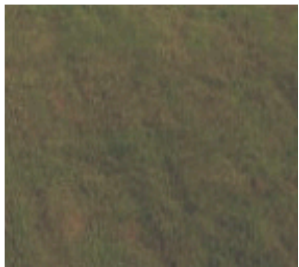
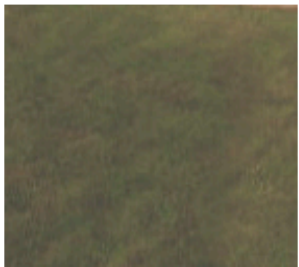
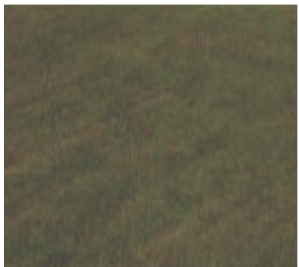
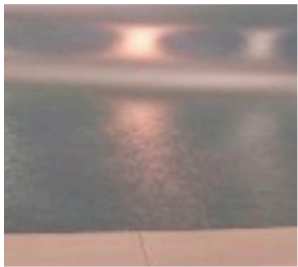
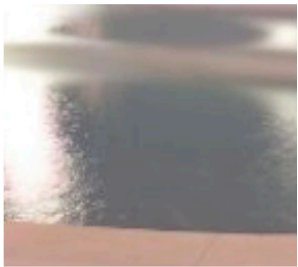
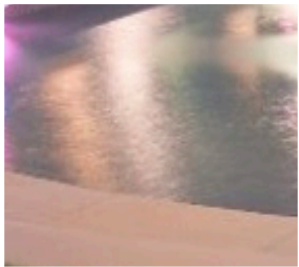
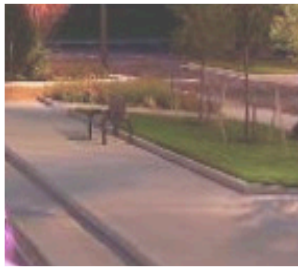
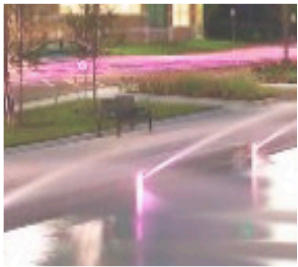
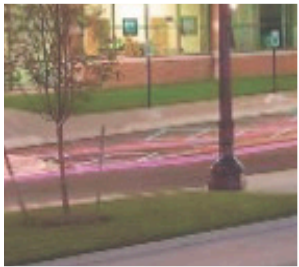
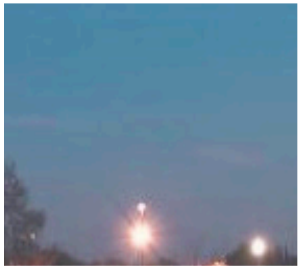
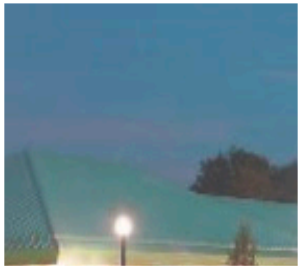
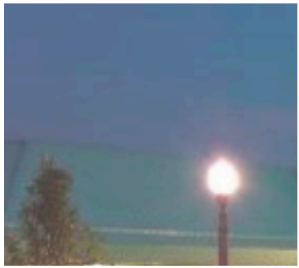


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- Steven Brown – City of Wixom, City Manager

City of Wixom City Council

01.

A Road Map to Economic Vitality

This Economic Development Strategy for the City of Wixom was developed and led by the City and their dedicated steering committee. The result of this project will be an economic road map to assist with job creation, business retention and attraction, capital improvements throughout the community, as well as redevelopment and investment strategies for the community. These actions will both strengthen and diversify the local economy. This road map will also help guide the coordinated effort between the greater economic region, Oakland County, and the City of Wixom to work in a cooperative manner that will maximize economic growth and sustainability.

When creating an economic development strategy, it is important to answer several questions.

1. Who are the largest employers in the community?
2. What drives the local economy?
3. What is the City of Wixom's role in the larger region?
4. What are the strengths of the community and how can they contribute to growth?
5. What could be potential challenges to growth?
6. What overall image is Wixom working to create?
7. What strategies can be implemented to execute the end vision?

THE PLANNING PROCESS & STRATEGY OVERVIEW

As part of the planning process, a local steering committee has been assembled comprised of local leaders, businesses, and other key stakeholders with a direct interest in the economic success of the City of Wixom. The steering committee is responsible for guiding the development of the overall strategy, as well as providing critical input on the future economic vision for the City of Wixom. Lastly, the steering committee assists with the identification of implementation projects throughout the community which can be benchmarked and monitored for success.

Unique within southeast Michigan, the City of Wixom offers a perfect mix of housing, business opportunities, and community goods and services that can provide everything that businesses and families need for new beginnings that can last a lifetime. The City of Wixom is a business-friendly, shovel-ready community, recognized for supporting entrepreneurship, that offers quality economic development opportunities in desirable locations. The demographics of Wixom's residents appeal to the industrial, commercial, and retail sectors. Wixom's strong labor rate of 77.9% is higher than the County and State rate, indicating a strong labor market, which is important to business owners. Other key demographic indicators are described in the following section, and further along in this strategy a key messages chart provides supporting facts, figures, and communication points to help persuade target audiences to choose Wixom.

The City of Wixom is taking positive steps to be clear on its vision, build upon partnerships with businesses and developers, and to collaborate with others to direct growth and change in positive directions. This strategy is a call to action; it provides an economic strategy built upon the Wixom's assets and offers a framework for improvement.

KEY DATES

APRIL 28, 2022

A Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise with the Steering Committee was performed to understand the economic landscape that exists in Wixom. Insight gained from the leaders in region through the SWOT session enabled the consulting team to develop an economic development marketing strategy and update to the economic development implementation plan that accurately reflects the needs and resources of the community. Additionally, feedback from the session illuminated how Wixom can work with business owners, economic developers, institutions of education, workforce development, and other partners to support the needs and functions of the region. The meeting was via Zoom and lasted for 2 hours.

JULY 14, 2022

The Steering Committee participated in a presentation by consultants at CIB Planning featuring updated economic data, followed by a discussion with the committee to develop the economic vision for the community and the supporting goals and objectives. The meeting was via Zoom and lasted for 2 hours.

SEPTEMBER 14, 2022

CIB Planning presented, reviewed, and heard steering committee feedback on goals, action items, target audiences, and key messages as they relate to Wixom's economic development marketing strategy.

SEPTEMBER 29, 2022 – OCTOBER 3, 2022

The Steering Committee received draft materials from the September 14th meeting and was given two weeks to review and respond. The materials included the economic development goals, action items, and the implementation spreadsheet. Responses were provided to the CIB Planning team for inclusion in the draft strategy.

DECEMBER, 2022

The CIB Planning team met with the Steering Committee to gather feedback on the contents of the plan, the format, and next steps. Once feedback was collated, changes were incorporated, updates made, and a final draft strategy was sent via email to the members of the Steering Committee.

JANUARY, 2023

A presentation of this strategy was made to Wixom's City Council for plan adoption.

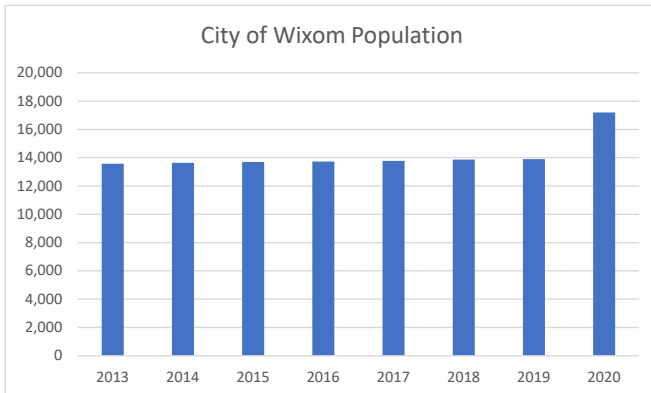
ECONOMIC DEVELOPMENT & COMMUNITY MARKETING GOALS

Goals are general guidelines that explain what the community wants to achieve. They are usually long-term and represent global visions such as “protect public health and safety.” Objectives define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable, and have a defined completion date. They are more specific and outline the “who, what, when, where, and how” of reaching the goals. Throughout the development of this strategy, and together with the steering committee, the following economic development goals were identified and refined. These goals line up with objectives or action items in the Implementation Plan, which is displayed in chart form throughout this document.

1. Establish a strong and cohesive economic development brand for the City of Wixom.
2. Establish a more consistent and visible physical identity for Wixom.
3. Create a vibrant City experience for all to attract visitors, residents and investors to Wixom.
4. Support and Retain Existing Businesses.
5. Further diversify the mix of industry to Wixom which would create high-salaried career opportunities.

Current Economic Conditions

WIXOM'S POPULATION SAW A SIGNIFICANT INCREASE FROM 2010 TO 2020--APPROXIMATELY 27% GROWTH RATE OVER THE TEN-YEAR PERIOD.



THE CITY OF WIXOM'S LABOR PARTICIPATION RATE IS STRONG AT 77.9%.

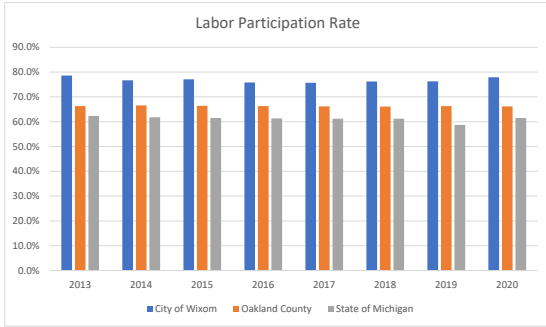
CITY OF WIXOM

Unique within southeast Michigan, the City of Wixom offers a perfect mix of housing, business opportunities, and community goods and services that can provide everything that businesses and families need for new beginnings that can last a lifetime. The City of Wixom is a solid community, recognized for supporting entrepreneurship, that offers quality economic development opportunities in desirable locations. Wixom is taking positive steps to be clear on its vision, build upon partnerships with businesses and developers, and to collaborate with others to direct growth and change in positive directions. This strategy is a call to action; it provides an economic strategy built upon Wixom's assets and offers a framework for improvement.

CITY OF WIXOM POPULATION & LABOR RATE

The current population of the City of Wixom is 17,185 according to the 2020 US Census figures with 71% of the current population within the work age group between 16 and 65 years of age. Of that percentage, 77.9% are active in the labor force according to data from the 2019 U.S. Census estimate. Oakland County has a 66.2% labor participation rate, and the State of Michigan's labor participation rate is 61.5%. Wixom's labor participation rate is outperforming the county rate by 11.7% and the state's rate by 16.4%. Currently, the US labor participation rate is 62.3%, which is 15.6% lower than Wixom's labor rate. Historically, labor participation rate has been a good indicator of the strength or weakness within a local labor market. The higher



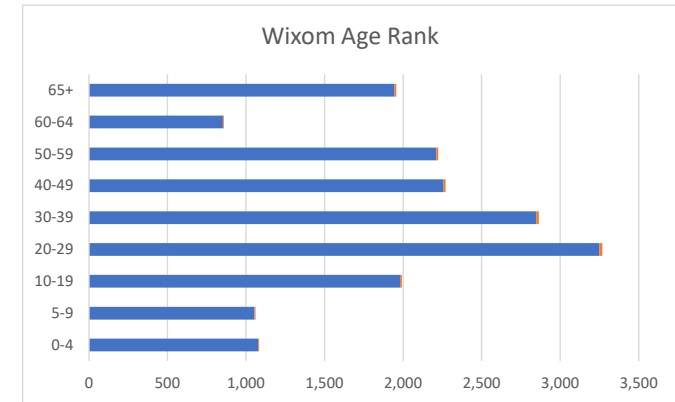


the rate, the greater the availability of quality employment opportunities. The City of Wixom's labor participation rate is very strong, and indicates a healthy local labor market, which is a critical component when attracting new businesses.

AGE RANK

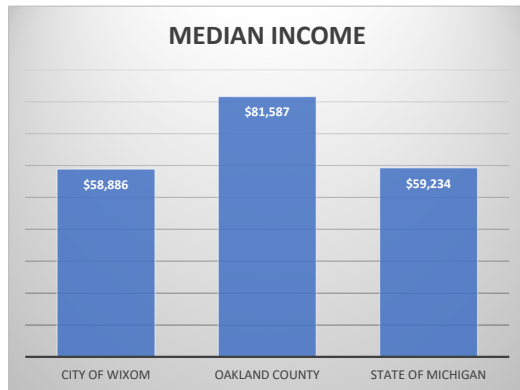
The age distribution in the City of Wixom is an indicator of both existing and future labor force. With 71% of the City of Wixom's population in the work force age range, Wixom

can maintain a strong pool of labor both now and in the future. 17.6 percent of Wixom's population is aged 0-14, which indicates a healthy future work force for the City. 40.6 percent of Wixom's population is between 20-44, and it can be deduced that a solid number within that age range are young families.



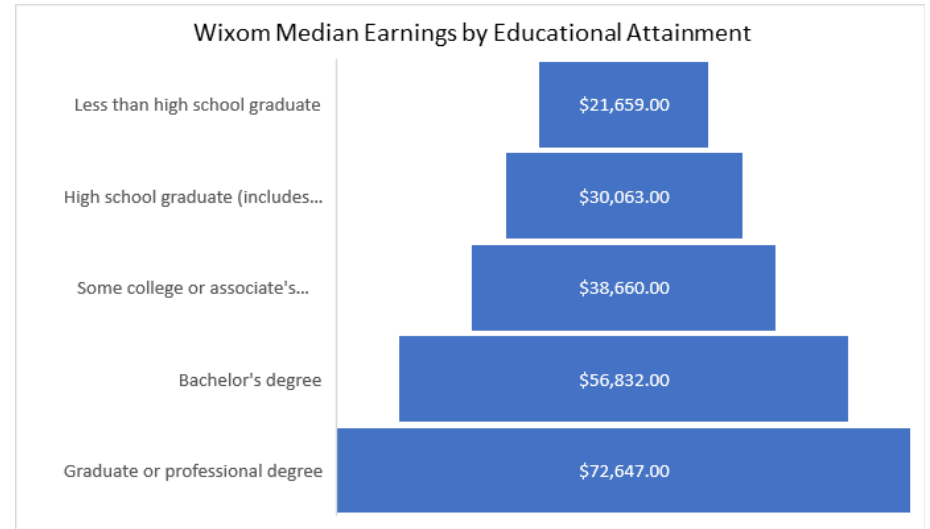
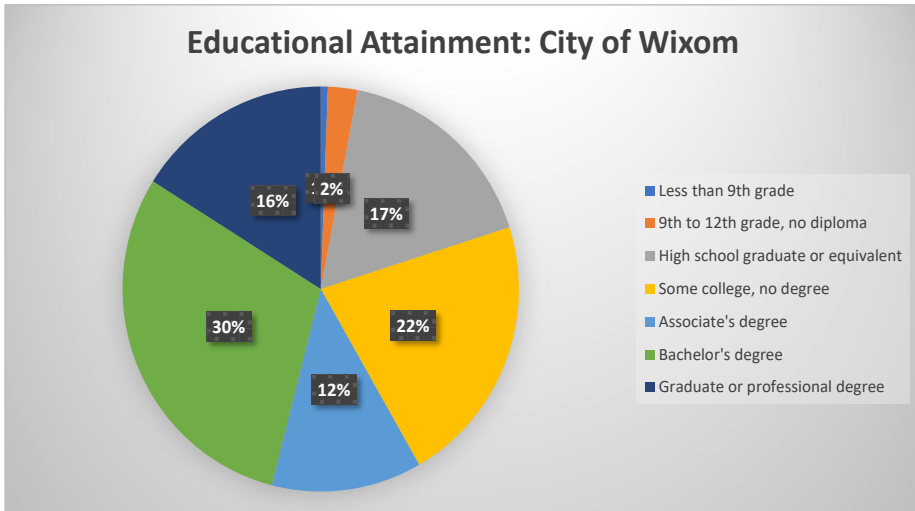
INCOME, EDUCATION & EMPLOYMENT

The median household income of the City of Wixom is \$58,886 annually. When compared

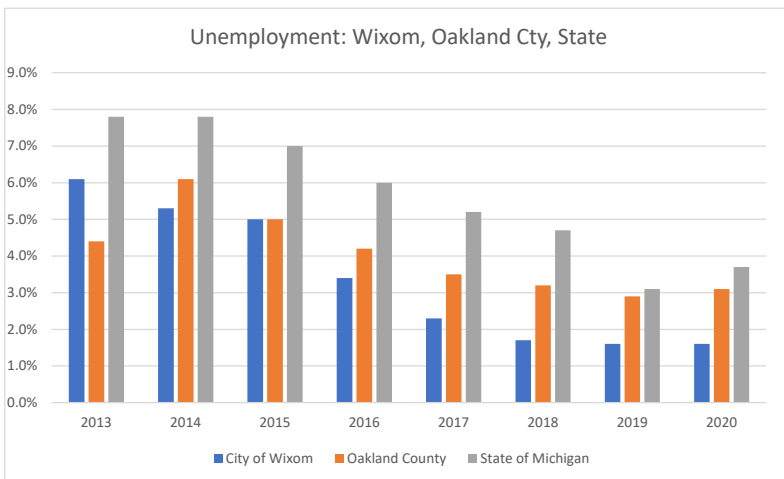


to the median household income for Oakland County (\$81,587), Wixom is lower but primarily in line with most of the areas surrounding communities. Wixom's median income is also slightly lower than the State of Michigan median household income at \$59,234, however, significantly exceeds the State of Michigan (\$75,470) for median family income which is \$100,746. This indicates that families that tend to have higher incomes and levels of education are choosing to live in Wixom.

58 percent of Wixom residents have either an associate's, bachelor's and/or graduate degree, and 80% of residents have some college, associate's, bachelor's and/or graduate degree. To compare with the State of Michigan, the eligible population of people with an associate's, bachelor's and/or graduate degree is 40%, and when adding in those with some college, it's 63% of the eligible population statewide. The average income levels for the population over age 25 are displayed the figure below with graduate degrees or higher earning \$72,647 annually on average, bachelor's degree holders earn an average of



\$56,832 annually, \$38,660 annually for some college or associates degree, \$30,063 for those with a high school diploma, and \$21,659 for those with less than a high school diploma.



Wixom's unemployment rate for 2020 is 1.6%, which is lower than Oakland County at 3.1% and the State of Michigan at 3.7%. This is an indication that the demand for labor in the City of Wixom is high, which is also the case on a nationwide level. High labor demand is an indicator that leads to rising wages.

THE CITY OF WIXOM'S UNEMPLOYMENT RATE IS LOW AT 1.6%

INDUSTRY & ESTABLISHMENTS

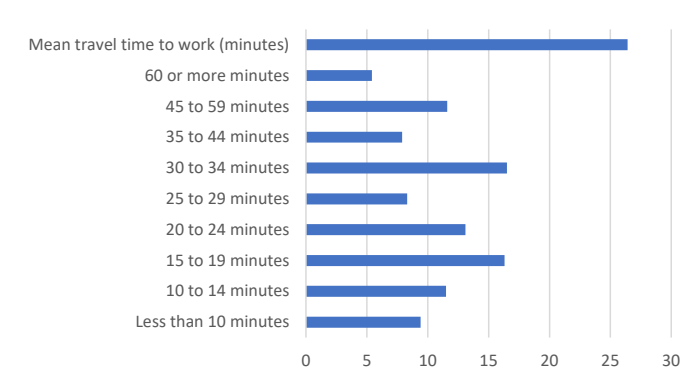
The Industry of Employed Workers Tables below display residents of Wixom and what industry they are employed in, and captures full time, year-round employees who are aged 16 years and older. It indicates which industries Wixom’s residents find employment, but is not indicative of the industries actually located within the City. Wixom has 8,651 full- and part-time workers who are aged 16 and older, indicating 2,894 Wixom residents work on a part-time or seasonal basis.

A notable statistic is the number of employees working within and commuting to Wixom, which is 18,535 people based on data from Michigan Economic Development Corporation (MEDC) and GIS Planning.

This statistic tells us that Wixom is a draw for residents of neighboring communities commuting to Wixom for work. When taken as a whole while considering the data in the two Industry of Employed Workers charts, the picture of Wixom’s workforce, industry, and commerce starts to form. Another part of the data that helps formulate Wixom’s economic landscape is average commute time for residents, which is 26 minutes.

INDUSTRY OF EMPLOYED WORKERS (US Census 2020 Estimates)	
Full-time, year-round civilian employed population 16 years and over	5757
Agriculture, forestry, fishing and hunting, and mining:	19
Agriculture, forestry, fishing and hunting	12
Mining, quarrying, and oil and gas extraction	7
Construction	164
Manufacturing	1328
Wholesale trade	91
Retail trade	731
Transportation and warehousing, and utilities:	330
Transportation and warehousing	306
Utilities	24
Information	115
Finance and insurance, and real estate and rental and leasing:	458
Finance and insurance	392
Real estate and rental and leasing	66
Professional, scientific, and management, and administrative and waste management services:	880
Professional, scientific, and technical services	582
Management of companies and enterprises	12
Administrative and support and waste management services	286
Educational services, and health care and social assistance:	1013
Educational services	226
Health care and social assistance	787
Arts, entertainment, and recreation, and accommodation and food services:	274
Arts, entertainment, and recreation	20
Accommodation and food services	254
Other services, except public administration	172
Public administration	182

INDUSTRY FOR THE CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER, FULL-TIME, PART-TIME, SEASONAL (US CENSUS)	
Civilian employed population 16 years and over	8651
Agriculture, forestry, fishing and hunting, and mining:	23
Agriculture, forestry, fishing and hunting	16
Mining, quarrying, and oil and gas extraction	7
Construction	196
Manufacturing	1516
Wholesale trade	132
Retail trade	1376
Transportation and warehousing, and utilities:	431
Transportation and warehousing	407
Utilities	24
Information	139
Finance and insurance, and real estate and rental and leasing:	613
Finance and insurance	526
Real estate and rental and leasing	87
Professional, scientific, and management, and administrative and waste management services:	1241
Professional, scientific, and technical services	883
Management of companies and enterprises	12
Administrative and support and waste management services	346
Educational services, and health care and social assistance:	1733
Educational services	549
Health care and social assistance	1184
Arts, entertainment, and recreation, and accommodation and food services:	605
Arts, entertainment, and recreation	54
Accommodation and food services	551
Other services, except public administration	396
Public administration	250

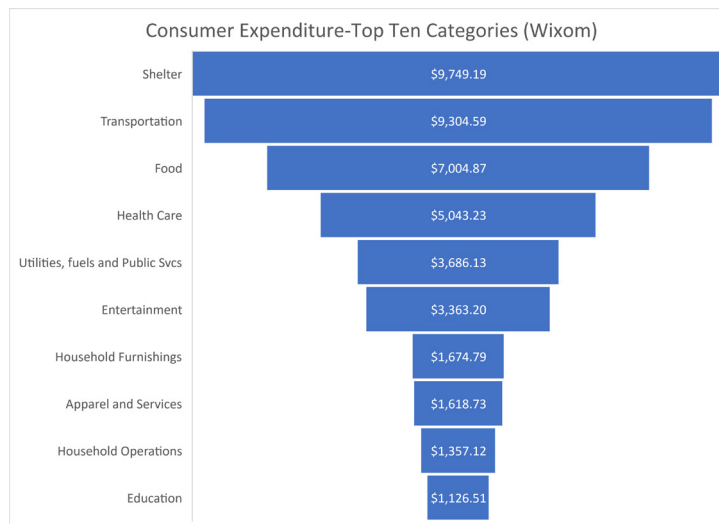


03.

Consumer Expenditure, Retail Potential & Major industries

Similar to the rest of the nation, consumer expenditure top categories include shelter, transportation, food, health care, utilities/fuels/public services, entertainment, household furnishings, apparel and services, household operations and education. When looking to attract new retail, entertainment, dining and recreational opportunities, it is important to also understand how much income is available in the community for those attractions as shown in the table below.

The City of Wixom has a unique position in the retail and commercial sector with the location of the former Ford Assembly Plant redevelopment to retail and mixed-use applications, and the businesses based in the downtown area. Taken from a broad perspective, it's important to keep in mind that retail opportunities in neighboring Novi and Milford also service Wixom residents and the wider Oakland County region, with retail in Novi being a draw for multiple counties in southeast Michigan.



City of Wixom Retail Potential 2023 *	Avg \$/Hshld	Potential \$/Hshld
Personal Care Stores	\$52	\$413
Gasoline Stations without Convenience Stores	\$2,679	\$21,191
Men's Clothing Stores	\$41	\$326
Women's Clothing Stores	\$177	\$1,404
Childrens' and Infant's Clothing Stores	\$77	\$611
Family Clothing Stores	\$474	\$3,757
Clothing Accessory Stores	\$38	\$304
Other Apparel Stores	\$57	\$458
Shoe Stores	\$194	\$1,541
Jewelry Stores	\$94	\$747
Sporting Goods Stores	\$237	\$1,879
Hobby, Toy, and Game Stores	\$68	\$544
Book Stores	\$87	\$690
Department Stores	\$948	\$7,503
Warehouse Superstores	\$2,340	\$18,510
Other General Merchandise Stores	\$356	\$2,823
Pet and Pet Supply Stores	\$200	\$1,586
Other Miscellaneous Retail Stores	\$88	\$698
Mail Order and Catalog Stores	\$1,399	\$11,071
Fuel Dealers	\$135	\$1,069
Other Direct Selling Establishments	\$106	\$845
Hotels and Other Travel Accommodations	\$178	\$1,414
Full Service Restaurants	\$1,903	\$15,059
Limited Service Restaurants	\$884	\$6,996
Special Food Services and Catering	\$282	\$2,234
Drinking Places	\$81	\$647



However, downtown Wixom retail locations service residents who live close to downtown, especially the Wixom Village Center Area, offering residents a small-scale urban experience that many millennials and younger generations prefer. Business and retail locations approximate to the expressway services needs of commuters coming into the City for work and other individuals traveling on I-96. The table indicates retail potential categories for the City of Wixom forecasted for 2023, with a column showing an existing average spend per household, and a column indicating what the potential spend per household could be.

** Data for reference only, provided for Michigan Economic Development Corporation by GIS Planning.*

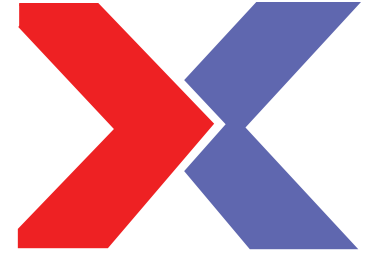
MAJOR INDUSTRIES IN THE CITY OF WIXOM

According to data from the MEDC, the following is a list of the City of Wixom's major industries per the North American Industry Classification System (NAICS) codes:

- General Construction
- Heavy Construction
- Metals Fabrication
- Machinery and Equipment Manufacturing
- Computers and Electronics
- Durables Wholesale
- Non Durables Wholesale
- Motor Vehicle and Parts Dealers
- Building Materials, Hardware and Garden
- Food and Beverage Stores
- Miscellaneous Store Retailers
- Banking
- Insurance Carriers
- Real Estate



- Agricultural and Engineering
- Specialized Design
- Computer Systems Design
- Management/Scientific/Technical Consulting
- Advertising and Public Relations
- Administrative and Support
- Other Health Practitioners
- Repair and Maintenance Services
- Personal Care Services
- Religious/Civic/Professional Organizations



04.

SWOT Analysis

On April 28, 2022, the City of Wixom convened a committee consisting of local business owners, the DDA, members of City Council and members of the community to complete a SWOT analysis as a way of obtaining perceptions of the City's strengths, weaknesses, opportunities, and threats. The intent of the sessions was to gain insight, but more importantly, to establish a community identity and understand how the City fits into the larger region.

STRENGTHS

The business community experiences a high level of support from the City and its active DDA, and building development is looked upon as favorable from the City staff. Locations where businesses can build are shovel-ready with roads and utilities available, and the City has a "shovel-ready" approach when it comes to supporting new and expanded businesses in Wixom.

There is a range of business types that locate here, including retail, manufacturing, technology, construction, distribution, and warehousing. City services like plowing and police/fire safety are robust. The location of the community off Interstate 96, a main highway that runs east and west, offers a high level of connectivity and easy access to Detroit Metropolitan Airport located approximately 30 miles southeast. Plus, high-traffic roads like Wixom Road connect the community to higher economic activity.

The Michigan Airline Trail system runs through Wixom close to its downtown, Walled Lake, and Commerce Township. Wixom has a lower cost of living than neighboring communities, access to lakes, a good school district and a small-town feel with urban qualities and conveniences. Its population increased almost 30% since 2010. Downtown Wixom has a social district called "The Junction," which is popular during the spring, summer, and fall months. Wixom is proximate to high-quality technical schools and universities within Oakland County.

WEAKNESSES

Some weaknesses for the City include some retail vacancies and some vacant land downtown. It was also noted that Wixom Road's infrastructure could be improved.

Tension exists in the community about new development and formats for housing, as the younger population wants higher-density residential or mixed use near the downtown, and others want more traditional single family residences. The messaging around that growth is unclear, and more promotion about future visions and planning could be activated. The perception exists that Wixom is still a car factory town due to the former Ford Assembly Plant, and the City would like to change the reputation to reflect the vibrant, pedestrian-friendly downtown and "small town" type of community. Community engagement is not as strong as it could be, and to put it another way, there is an opportunity for the City to consider creative ways to foster more community engagement. The competition for residents between Wixom, Walled Lake and Northville is strong, and Wixom's reputation of being a legacy of industrial uses is a weakness for drawing in new residents.

OPPORTUNITIES

With the right perspective, weaknesses are also opportunities for improvement. There are number of opportunities for potential growth within the City. With the recent population growth, there is opportunity for additional retail in the downtown area, and at this time, businesses could still "get in on the ground floor" as lease rates are lower than neighboring communities like Ann Arbor, especially for unique restaurants and breweries. Residents and visitors can move from a downtown community to natural areas with lakes within minutes, which could attract those who desire that type of lifestyle. The need to balance the industrial image with attracting workforce and new residents exists. Wixom could take inspiration from the City of Rochester, who successfully evolved from an industrial town to what it is today.

- The City could do more to market itself to research and development and technical industries for future economic growth and to offer job opportunities that garner higher wages than the current median income. By focusing efforts on diversifying the local economy, the City could have an increased level of self-protection during future economic downturns.

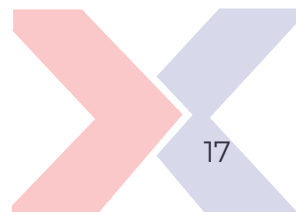
- Between 2007 and 2012, the City had a business retention program called business assistance teams, that included a listening tour. An opportunity exists to re-ignite that program, and possibly expand it to have “meet the buyer” events and business counseling events.
- An opportunity exists with Oakland School Technical Campus and their high-end IT and culinary arts programs. The City could do a better job partnering with the school to help connect students with existing companies, and thereby improving the workforce development opportunities for both graduates and employers.
- Infrastructure opportunities for road improvements includes the Beck Road area from 8 Mile to Pontiac Trail. An opportunity also exists for a more aesthetically pleasing and transitional space between Wixom Road and the downtown.
- The commercial recreation business locations like indoor basketball and soccer bring in a fair number of visitors, and opportunities to promote the City to potential residents and business owners exists in this space. Additionally, an opportunity exists to showcase the businesses that are located in the stretch between Total Sports and I-96.

Specific areas for development within the City that are vacant or available include:

- 70 acres of land at Beck and I-96 off Alpha Drive
- 70 acres behind Ford Assembly Plant
- 20 acres in Assembly Park
- 3-4 acres adjacent to the Michigan Airline Trail, Phase 2—Renton Redevelopment Area

THREATS

The threats or challenges that a community faces are typically defined and shaped by neighboring communities that can, in some instances, be considered competitors for businesses and residents. In Wixom’s case, neighboring Lyon Township has more space for larger businesses and development, and has more capacity than Wixom. Neighboring Milford Township has less expensive land for residential development, taxes are lower, but home prices compare to Wixom’s. The community’s lack of high-density residential formats will eventually lead to potential loss of future population due to the housing mismatch. On the other hand, if the City decides to move forward with apartments and



high-density residential formats, traffic will increase. The rail line that runs through downtown is a component of the traffic issue that will need to be considered.

Within the City of Wixom, the industrial land is nearly 80% built out, but access to utilities for industrial purposes is more available and robust than in neighboring communities. The City and surrounding areas are home to tier two and three automotive companies, and when growth in that sector occurs, the companies tend to recruit from each other for skilled labor. In the same vein, automation is seen as a threat to the current business makeup, which could lead to a decrease in available jobs.

Another threat to long-term growth is a lack of vision for prime property downtown that is not currently owned by the City, which could be repurposed to offer space for additional retail or commercial occupants to draw more visitors and residents.

05.

City of Wixom Master Plan

The City of Wixom recently adopted a new Master Plan in August of 2020. The plan was focused on recognizing the existing community character for both residents and businesses and also recognizing accelerated growth in the community with the development of the Village Center Area as well as the redevelopment of the former Ford Assembly Site into a retail and logistics hub for the region.

Within the plan, several chapters highlight opportunities for redevelopment and have implementation strategies that support continued economic growth within the community. These chapters and specific goals and objectives are as follows;

- 1. Community Resources Goal** - To continue to provide the quality of life that Wixom residents have come to expect by offering public facilities, resources, and services that meet current and future demands.
 - Protect the history of Wixom through the preservation and enhancement of historical resources.
 - Allocate ample funding for continued maintenance to City infrastructure such as roads, sewer lines, and water lines and continue to monitor the capacity of these facilities in accordance with future development patterns.
 - Promote community involvement and awareness.
 - Update and improve community facilities consistent with technological advancements.
 - Encourage integration of natural features such as woodlands and wetlands into site development as aesthetic and functional features while protecting the quality of the features through the site plan review process.
 - Regulate development impacts on woodlands and wetlands.
 - Promote continued use and re-use of public facilities and publicly-owned land as designated on the future land use plan to ensure continued provision of public facilities, services, and resources.
- 2. Business Areas Goal** - To provide for a suitable amount of business development that will offer goods and services, increased employment opportunities, and a sustainable tax base to support the desired facilities and services in Wixom. Specifically, the City strives to:

- Refine ordinance language related to Local Business development to ensure that allowable uses are limited to small scale operations serving nearby neighborhoods, and that building and site design reflect a residential character.
- Update requirements for Community Businesses to allow development that is auto-oriented, serves the greater population, and includes design requirements to minimize negative impacts through building, landscaping, lighting, parking, and access management standards.
- Promote opportunities for Freeway Service development at the Wixom Road and Beck Road interchanges with I-96 to assist in serving travelers along the expressway and attract businesses that aptly reflect the image of the community in its prominent entryway location.
- Continue to support a transitional business area between industrial development and other land uses with the Industrial Research Office land use designation. This allows for predominantly office and research-oriented businesses with less impact on commercial and residential areas. These uses are held to a higher standard of design than other industrial areas.
- Create zoning districts and/or overlays to encourage innovative development and redevelopment of vacant buildings and sites to enhance the employment and tax base in the City.
- Isolate Heavy Industrial uses to a confined area in the City where there will be little or no impact on residential and commercial areas. Include necessary screening and other requirements that will assist in minimizing potential off-site impacts from intense operations and activities.

3. Village Center Area Goal - To continue to provide the quality of life that Wixom residents have come to expect by offering public facilities, resources, and services that meet current and future demands. Specifically, the City strives to:

- Promote different types of housing including traditional single family on the periphery, townhouses and attached units closer to the business areas, and condominiums and apartments over offices and retail in the heart of the Village Center Area.
- Promote uses in the Village Center Area that will provide a successful and active gathering place in the community such as parks, City facilities, retail shopping, and restaurants.
- Support development of vacant and underutilized properties in a cohesive manner.

- Provide new housing opportunities for the employees working in companies throughout Wixom and western Oakland County.
- Develop a comprehensive non-motorized pathway system and links to buildings that ensure pedestrian orientation and comfort.
- Support business retention, recruitment efforts, and promotions that are specifically tailored to the business environment intended in the Village Center Area.
- Extend traditional design concepts beyond areas of the Village Center Area that were included in the original VCA Master Plan.
- Incorporate Redevelopment Ready Best Practices into future development opportunities in the VCA.

06.

Regional Context

The City of Wixom is ideally located in the center of a thriving regional economic hub both along the I-96 corridor as well as Oakland County and Southeast Michigan. Wixom is also a highly desired location within the region, once as a home for a major vehicle assembly facility and its suppliers, but now as a manufacturing and engineering hub for new technologies and advanced manufacturing.

Additionally, Wixom will now be the home for over one million square feet of new logistics and transportation facilities as the remainder of the former Ford Assembly Site is nearing completion of its redevelopment.

Given Wixom's strategic location in the region along with its manufacturing supply chain assets, it is in an ideal position to support the goals, policies and implementation priorities identified in the Regional Economic Development Strategy entitled "*Increasing Shared Prosperity for a Resilient Economy: Comprehensive Economic Development Strategy (CEDS)*" was prepared by the Southeast Michigan Council of Governments (SEMCOG) and the Metropolitan Affairs Coalition (MAC) for the region including the counties of St. Clair, Macomb, Oakland, Livingston, Washtenaw, Wayne, and Monroe. The CEDS was adopted in April of 2021.

The CEDS priorities are identified in the above graphic, and the vision for the region is that all people in Southeast Michigan benefit from a connected, thriving region of small towns, dynamic urban centers, active waterfronts, diverse neighborhoods, premier educational institutions, and abundant agricultural, recreational, and natural areas. For this to happen, the following must be available:

- Unique places that offer various housing choices for a large and diverse population
- An educated and trained workforce that supports a multi-sector economy and provides opportunities for all



- Healthy and clean lakes, streams, and air, as well as a connected system of trails, parks, and natural areas that support recreational and cultural amenities
- Safe, efficient, and coordinated infrastructure systems that embrace advances in technology and focus on access for all
- Effective local government and engaged citizenry.

OAKLAND COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN

In 2020, Oakland County adopted a Comprehensive Economic Development Strategic Plan identifying three pillars that are key to strengthening and expanding economic development opportunities within the county. The three pillars are identified in the image below.



BUSINESS VITALITY AND DIVERSIFICATION

Strengthen Oakland County's economic resiliency by supporting the success of existing businesses while also diversifying the County's economic base.



COMMUNITY DEVELOPMENT AND PLANNING

Leverage the County's natural resources, diverse communities, and range of amenities to make Oakland County a vibrant destination for people and businesses to thrive.



TALENT DEVELOPMENT AND ATTRACTION

Engage in regional talent development, retention, and attraction efforts to grow and sustain a healthy workforce supporting the County's vital industries.

These pillars are the guiding principle for how the Oakland County Economic Development and Business Development team implements their economic development programs and services throughout the county.

The City of Wixom is aligned with a number of policy positions and action strategies identified in both the SEMCOG Regional Plan as well as the Oakland County Strategic Plan. Specific areas of alignment include industry diversification, creating great communities through placemaking and downtown development efforts as well as enhancing and promoting key natural amenities such as the Airline Trail in Wixom. Additional alignment is found in each plan identifying the need to provide more resources for small business and entrepreneurial support and development.

07.

Business Development & Retention

According to the Bureau of Labor Statistics for 2019, 73% of existing establishments were net job generators. The economic development strategy and marketing plan must include a focus on the retention and expansion of existing businesses. The actions and strategies involved in supporting business retention and expansion will drive future growth.

The key messages that existing businesses must hear are similar to the messages outlined for other target audiences above; as they emphasize the key assets of the community that are of interest to existing businesses and business prospects. Specifically, Wixom should be targeting:

- Businesses with connections to other businesses located in Wixom, such as suppliers or buyers
- Home-grown business start-ups and entrepreneurs
- Companies looking for a strategic location as Wixom offers

ACCORDING TO THE BUREAU OF LABOR STATISTICS FOR 2019, 73% OF EXISTING ESTABLISHMENTS WERE NET JOB GENERATORS.

BUSINESS RETENTION & EXPANSION STRATEGIES

1. Formalize a plan and optimize existing resources for retention visits: The City could benefit from enacting a strategy to schedule and execute retention visits for existing businesses, resulting in better long-term outcomes for business retention and expansion in Wixom. Specifically, the City could better utilize existing resources provided by the MEDC Business Development Manager, the Oakland County Economic Development Retention/Expansion staff, the Oakland County Main Street program, and DDA board members to assist with the administration and operation of retention visits.

2. Bring fact sheets and brochures on retention visits that contain up-to-date data economic demographic data, key messages, and testimonials. The main factors that retailers take into consideration when making a location decision are: number of households, average disposable income, market growth trends, and presence and proximity of other retail businesses.

3. Request information about funding support on developers/investor's behalf for brownfield, environmental assessments and related pre-development categorizations from MEDC and Oakland County Economic Development.
4. Continue to establish a roster of local notable real estate agents and host meetings with this group to gain insight into local property trends and real estate opportunities.
5. Outreach/Content strategies: identify existing retail and commercial companies looking to franchise to initiate engagement strategies and invite them on virtual tours/meetings to present opportunities to corporate decision makers—this is an ongoing strategy that incorporates regular outreach and communication.
6. Maintaining a business and building database: the database should include information that is updated on a consistent basis as a tool that would allow the City to maintain knowledge and information about the existing businesses in the community.
 - a) Data points could include: Business name, property address, local contact email, available (on or off market), business location (basement, floor level), year established, number of employees on payroll who reside in the City, number of full-time positions, number of part-time positions, business hours, estimated annual sales, rent per month, size (sq ft), owner name, owner contact, and notes.

08.

Fostering Entrepreneurship & Small Business Development

To ensure continued growth and prosperity, Wixom must ensure that small businesses are being created, and that new businesses have optimal opportunities for success. This will generate new jobs and additional earned income tax revenues for the City and can build a business base that is less dependent on a small number of large companies. For entrepreneurs to flourish, a variety of supports and resources are needed. Promoting an entrepreneurial culture should be a goal of the economic development team.

Entrepreneurs are inherently risk-takers who marshal their own and others' resources to create products and services and often create new jobs. Many communities and governmental agencies have developed support platforms to assist entrepreneurs with financial and knowledge resources. Wixom and its partner organizations should consider the benefits of adopting a strategy of "economic gardening." Economic gardening is a philosophy based upon the growing body of research that indicates that most new jobs are produced by small local companies. Economic gardening emphasizes entrepreneurship and small business assistance for new development, rather than recruitment. Locally grown businesses are thought to have more emotional investment and loyalty to a community than recruited businesses do. Economic gardening focuses on the assets already in a community and provides assistance to local business developers.

Growing, developing, and supporting local or regionally based entrepreneurs is an important avenue to expand the community's economic footprint. By incorporating the existing platforms online, in print, and in person, the City can focus efforts to provide the necessary support to future and existing entrepreneurs.

- Build a webpage on the website that outlines the steps to starting a small business. Include fact sheets, testimonials of existing business owners, and resource links to partnering organizations.

- Consider opening a co-working space in the City that offers start-up support through programming, networking, resources, training, etc. More information about a similar program in [Newaygo can be reviewed here](#).
- Expand/build partnerships with regional colleges and vocational/tech schools.
- Sponsor/support career day events and workshops.
- Host student networking functions in partnership with the chamber.
- Develop an entrepreneurial mentorship program that connects existing long-term business owners with new entrepreneurs (new grads) to drive the new business support network.
- Enable the DDA to provide necessary resources to entrepreneurs and small businesses to help them grow. As an example, the Ferndale DDA has a number of business assistance programs, including “business consultations,” in which business development support professionals make onsite interviews with participating business owners to provide consultation services and recommend strategies to increase foot traffic, give tips on developing a business plan, and advise on marketing and branding initiatives.
- Promote entrepreneurship and small business development programs and resources provided by partner organizations via social media, press releases, email communications, and signage/flyers in community posting locations.

IMPLEMENTATION PLAN & ACTIONS

GOAL: SUPPORT AND RETAIN EXISTING BUSINESSES

	Action Items	Example Activities	Responsible/ Involved Parties	Timeframe	Budget
Support and Retain Existing Businesses	Request information about funding support on developers/ investor's behalf for brownfield, environmental assessments, and related pre-development categorizations from MEDC, Oakland County Economic Development	As projects/opportunities arise	City staff, MEDC, OCEDCA	Ongoing	
	Continue to identify workforce development trends based on employer feedback and other agencies such as Michigan Works, Community Colleges, Universities and Economic Development Organizations to ensure workforce support is available for local companies	Via individual business retention visits and regular partner meetings	City staff, MEDC, OCEDCA	Ongoing	
	Continue to work with the Oakland Schools Technical Campus and identify opportunities to connect the school and its resources to local employers in the community. Highlight the OSTC to companies looking to locate or expand in the City of Wixom	-Meet with OSTC staff to establish mutual goals and partnership opportunities -Coordinate the development and distribution of opportunities to local businesses through various communication tools and retention visits	City staff, Oakland Schools, OCEDCA	Ongoing	
	Continue to maintain a roster of local notable real estate agents and host meetings with this group to gain insight into local property trends and real estate opportunities	-Evaluate real estate agent list and regularly review online property listings to keep track of key players -Regularly connect with key real estate partners -Consider the implementation of a regional commercial real estate event in Wixom and/ or Lakes Area	City staff, Real Estate Brokers	Ongoing	
	Build relationships with existing banks and Small Business Association (SBA) to assist existing businesses with expansion efforts	-Evaluate local financier organizations list and funding products to keep track of key players and opportunities -Regularly connect with key partners -Consider the implementation of a regional commercial business financing event in Wixom and/or Lakes Area	City staff, Real Estate Brokers, Local Financial Institutions, SBA	1-3 years and ongoing	

Community Marketing & Branding

OVERVIEW

A community marketing strategy outlines deliberate steps to promote a community and communicate its economic assets and positive community attributes. It shows how the community intends to take control over its perception and leaves less to chance. Rather than hoping that word gets out, or that somehow the community will be discovered, an economic development marketing strategy identifies steps to highlight opportunity and community assets. Without a strategy, communities would be at a competitive disadvantage because:

- Other municipalities who understand the power of marketing are fine tuning efforts to draw distinction between their community and others. This can further widen the gap in perceptions about desirable communities.
- Positive attention to development opportunities, progress toward economic development goals, or other image-enhancing tactics would be more happenstance than intentional and deliberate.
- The community would continue to be defined by past experiences and inaccurate stereotypes.
- Without an understood position in the wider region, the area struggles to be defined or stand out.

The emphasis of this marketing plan is about rethinking how the City of Wixom can express its identity, uniqueness, and brand values more deliberately. It also draws attention to how Wixom can take steps to manage and develop its brand to add strength. It is also worth noting that these goals are not intended to be met in a few weeks, a month, or even a year. Commitment to the goals and objectives and intentionally communicating the key messages across all community stakeholders is imperative to reap maximum rewards in the City's development.

This Marketing & Branding Strategy is necessary to complete the requirements of RRC Best Practice 5.3. Overall, Wixom has a substantial number of marketing efforts already underway. It is recommended to continue existing marketing efforts and incorporate additional strategies outlined in this document.

COMMUNITY BACKGROUND

Our prime location allows convenient access to markets in Detroit, Canada, Ohio and three major airports within one hour of travel. Wixom offers one of the lowest tax rates in Oakland County and also has a Aa2 bond rating. Wixom is home to over 1,121 businesses in the 9 square miles within the City limits.

Wixom is uniquely positioned with safe, thriving neighborhoods and a wide variety of commercial, industrial, and retail spaces that make for a perfect mix of business and pleasure. Wixom is able to boast about top-rated public services including police, fire, library, public works, and senior activities. All of this is enhanced with beautiful business centers and neighborhoods, safety paths, parks and quality schools which will enrich the quality of life for businesses and employees. Many of the 17,185 residents (2020 Census) live and work within Wixom.

WHAT IS COMMUNITY BRANDING?

Branding is both an overarching image and an underlying force that should determine the direction of any marketing or communications effort. In its simplest sense, it is “who you are” as a region or organization and what sets you apart from your competitors. You don’t control the position your brand occupies—your “customers” do. That’s why it’s important to first determine how your target audience (CEOs, investors, site selectors, community members, etc.) perceives your region to help determine your brand strengths and areas for improvement. This research should help to determine your “brand promise” or “value proposition”—an authentic statement of what sets your region apart and what your region uniquely brings to the table for your target audience. This should then inform your branding efforts and, more broadly, all subsequent marketing activities.

AUDIT OF EXISTING MARKETING/BRANDING INITIATIVES

The City of Wixom successfully uses a variety of marketing and communication channels and tactics to reach prime target audiences. These include their official City website, e-newsletters on a variety of topics, and social media.

EXISTING SOCIAL MEDIA

The City of Wixom maintains a healthy social media footprint with accounts on the official Facebook page with 3.4k followers, Twitter, Instagram, LinkedIn with 203 followers (no posts as of this writing), and YouTube.

COMMUNICATIONS

The City disseminates a monthly Wixom Business News e-newsletter to businesses that have provided contact information through the business licensing program (approximately 1,200 names). The content consists of relevant and helpful business information, including programming and events hosted by local and regional economic development partners. This has helped the City build relationships with Automation Alley, the Michigan Manufacturing Technical Center, the Small Business Development Center (SBDC), and Michigan Venture Capital Association.

RECOMMENDATION:

Solicit content from and nurture a relationship with the Schoolcraft College Procurement Technical Assistance Center (PTAC) to expand content categories for the newsletter and provide additional resources to local businesses who may be interested in government contracting.

ADVERTISING

The City runs print advertisements in the Lakes Area Chamber of Commerce publication and Oakland County Prosper.

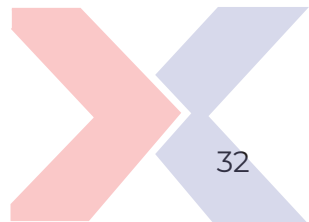
STRATEGY

In 2014, the City adopted an Economic Development Strategy, parts of which are updated herein.

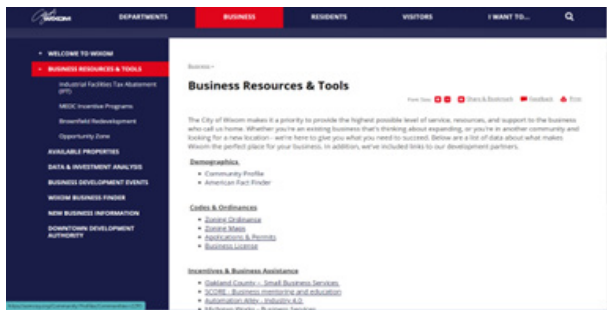
WEBSITE

The official website is up-to-date, robust with content and resources for businesses, residents, and visitors. The site provides a healthy amount of information, including links to recreation, events, a video tour of the community is featured on the Business homepage, and the following resource categories are linked to additional landing pages:

- Available Properties
- Data & Investment Analysis
- Business Development Events
- Wixom Business Finder
- New Business Information

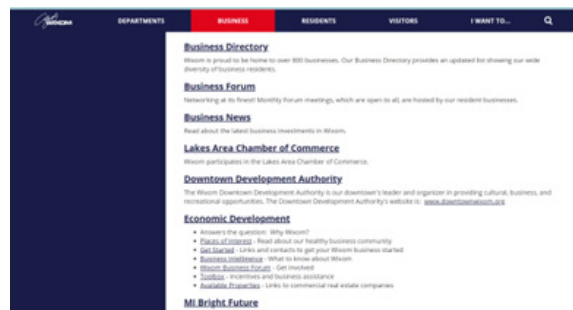
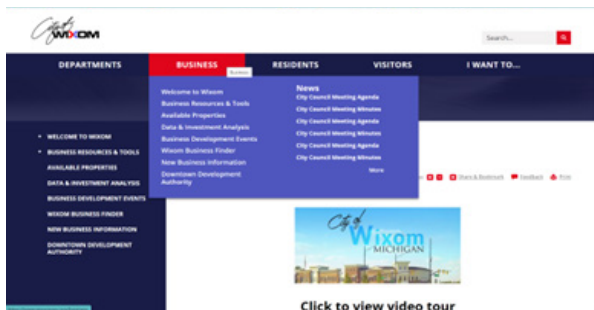


Key messages about Wixom's economic development points of pride and benefits to working with the City are described well on the main economic development page. A new business packet contains information on locating your business in Wixom including codes and instructions on licensing. The Guide to Development contains information on the approval authorities, application Process, and review procedure. Overall, the City of Wixom is doing an excellent job meeting website best practices for the identified target audiences and community members.



RECOMMENDATION:

It is recommended to continue posting relevant content to the website and run a thorough test making sure all links are working properly. Some links led to “page not found” errors, like the community profile link on the Business Resources and Tools page, the link to a toolbox (<https://www.wixomgov.org/business>), a link to available commercial properties, and “Places of Interest” also located on that page.





BANNERS, DIRECTIONAL & GATEWAY SIGNAGE

Banners

Wixom maintains lamppost banners in the Village Center Area that are welcoming and contain the Wixom logo.

Directional and Gateway Signage

RECOMMENDATION:

As the Michigan Airline Trail nears completion, it is recommended to install directional signage indicating the direction to downtown commerce along the trail. The directional signage should be in alignment with the City's visual brand. Additionally, updating and modernizing gateway signage should be considered as a medium- to -long-term action item for the City. It is recommended to consult with a landscape design firm to redesign signage and would be best timed in conjunction with street maintenance and related infrastructure renovations.



10.

Identification of Wixom's Brand

Wixom's brand platform was informed through primary and secondary research methods. The 2014 economic development and branding strategy was reviewed along with other relevant plans and documents, a site tour was conducted, meetings took place with City officials, and a SWOT analysis completed with the steering committee. Additionally, insight was gained from the consulting team members that have been working as the ongoing planning team for Wixom for over 20 years.

WIXOM'S BRAND PLATFORM

The Brand Platform provides footing for the brand promise and all future brand actions and experiences. It is the foundation or engine of the brand. The components of the Brand Platform are described below.

Tangible Benefits: What are the credible physical and functional assets and features that are valued by customers?

What are the assets that describe what the community has or does best?

- City has a "shovel ready" attitude toward new business and development
- Available sites are primed for development; they are physically shovel ready
- Connectivity of Wixom to nearby markets
- Great school district
- Good price point for housing
- Walkability of Village Center Area
- Easy access to all utilities
- Accessible trail system (Michigan Airline Trail and others)
- Supportive of industry and development
- Diversity of businesses

- Strength of businesses
- Property available; specializing in 15-30k square foot range
- Land/Space to grow
- Downtown opportunities

Emotional Benefits: What are the positive feelings that people receive from the place?

- Small town feel with urban qualities
- Supportive to business community
- Thriving downtown
- Variety of housing options (acreage, traditional 1/3 acre lots, dense housing downtown)
- Strong sense of community, pride, comradery
- Family friendly
- Comfortable, cozy, charming
- Safe community
- Modern with a strong history
- “Lakes area” as a key factor
- Strong building design standards

Social Benefits: How do we want others to see us? What are our bragging rights?

- Great community raise a family
- Excellent and supportive community for business
- High level of community engagement for all age groups at Downtown events
- One of the lowest tax rates in the state in its population class
- Close to major highways
- Adjacent to open rural areas
- Variety of housing options and prices

Personality: The brand personality influences the brand’s “look and feel” or “tone and style.” It describes the brand in human terms.

- Ready to get to work
- Friendly
- Professional
- Successful
- Charming
- Mix between modern and traditional
- Versatile
- Active; importance of recreation
- Modern
- High standard of quality development
- Fulfilling

Brand Values: Fundamental principles the constituents live by and believe in. They are the values by which residents want their communities to grow and be shared with others. These brand values will be the foundation upon which the key messages for marketing and communication efforts will be crafted.

- Shovel ready
- Community support
- Business diverse
- Business friendly
- Family friendly
- High standards for design
- Highly-connected location, Accessible
- Sports and recreationally focused
- Diversity and Strength of Workforce
- Excellent Recreational & Natural Features



- Safety
- Community spirit and support

Brand Essence: The brand essence is the DNA from which the brand's narrative can evolve. It is the basic building block or glue that informs and holds together all brand experiences and messages. The brand essence may be summed up by saying "our brand is about being..." For Nashville, TN, it's "America's music City," and for Oshkosh, WI its "Wisconsin's event City." These are not taglines, although they can be. They are concise encapsulations of what the brands are about.

It was mentioned during the SWOT analysis that Wixom has a long-standing history with the railroad crossing and the recreational trail system, especially with regard to the current build-out of the Michigan Airline Trail.

Past brand essence statements for Wixom include:

- All trails lead to Wixom
- A Crossroads Community with Character
- Wixom is the New Frontier
- Wixom Stands Apart

ECONOMIC DEVELOPMENT BRAND

Currently, Wixom's DDA has adopted and is using the tagline "Experience Wixom" throughout their communications and alongside their visual brand or logo. In the effort to identify an economic development brand for the community, it's important to retain a synergy between the established brand elements if they accurately reflect the community and vision and to avoid confusion and maintain consistency. Considering the "Experience Wixom" tagline is currently in use and has external brand recognition, one strong option for a Wixom economic development brand essence message or tagline could work in coordination with the existing tagline. The critical element in this is to commit to one brand essence statement or tagline and remain consistent with it throughout your economic development communications and outreach.

**As ideas are considered ideas for economic development brand essence or tagline, consider the applications through communications and marketing tactics (website, brochures, signage, social media, direct mail, advertising, media relations).*

One of the City’s goals is to establish a strong economic development brand for the City. The action items associated with this will incorporate multiple media and channels, but the first step is to initiate an economic development campaign with a short, memorable tagline that appeals to the economic development target audiences supported by key messages communicated through various media.

ECONOMIC DEVELOPMENT TAGLINE CONCEPTS

Experience Here. Experience Success.

Experience Wixom, where businesses and livelihoods thrive.

Experience Wixom, the crossroads of work and play.

Experience Wixom—the intersection of opportunity and great living.

Success thrives here. Experience Wixom.



VISUAL BRAND

The City of Wixom has an established overarching City logo that is consistent throughout communication channels. The “X” in the name reflects and symbolizes the intersectionality and accessibility of the City and references the railroad crossing that runs through the central town area.

RECOMMENDATION:

Based on feedback from the Steering Committee members, it is recommended that the City evaluate the logo and determine if any changes are warranted. The consensus opinion is that the existing City logo is old and outdated, and was designed at a time when current-day applications didn’t exist. Going through the process of revising or refreshing the overarching City logo with a graphic design firm would have benefits beyond the outcome of a new logo. With the brand platform as a starting point, the logo redevelopment process would enable the City to pinpoint

the qualities that make Wixom unique in an effort to establish a lasting identity. Those elements would be creatively and artistically incorporated and reflected in a new visual brand/logo that would accurately reflect the City's unique position in the marketplace and Oakland County. Further, the committee emphasized the importance of the railroad that runs through the downtown area. It carries both historical and current-day significance for the City. If the City decides to move forward with a logo update, it is recommended to consider the tie-in to the railroad due to its history, connection, and the role it plays in Wixom's identity.

During the SWOT, it was stated that the cursive font in "The City Of" could stand to be updated to reflect a more modern approach. To provide a few visual concepts of the idea behind the recommendation, some design concepts have been created to get the City thinking about how a different font for "The City of" above the name "Wixom" could communicate a more modern and professional look and feel.

***It is important to note that these images are intended only to be a conceptual exercise to help activate the branding process but are not intended to serve as replacement options for the current logo.**

THE CITY OF
WIXOM

THE CITY OF
WIXOM

THE CITY OF
WIXOM

IMPLEMENTATION PLAN & ACTIONS

GOAL: ESTABLISH A STRONG AND COHESIVE ECONOMIC DEVELOPMENT BRAND FOR THE CITY

	Action Items	Example Activities	Responsible/ Involved Parties	Timeframe	Budget
Establish a strong and cohesive economic development brand for the City	Evaluate the overarching City logo and brand and determine if any changes are warranted	-Budget for project and/or establish working group to evaluate current logo and brand -Collect proposals from viable partners -Solicit public input -Update and formalize the Brand Guidelines -Adopt design and create an action plan for brand implementation focused on communications across departments, marketing channels, and external/public relations efforts	City staff, graphic designer	Within the year	
	Evaluate communication tools and create a training and communications policy to ensure message consistency across all departments, as well as strategic planning for external communications	-Establish current conditions and operating procedures for City operates communication tools, including social media platforms and website -Evaluate desired future outcomes, and methodologies for reaching those outcomes -Adopt social media policies and procedures and implement	City staff, marketing prof./ agency	Within the year	
	Evaluate need and cost for a regular marketing coordinator for the City and/ or DDA to assist with plan and content creation/distribution and platform management	Consider desired outcomes and workload, desired credentials, as well as funding opportunities, and estimated costs	City staff, DDA	1-3 years and ongoing	
	Initiate a branding campaign incorporating economic development tagline and key messages	Establish a content marketing strategy that includes media/public relations, physical and digital materials, as well as signage *See full strategy for detailed information*	City staff, marketing prof./ agency	Ongoing	
	Continue to work with partners (chamber of commerce, Oakland County Economic Development & Community Affairs) to consistently communicate and promote the benefits of investing in Wixom	-Evaluate current joint communication efforts -Meet with partner organizations to discuss cooperative economic development marketing -Develop and distribute promotional materials such as flyers, brochures, and priority redevelopment/occupancy opportunities	City staff, OCEDCA, MEDC, LACC	Ongoing	
	Continue to provide growth resources to entrepreneurs and small businesses in conjunction with the DDA and partner organizations	-Build a webpage on the website that outlines the steps to starting a small business -Expand/build partnerships with regional colleges and vocational/tech schools. -Sponsor/support career day events and workshops. -Host student networking functions in partnership with the chamber. -Continue to work with the DDA to share resources and information about partner events and opportunities for small businesses and entrepreneurs. -Explore the re-establishment of Business Assistance Teams (formerly done ~2009-2014) -Promote entrepreneurship and small business development programs and resources provided by partner organizations.	City staff, DDA, MEDC, LACC	Ongoing	

IMPLEMENTATION PLAN & ACTIONS

GOAL: ESTABLISH A MORE CONSISTENT AND VISIBLE PHYSICAL IDENTITY FOR WIXOM

	Action Items	Example Activities	Responsible/ Involved Parties	Timeframe	Budget
Establish a more consistent and visible physical identity for Wixom	Establish a physical gateway signage plan with assistance from a consulting firm, solicit public input, add gateway signage plan to capital improvements plan. Consider alongside Community Branding effort.	-Collect proposals from viable partners -Solicit public input -Adopt design and implementation plan -Budget for capital improvements and execute	City staff, DDA, landscape architect consultant	1-5 years	
	Install updated, high-quality gateway signage at major entry points into the City in accordance with Wixom's visual brand	-Coordinate with physical gateway signage plan development -Budget and implement	City staff, DDA, landscape architect, MDOT	1-5 years	
	Install updated wayfinding signs in downtown area in accordance with Wixom's visual brand	-Coordinate with physical gateway signage plan development -Budget and implement	City staff, DDA, landscape architect consultant	1-5 years	
	Continue to install lamppost banners with the "Experience Wixom" brand, maintain a set of seasonally-circulating banners designed in alignment with brand	-Coordinate with Community Services -Department to evaluate current banners -Evaluate opportunities to updated banners designs -Budget and implement	DDA, City staff	Ongoing	
	Work with the City Engineer, DPW, and Road Commission for Oakland County to improve the quality and capacity of primary transportation routes in the City such as Beck Road, Wixom Road, and opportunities for connector roads throughout the community	-Evaluate current traffic patterns and roadway conditions -Evaluate available funding via local, regional, and national sources -Implement via capital improvements plan and execute	City staff, City engineer, DPW and RCOC	1-5 years	
	Continue to seek high quality investors and projects to develop the VCA and focus efforts and development tools that enhance the Village Center Area/Downtowns development/redevelopment	-Evaluate market trends and local regulations to promote desired development trends -Evaluate privately held properties within -Downtown district and engage with property owners -Evaluate under utilized City-owned properties and opportunities for proactive redevelopment efforts -Assemble and pursue local, regional and national development incentives to promote desired developments	City staff, DDA, MEDC	Ongoing	
	Maintain strong development requirements for building aesthetics	-Evaluate current zone-specific design guidelines to ensure accuracy and consistency with desired outcomes -Evaluate current ordinance language to ensure alignment with design guidelines and desired outcomes	City staff, Planning Commission, City Council	Ongoing	

11.

Community Marketing: Who are we talking to?

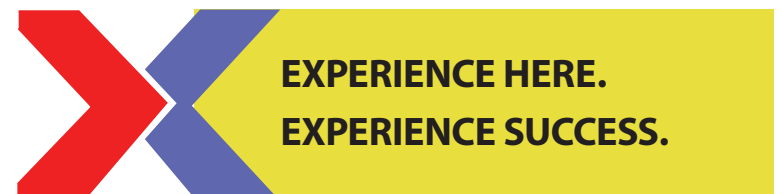
DEFINING OUR TARGET MARKETS

Identifying the marketing opportunities starts with first defining the target market segments with differentiated needs. There are many diverse individuals and groups who may be considered “customers” of the City, from investors, business owners, employees, visitors, residents, developers, the City Council, and community leaders. To ensure adequate focus on moving the City closer to its economic development vision of attracting new businesses, we identified these key audiences.

1. **Location advisors/site selectors/corporate executives.** Location advisors, also known as site selectors, are the executives within an organization or who work on behalf of an organization who are responsible for deciding where to locate next. Other c-level executives (CEOs, COOs, CFOs, etc.) would have significant influence in the decision as well. Case studies on successful business clusters indicate that this group is at the core of the target segment.

Based on Wixom’s major industry report showing existing industry sectors, and in alignment with Wixom’s goal to prioritize industrial diversification, marketing and communication efforts targeting this group should be focused on the following emerging industry clusters in the community:

- Retailers/Restaurateurs
- IT, Industrial & Commercial Machinery, Computer Equipment
- Insurance Agents, Brokers & Service
- Real Estate
- Business services



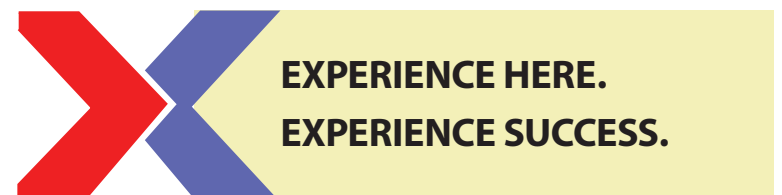
- Health services
- Engineering, Accounting, Research, Management & Related Services
- Robotics

2. **Developers, investors, entrepreneurs.** Similar to the above target market, developers, investors and entrepreneurs look at the same or similar data when making location decisions about their operations. Developers play a highly active role in economic development. A wide array of businesses have selected Wixom due to the location within Oakland county and the access to major expressways, rail, and air. The over 1,200 businesses that exist in Wixom Continuing to reach out to industry suppliers related to the City's major industries as well as residential developers will aid in maintaining industry growth and attracting new businesses.

3. **Existing businesses.** Existing businesses should not be under looked, as they account for over 70% of net job growth. C-level executives at existing businesses is also included in this list of target audiences. Continuing to reach out to industry suppliers and tangential businesses related to the City's major industries as well as developers will aid in maintaining industry growth and attracting new businesses. Great success can be achieved by communicating with existing employers, retaining the businesses already located in a community and encouraging them to grow.

4. **Regional Organizations and Community Partnerships.** Regional and intermediary organizations and public-private partnerships serve as catalysts and neutral meeting grounds to connect universities, the private sector, and the public sector. These organizations are or will be key partners and can provide Wixom access to a network on a much larger scale. Some examples of such organizations include, but are not limited to:

- Lakes Area Chamber of Commerce
- Advantage Oakland
- SBDC (Schoolcraft College Development Center; Jeffer Center)
- PTAC (Procurement Technical Assistance Center)
- Detroit Regional Partnership
- SEMCOG
- SEMCA



- MEDC
- Going PRO in Michigan
- Pure Michigan Talent Connect
- Michigan Manufacturing Technology Center
- Automation Alley
- Great Lakes Trade Adjustment Assistance Center (as a resource for businesses)

Secondary Audiences

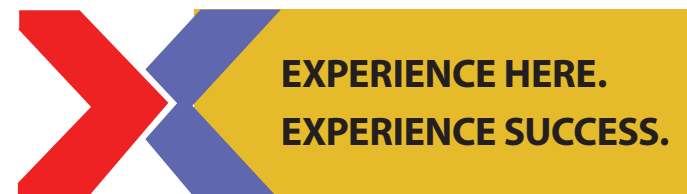
- Current residents
- Commuters into Wixom/Prospective residents
- Visitors
- Local and state-wide media outlets

TARGET AUDIENCE PERSONAS

Personas are fictional and visual portraits of the City's ideal customers. Personas enable the community to understand those customers better and makes it easier to tailor content to their specific interests, needs, behaviors, and concerns. Understanding personas allow the creation of a customer journey that recognizes different hot buttons and critical touch points. They can be developed through observations, formal research, interviews and by analyzing analytics gleaned from actual customers to create fresh insights and periodically to create each persona. They influence the tone, style and delivery strategies for your content and ability to identify content opportunities on specific topics.

RECOMMENDATION:

By creating and using personas, the City will be able to activate communications. More information and templates can be found here: <https://blog.hubspot.com/marketing/buyer-persona-research>

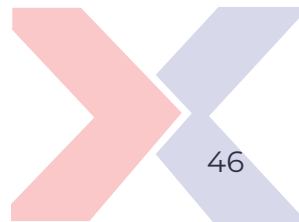


KEY ATTRIBUTES & KEY MESSAGES

Wixom's key attributes are the points of pride that make Wixom unique and that attract key target markets to the community. Those attributes help determine the key messages that communicate to the consumers and target audiences. Those messages are also an important tool in keeping your organization and its stakeholders unified in their communications. These should consist of the most distinctive and important claims that you can make about your region and should consider the value propositions and key brand elements. With these key messages as a guide, everything from social media presence to media interviews by key spokespeople should work to reinforce a singular brand through consistent and clear communication.

Community Marketing & Key Messages Chart

Segment	Primary Interests	Outreach Tools	Suggested Key Messages to Segment
Location advisors/site selectors/corporate executives (with site influence), existing businesses	<ul style="list-style-type: none"> • Available and skilled workforce • Accessibility and location • Reducing risk, credible and trustworthy sources • Incentives and taxes • Predictable permitting process 	<ul style="list-style-type: none"> • Meetings at industry events • Website/social media • Partnerships and industry networks • Industry press • Briefings/tours • Social media • Info sheets/brochures 	<ul style="list-style-type: none"> • Wixom is the connection hub of Oakland County accessible via rail, air, interstate, and trails • Wixom is known for its strong and supportive relationships with the business community and our streamlined approval process; we are shovel ready • Wixom's labor participation rate is high at 78% compared with 66% in Oakland County • We offer a variety of available properties and incentives • We are among the most affordable cities in Oakland County • Wixom has it all--our residents have everything they need for a great quality of life. • We are home to the Michigan Airline Trail and other excellent recreational opportunities • Wixom's has seen a 27% population growth since 2010, and nearby South Lyon and Milford Township have also grown.



<p>Developers, Investors, Entrepreneurs</p>	<ul style="list-style-type: none"> • Return on investment • Reducing risk • Quality/style of development • Quick tenant placement • Predictable permitting process • Zoning and land use 	<ul style="list-style-type: none"> • Engagement in community building vision • Trade media and press • Briefings/tours • Website/social media • Area business reports • Social media • Info sheets/brochures (i.e. Business development packets) 	<ul style="list-style-type: none"> • We are the connection hub of Oakland County accessible via rail, air, interstate, and trails • We offer a variety of available properties, zoning types, and incentives • Wixom is known for its strong and supportive relationships with the business community and streamlined approval process; we are shovel ready • Wixom’s labor participation rate is high at 78% compared with 66% in Oakland County • We are among the most affordable cities in Oakland County • Wixom has it all--our residents have everything they need for a great quality of life. • We are home to the Michigan Airline Trail and other excellent recreational opportunities • Wixom has the space for more diversity and development • Invest here and new growth will follow • Wixom’s has seen a 27% population growth since 2010
<p>Existing Businesses</p>	<ul style="list-style-type: none"> • Available and skilled workforce • Accessibility and location • Support from City • Ability to easily expand • Reducing risk, credible and trustworthy sources • Incentives and taxes • Predictable permitting process 	<ul style="list-style-type: none"> • Site visits • Phone calls • Emails • Mailers • Chamber/networking events • Media/press • Social media 	<ul style="list-style-type: none"> • Wixom’s labor participation rate is high at 78% compared with 66% in Oakland County • Our leasing rates are among the most affordable in Oakland County • We are the connection hub of Oakland County accessible via rail, air, interstate, and trails • We offer a variety of available properties and incentives • Wixom is known for its strong and supportive relationships with the business community and streamlined approval process.
<p>Regional Organizations (Local Chambers of Commerce, EDOs, Schools, Foundations, Colleges and Universities, etc.)</p>	<ul style="list-style-type: none"> • Promoting and expanding economic development in the region • Growing the organization’s reputation and credibility • Networking 	<ul style="list-style-type: none"> • Websites • Social media • Brochures/Fact sheets • Briefings, meetings • Engagement in community building vision • Community educational forums 	<ul style="list-style-type: none"> • We are the connection hub of Oakland County accessible via rail, air, interstate, and trails • Wixom has it all--our residents have everything they need for a great quality of life. • Wixom heavily invests resources into businesses—we maintain a DDA Director and Economic Development Director • Wixom has excellent established relationships with the Lakes Area Chamber of Commerce, MI Works, MEDC, and Oakland County • Together we can make Wixom a exceptional place for business and development • Forward-thinking leadership is business-friendly

THE CITY OF WIXOM'S STORY

Wixom's story can be told in multiple formats and applications--whether it's online, in print, or face-to-face. The description here answers the question "What and who is Wixom?"

Attractive neighborhoods, a thriving technology and manufacturing district, a growing downtown, and scenic natural features – whatever you're looking for, you'll find that all trails lead to Wixom. With our new Michigan Air Line Trail joining the larger Great Lake to Lake Trail system that spans from Port Huron to South Haven, and direct access to the I-96 freeway that connects Grand Rapids to Detroit, it's no wonder why Wixom is a hub for businesses and residents alike. You'll find yourself 10 minutes away from two major hospitals, within 45 minutes of 3 airports, and less than 20 miles away from every amenity you can imagine.

No matter what your business – we've got the space and the opportunities for you to succeed here in Wixom. Our long history of successful manufacturing has now expanded to high-tech research and development as Wixom has become a focal point for companies in many emerging industries. We're no one-trick pony though, as our growing downtown district provides unmatched opportunities to make your mark in a regional population of more than 80,000 within a 5-mile radius. To help you get started, we provide top-notch Construction & Development services for Building, Planning, and Economic Development. Our streamlined processes ensure that your business will receive quick, predictable, and efficient reviews and assistance from the moment you pick Wixom. (Source: Print ad in COC)

EXPERIENCE HERE. EXPERIENCE SUCCESS.

12. _____

Community Marketing Actions

Throughout meetings with the steering committee, economic development and marketing goals were crafted and refined. They are as follows:

1. Establish a strong and cohesive economic development brand for the City.
2. Establish a more consistent and visible physical identity for Wixom.
3. Create a vibrant City experience for all to attract visitors, residents and investors to Wixom.
4. Support and Retain Existing Businesses.
5. Further diversify the mix of industry to Wixom which would create high-salaried career opportunities.

ACTION: INCREASE CONTENT MARKETING & MEDIA RELATIONS

TARGET AUDIENCES: ALL

Content marketing is the practice of crafting messages to resonate with target audiences. It provides the opportunity to build credibility and trust by turning visitors into audience members, then audience members to potential visitors, and potential visitors into actual customers and then loyal advocates. There are four types of media content—paid, earned, shared, and owned. An effective strategy incorporates all types.

PAID MEDIA: Paid media for a communications program is social media advertising, sponsored content, and email marketing.

EARNED MEDIA: Earned media is either publicity or media relations. The media outlets include local and state-wide news media, radio, and publications, both online and in print. It's getting the community's name in print, having a newspaper or media outlet write about the City, appearing on the news, radio, or podcasts.

SHARED MEDIA: Shared media is also known as social media. It includes not just social networking, but partnerships, distribution, and promotion.

OWNED MEDIA: Owned media is otherwise known as content. It is something owned, and it lives on the website. The City controls the messaging and tell the story in a way the City wants it told.

By integrating paid, earned, shared, and owned media, the authority of the can be further established and its reach more concentrated. When the four media types are integrated, influencer engagement and partnerships that extend beyond the internal walls can be ignited.

The easiest place to start is owned media because the organization has control over the messaging. Content generation plays a role in the effectiveness of marketing/branding your community, and public relations relies heavily on content. As we think about the primary audiences for the City's marketing, we need to think about the type of information that would both interest them and form a concept of who and what Wixom is all about.

Start with the recreational opportunities and business that support them that are based in Wixom. Ask the downtown business about the reasons they chose Wixom, what challenges they face, what successes they experience, how they find employees, and any long-term plans they may have. Compiling those stories will develop and generate content to provide to media. Learn the story of the businesses that are experiencing success in the community and share them with media outlets through press releases and story outlines. Proactively provide branding elements and images to the media to accompany stories and releases.

Using a social media hashtag when posting or sharing these stories would enable residents, business owners, and visitors to easily find related content online. Encouraging the current business owners to use the hashtag when sharing on their social media channels will catalyze the ripple effect and continue to help build awareness of the City with the target audiences.

Content marketing increases SEO and aids in raising awareness of the community in the minds of target audience members. The City has control of the story when they own the content and it "lives" on the website and social channels.

CONTENT IDEAS:

- THIS is WIXOM—feature recent business attraction success stories, including the reasons why they chose Wixom (press releases, content for social media, newsletters, video, brochures)
 - ◇ XL Fleet
 - ◇ Youngsoft
 - ◇ Workhorse
 - ◇ LightGuide
- “Entrepreneur Corner” or “Entrepreneur of the Month” (interview and photo of a business owner who started their first business)
- Completion and updates of plans related to economic development
- Community history lesson (interview and photo of a long-term resident who is knowledgeable about the community’s history)
- “Commercial real estate site of the week” (vacant land or building with photo and the story behind it/info about it)
- Non-profit spotlight (interview, background story, and photo)
- Pre-event preparation with photos
- Post-event summaries with photos
- Sharing stories of events and other news from neighboring communities
- Photo contests

Once the content is available, you’ll use shared media to distribute it, paid media to amplify it, and earned media to rubber-stamp it.

PAID MEDIA

Paid media may be in the form of paid amplification (such as Outbrain or Sprinklr), digital ads on Google, Facebook, LinkedIn and others, sponsored content, native advertising, or sponsorships of influential blogs. It also could take the form of sponsored content on Facebook or LinkedIn or sponsored tweets on Twitter. To reach site selectors, use LinkedIn, as

that is where professionals are looking to advance themselves and their companies. Alternatively, promoting a local event would be better served on Facebook because that audience focuses more on entertainment and activities in their local region.

Targeting is one of the most critical parts of your digital ads. One can choose specific locations, ages, and even interests to a certain extent. If the City is promoting an event to locals, select Oakland County as the target audience. If the City would like to attract people outside of the county to visit Wixom, choose the regions the community would like to target most.

Keywords are also an essential part of digital ads. Choose 5-10 keywords per campaign to stay on topic without getting too broad. When considering keywords, think about the words users are typing into their search engines and which searches Wixom would like to appear on.

EARNED MEDIA

Building relationships with industry bloggers, journalists, and other influencers who may share your content is worthwhile—after they learn more about Wixom, they will value the community might bring to their readers or followers.

On Twitter, create a list of bloggers and journalists to collaborate with. This will make it easy to follow them, share their work, and start conversations with them. An example of a good blog and Twitter account to collaborate with is @johnlongshore and other similar site selector bloggers.

Create a list of books and podcasts to review. Every author and podcaster need reviews and ratings to gain more traction. They may be appreciative of the work Wixom does and may be willing to do something for the community in return. On LinkedIn, create tags (<https://www.natlawreview.com/article/why-you-should-use-tagging-feature-your-linkedin-posts>) to augment LinkedIn visibility and follower growth. This may lead to new relationships where the community can ask them to share content later.

On Pocket, create a list of bloggers to watch. Then any time they publish new content, share it with Wixom's own networks. Eventually, these influencers may share the community's content, include it in their own content or interview Wixom for a piece they're producing.

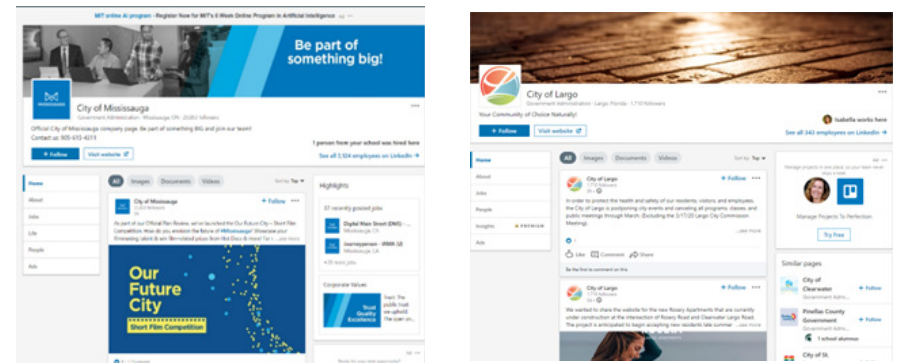
SHARED MEDIA

As stated above in the audit section, Wixom maintains accounts on the main social media channels and maintains a professional tone throughout their posts. We recommend focusing more time and attention to improving the LinkedIn account.

LinkedIn

LinkedIn is a resourceful social media tool for economic development purposes and another location to publish content about economic-related activities in the community. A page for Wixom currently exists with some followers but no content has yet been posted at the time of this writing.

Include information in the “About” section to include economic development key messages to properly position Wixom to those unfamiliar with the community. This will give the City an opportunity to engage with target audience members in a professional environment, target key prospects utilizing LinkedIn’s professional data, and nurture professionals by delivering insightful, relevant, and educational content in a native newsfeed format. Posting both created and curated content will enable the community to interact with target audience members and will extend your reach when content is shared. Local, regional, state, and national level economic development organizations are successfully utilizing LinkedIn for marketing and lead generation initiatives, like these examples of the City of Mississauga, Canada, and the City of Largo, Florida.



RECOMMENDATION:

Encourage the City’s leadership team to follow other municipalities, developers, investors, and site selectors who have a strong presence on LinkedIn. By linking or sharing content generated by the City on the City’s page, individual team members can start to build a network of target audience members. Additionally, by following other communities like the City of Mississauga, Canada, you can borrow some campaign and content posting ideas that could also work for Wixom. By following these groups, Wixom will not only learn about good practices in this space, but will also be able to start a relationship with potential partners and investors through this means of interaction. More information about LinkedIn can be found here: <https://www.linkedin.com/business/marketing/blog/linkedin-pages/5-ways-marketers-can-build-an-audience-on-linkedin>

OWNED MEDIA

Owned media is content that is owned by the community. If Wixom wants to truly own it—and never lose it—always publish on the website first and then use those outposts for distribution and promotion. Answer questions that clients, prospects, loyalists, stakeholders, family, and even the trolls ask. Build content so one big piece can be repurposed into several smaller pieces.

CONTENT PLANNING

The best way to get organized, efficient, and effective on social media is to build an editorial calendar for social media posting. Similar to how a team would view and organize editorial content planning, it's helpful to use an Excel spreadsheet or similar tool to organize content pieces, links, dates, and statistics. By

Date	Section	Title/Location	Blog/News Item/Newsletter story	Link	Social Channel	Image	Author	Views	Shares
	Entrepreneur Co	Tech company	Newsletter		Facebook, LinkedIn	Person_v1			
	Local Business Sp	Local business name	Blog/site		Facebook, LinkedIn	Person_v2			
	Commercial real	Site 1	Blog/site		Facebook, LinkedIn	Land_v1			
	Local Business Sp	Site 2	Blog/site		Facebook, LinkedIn	Person_v3			

planning future content postings and creating pre-built headers and post images, the community can be more intentional about social content. This tool could also help guide and plan content with the wider team as events and business openings happen and will provide a cohesive voice in online communications channels. The important factors to keep in mind when putting together a content marketing strategy is frequency and consistency. It is recommended to determine a set frequency for the content types, so followers keep the City front of mind. Making sure the content can easily be shared and ask followers to share it in order to expand your reach. By using an excel spreadsheet to identify social media content planning components enables the team to plan future content and track metrics.

ACTION: ENHANCE COMMUNICATIONS

TARGET AUDIENCES: ALL

SPECIFIC INDUSTRY TARGETED BROCHURES

Based on the high number of resident and commuting employees that Wixom businesses attract, it is accurate to say that Wixom has been successful in recruiting and retaining a high proportion of manufacturing, retail, educational, health, professional, scientific, and technical services. Continuing to focus on those industries and targeting Wixom's marketing efforts on companies in that space would prove effective.

By strengthening existing relationships with local, successful commercial real estate associates, the City can open up lines of communication to uncover information about the internal expansion or potential relocation plans of Wixom-based companies who may be about to make a move. Having an insight into what those companies are planning and understanding their location needs can be mutually beneficial for the City and the business community.

Additionally, good relationships with successful local real estate companies would give the City an opportunity to collaborate on marketing properties to specific industry sectors. Crafting industry-specific brochures that outline the success of existing companies, specifics of available properties, demographic data, and information about working with the City would be useful to share with real estate brokers who interface with prospective target audiences considering Oakland County.

For example, when considering the retail industry, consider the main factors that are taken into consideration when making a location decision; the number of households, median income, average disposable income, market growth trends, and presence and proximity of other retail businesses.

ACTION: REDEVELOPMENT READY SITE MARKETING

TARGET AUDIENCES: INVESTORS, DEVELOPERS, SITE SELECTORS

AUDIT OF REDEVELOPMENT READY SITES MARKETING

Wixom highlights redevelopment-ready properties and promotes them through the City's official website. On the dedicated page, a link is posted that leads to the site selection tool on the MEDC page. Additionally, the City worked with an outside firm to develop an online brochure promoting Wixom Assembly Park, including specs, maps, surrounding businesses, and demographics. Physical signage at the locations of the prime redevelopment sites exist and should be maintained to ensure they can be seen.

It is recommended to continue to post information about redevelopment ready sites on the City's webpage, and showcase the properties on social media, through online brochures, e-newsletters, during Familiarization (FAM) tours, and on videos.



RECOMMENDATION:

Create VR (virtual reality) Videos for Redevelopment Ready Sites and FAM tours.

Virtual reality videos are becoming more and more popular in the dawn of the metaverse. The possibilities are endless for the types of VR videos that can be produced. The most popular are Familiarization Tours for business attraction, workforce attraction, and tourism. Imagine someone putting on their VR headset, “stepping into your community,” and being transported to a manufacturing floor, the former Ford Assembly Plant, an outdoor concert, the trails, a brewery downtown, etc. With VR, people can experience what your community has to offer in a truly memorable way.

ACTION: ENHANCE MARKETING FOR LOCAL EVENTS

TARGET AUDIENCES: ALL

Local events are an excellent way to build community pride, showcase the area, and invite visitors in to experience the welcoming and warmth of the residents. Events hosted by the DDA provide an opportunity for additional exposure to the area by all members of the primary and secondary target audiences. When the City hosts or supports live events, there is opportunity to not only promote the community from an economic enhancement perspective, but to also show support of the local business community. Live, in-person events offer an opportunity to build awareness of the services available through the community to support businesses, and present possible networking opportunities with potential target audiences. Additional benefits also include reinforcement of the City’s brand, improving face-to-face communications, and creating opportunities to make new connections with residents and businesses. The City can capitalize on opportunities to distribute marketing materials during community events.

When considering ideas for new events, consider the area’s history, the importance of the railroad, and the recreational opportunities and access to trails. These events could take advantage of the seasonal opportunities, business-relevant occasions, and family-friendly opportunities.

Continue to host events that leverage the Michigan Airline Trail and partner with organizations with an interest in such events where participants can bike the trail and enjoy the downtown businesses.

PROMOTIONAL CHANNELS & TOOLS FOR LOCAL EVENTS

DIGITAL

- Direct Email
- Social media: Use hashtags, promote on a set frequency; tag vendors, sponsors, and partners
- Paid Digital Promotion: Boosting posts on social media is an effective way to reach a wider audience online
- SMS text messaging: If a database with phone numbers is accessible, promoting the event via text is a good way to spread the word. More information can be found here: <https://mosaicnetworx.com/sms-event-promotion/>

ANALOG

- Direct Mail
- Press releases and/or calls to media and radio
- Event signage: Physical signage using flyers, posters, postcards, yard signs, and banners in high-traffic locations and store windows
- Paid Advertising: Paid newspaper ads are effective, and newspapers are willing to promote the event on their social media pages for a nominal fee. For large events with healthy budgets, outdoor advertising (billboards) are also effective.

ACTION: CO-OP MARKETING & ADVERTISING

TARGET AUDIENCES: ALL

Exploring opportunities to develop a co-op marketing and advertising program with the Lakes Area Chamber of Commerce could help stretch marketing budgets and drive awareness. Specific types of campaigns could be created either around events, redevelopment or vacant industrial or commercial sites, launches of new businesses, and new housing opportunities.

The approach is to purchase advertising opportunities in print, online, and in person (events) on volume to offer discounted advertising prices. The optimal co-op advertising program would be managed by a team member of the

chamber of commerce, who would be responsible for developing the various advertising programs and packages. Starting with social media channels, the City and chamber could leverage their combined databases and set up parameters to identify and target individuals to promote the campaign.

A great example of such a program is the Explore Minnesota co-op marketing program from a tourism perspective, and more information can be found here: <https://mn.gov/tourism-industry/industry-opportunities/partner-with-us/co-op-marketing.jsp>

Consider leveraging a co-op marketing campaign with chamber partners that center around sites, redevelopment, housing, and DDA events.



IMPLEMENTATION PLAN & ACTIONS

GOAL: CREATE A VIBRANT CITY EXPERIENCE FOR ALL TO ATTRACT VISITORS, RESIDENTS, AND INVESTORS TO WIXOM

	Action Items	Example Activities	Responsible/ Involved Parties	Timeframe	Budget
Create a vibrant City experience for all to attract visitors, residents and investors to Wixom	Continue hosting local events and increase marketing efforts through direct email, social media, paid digital promotion on social, SMS text messaging, radio and press releases, downtown signage	-Evaluate current City & DDA events, as well as marketing efforts/content -Establish target audiences for local events, and communication tools for those audiences -Budget for marketing and promotional opportunities and implement	City staff, DDA, marketing professional	1-3 years and ongoing	
	Continue to utilize social media to highlight City assets (i.e. Airline Trail progress, spotlight businesses downtown)	-Evaluate current City & DDA social media content and policies -Prioritize content options and subject options -Budget and Implement	City staff, DDA, marketing professional	1-3 years and ongoing	
	Incorporate wayfinding signage and business identification signage along strategic points of the new Airline Trail system, and brand-consistent bike racks adjacent to downtown businesses (currently six bike racks in storage for installation at Sibley park)	See above action item	Wixom Trail Council, DDA, City staff, DPW	1-3 years and ongoing	
	Work with the Air Line Trail Council to establish a trail safety and maintenance initiative for the Airline Trail to install permanent bike maintenance fixtures (tools, air pump), lighting, and other safety installations and placemaking features	-Coordinate with Air Line Trail Council to evaluate desired safety measures -Develop a trail way-specific capital improvement plan and budget	Wixom Trail Council, DDA, City staff, DPW	1-3 years and ongoing	

IMPLEMENTATION PLAN & ACTIONS

GOAL: FURTHER DIVERSIFY THE MIX OF INDUSTRY TO WIXOM WHICH WOULD CREATE HIGH-SALARIED CAREER OPPORTUNITIES

	Action Items	Example Activities	Responsible/ Involved Parties	Timeframe	Budget
Further diversify the mix of industry to Wixom which would create high-salaried career opportunities	Develop a strategy to build and promote an incubator space to provide resources supporting entrepreneurs	Explore the opening of a combined co-working/incubator space that offers start-up support through programming, networking, resources, business idea pitch competitions, training, etc.	City staff, OCEDCA, MEDC, LACC	1-3 years and ongoing	
	Enhance communications to promote City-based and partner-hosted entrepreneurship and small business development programs and resources through social, e-newsletter, website, signage	Continue to partner with LACC, Michigan Works!, OCEDCA, MEDC, and other partners on job fairs, and assist with promotion	City staff, DDA, LACC	1-3 years and ongoing	
	Target emerging industry clusters (Robotics, Advanced Engineering, IT, Industrial & Commercial Machinery, Computer Equipment, Insurance Agents, Brokers & Service, Real Estate, Business services, Health services, Accounting, Research, Management & Related Services, and Retail/Dining)	<ul style="list-style-type: none"> -Working closely with Oakland County and MEDC to understand specifics about the leads they receive and how/ where Wixom could improve on targeting and clarifying incentive process -Developing a networking group program through the DDA -Subscribing to, reading, and providing content about successful Wixom companies in relevant business journals/ associated websites that are key to these industry clusters (usbuildersreview.com, businessfacilities.com, siteselection.com) -Talking to industry experts in the state and region and understand how Wixom can meet their specific needs -Contacting national and state industry associations -Work with members in the community who are from those industries 	City staff, DDA, OCEDCA, MEDC	1-3 years and ongoing	
	Explore and develop a co-op advertising campaign promoting sites and high quality of life in Wixom with chamber of commerce, Oakland County, MEDC, Detroit Regional Partnership, and other economic development partners	TBD	City staff, LACC	1-3 years and ongoing	

	Action Items	Example Activities	Responsible/ Involved Parties	Timeframe	Budget
Further diversify the mix of industry to Wixom which would create high-salaried career opportunities	Proactively identify and engage in pre-planning functions to develop vacant/available City-owned property	Identify opportunities and coordinate with boards/commissions as funding and organizational capacity allow	City staff	1-3 years and ongoing	
	Improve the pipeline of prospective business leads through innovative communication tactics	-Explore opportunities to utilize a retail attraction consultant -Assist property owners with funding to prepare and market their development/location opportunities -Consider a series of Virtual Reality videos for redevelopment ready sites and virtual FAM tours for prospective businesses	City staff, OCEDCA, MEDC, consultant, video production	1-3 years and ongoing	
	Revisit and explore how the business licensing program could be improved from a process, user-interface, content gathering, and tracking perspective in conjunction with the Wixom Fire Department	Evaluate pros and cons of current system as it relates to business information gathering, health and safety inspections, and building/planning reviews for business license issuance	City staff	1-3 years	

13.

Benchmarking, Metrics & Tracking Progress

In an economic development arena for community vitality, it's important to benchmark so you have an idea of progress. For communities, benchmarking is the process of measuring performance against past performance, industry standards, and competitors.

- It is an effective approach for achieving operational change.
- Benchmarks are the catalyst that moves an organization to higher levels of performance
- It focuses upon the processes that improve results – not simply results
- Performance measures are often improved as a result of benchmarking
- Decision making improves because the community has enhanced end-user knowledge, process focus, and performance measures
- Benchmarking improves innovation and creativity since self-imposed barriers to success are removed.

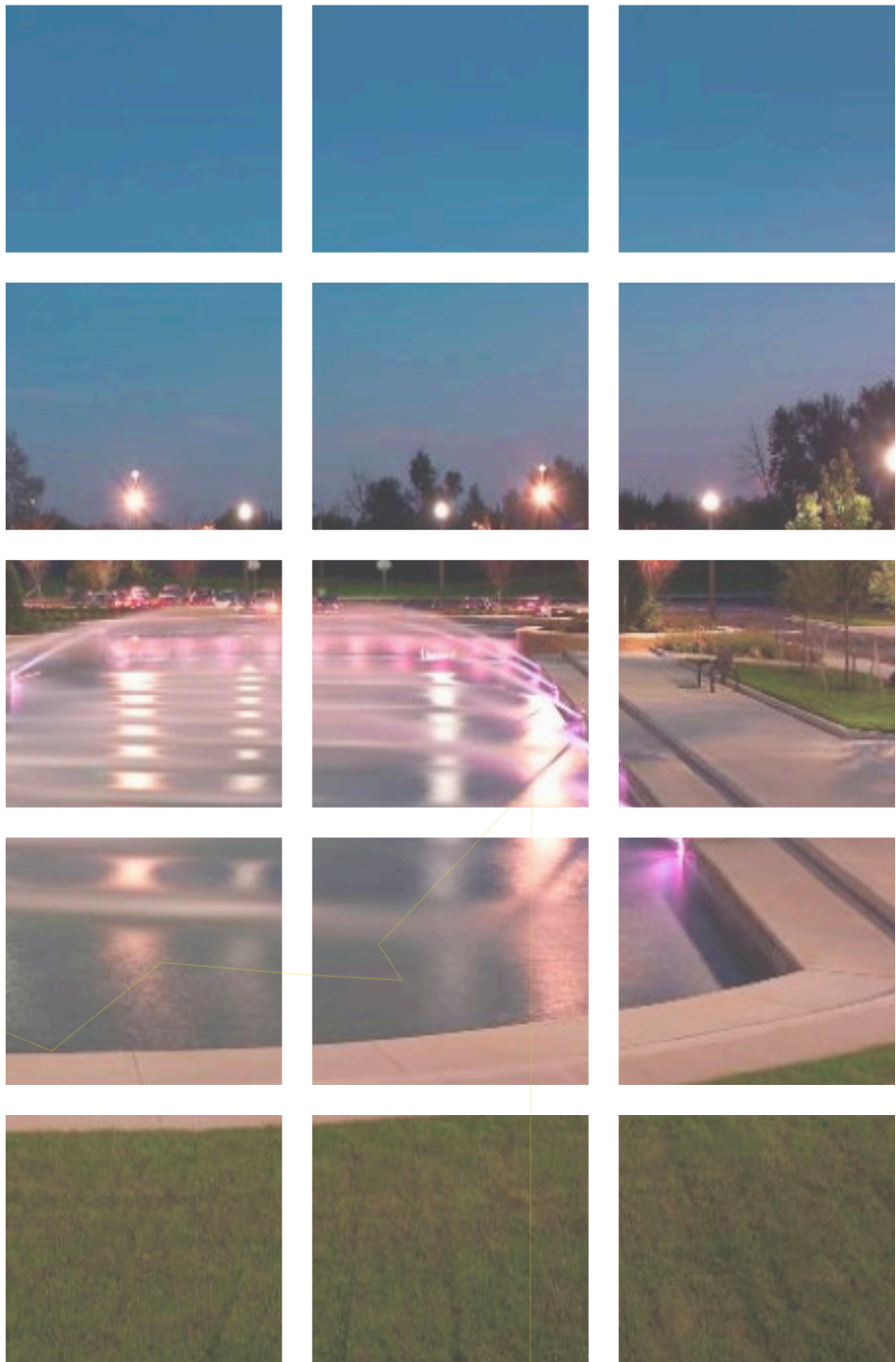
Examples of community-based business benchmarks include:

- New business inquiries
- Conversations generated through marketing channels
- New jobs announce
- Local business expansion
- Capital investments in the community
- Number of new businesses opening



Examples of awareness-generating and marketing outreach performance indicators include website traffic, media coverage, and social media reach and engagement.

EXAMPLE BRAND GUIDELINES & COMMUNITY ASSETS



EXAMPLE BRAND GUIDELINES

FONTS

The Myriad Pro font family represents a versatile, friendly, modern and legible font that complements the Wixom brand, and is used on the City's website. To complement the Myriad Pro font, use Garamond, a serif font. Each have different weights, sizes, and leading (space between lines of text) are available for headlines, subheads, quotes, and body copy.

MYRIAD FONT (SANS SARIF)

MYRIAD PRO BOLD — HEADLINES

ABCDEFGHIJKLMN**OPQRSTU-
VWXYZ**

ABCDEFGHIJKLMN**OPQRSTU-
VWXYZ**

!**@#\$%^&1234567890**

Myriad Pro Regular — Subheads, size:
14 pt, Leading: 17

ABCDEFGHIJKLMN**OPQRSTU**VWXYZ

abcdefghijklmnopqrstuv**wxyz**

!**@#\$%^&1234567890**

Myriad Pro Regular — Body Copy, size: 12 pt,
Leading: 14.4

ABCDEFGHIJKLMN**OPQRSTU**VWXYZ

abcdefghijklmnopqrstuv**wxyz**

!**@#\$%^&1234567890**

Myriad Pro Italic — Optional For Quotes

ABCDEFGHIJKLMN**OPQRSTU**VWXYZ

abcdefghijklmnopqrstuv**wxyz**

!**@#\$%^&1234567890**

GARAMOND (SERIF FONT)

GARAMOND — HEADLINES

ABCDEFGHIJKLMN**OPQRSTU-
VWXYZ**

!**@#\$%^&1234567890**

Garamond — Subheads, size: 14 pt,
Leading: 17

ABCDEFGHIJKLMN**OPQRSTU-
VWXYZ**

abcdefghijklmnopqrstuv**wxyz**

!**@#\$%^&1234567890**

Garamond — Body Copy, size: 12 pt,
Leading: 14.4

ABCDEFGHIJKLMN**OPQRSTU**VWXYZ

abcdefghijklmnopqrstuv**wxyz**

!**@#\$%^&1234567890**

Garamond Italic — Optional For Quotes

*ABCDEFGHIJKLMN**OPQRSTU**VWXYZ*

*abcdefghijklmnopqrstuv**wxyz***

!**@#\$%^&1234567890**

MAIN AND COMPLEMENTARY BRAND COLORS

RED

CMYK: 0/92.98/85.48/0

RGB: 206/57/55

WEB: ce3937

80%

60%

40%

20%

PURPLE

CMYK: 70.32/64/0/0

RGB: 102/102/255

WEB: 6666ff

80%

60%

40%

20%

LIGHT ORANGE

CMYK: 4.96/28.96/100/0

RGB: 227/181/75

WEB: e3b519

80%

60%

40%

20%

YELLOW-GREEN

CMYK: 12.47/4.56/93.02/0

RGB: 227/219/70

WEB: e3db46

80%

60%

40%

20%



POSSIBLE GRAPHIC

FACEBOOK COVER IMAGE

The image below is an example of a Facebook header display that reflects the key messages and summarized story of the City of Wixom.



COMMUNITY ASSETS

DOWNTOWN



INDUSTRIAL/OFFICE/COMMERCIAL



RECREATIONAL & HISTORICAL



Business Major Industry Summary Report



Geography: Wixom (CCD/MCD by County)

Date: June 17, 2022

2022 Major SIC Division	Employees	% Emp	Establishments	% Estab	Avg Size
Agricultural, Forestry, Fishing (SIC 01-09)	65	0.4%	14	1.2%	5
Construction (SIC 15-17)	1,162	7.6%	103	9.3%	11
Finance, Insurance & Real Estate (SIC 60-69)	829	5.5%	72	6.5%	11
Manufacturing (SIC 20-39)	5,507	36.2%	167	15.1%	33
Mining (SIC 10-14)	0	0.0%	0	0.0%	3
Public Administration (SIC 90-98)	93	0.6%	4	0.4%	24
Retail Trade (SIC 52-59)	1,851	12.2%	146	13.2%	13
Services (SIC 70-89)	2,514	16.5%	490	35.6%	5
Transportation & Communications (SIC 40-49)	735	4.8%	44	3.9%	17
Wholesale Trade (SIC 50-51)	2,448	16.1%	164	14.8%	15

2022 Agriculture/Forestry/Fishing

(SIC 01-09)	Employees	%	Establishments	%	Avg Size
Agricultural Production-Crops (01)	1	1.5%	1	7.1%	1
Agricultural Production-Livestock, Animal Specialities (02)	0	0.0%	0	0.0%	N/A
Agricultural Services (07)	64	98.5%	13	92.9%	5
Forestry (08)	0	0.0%	0	0.0%	N/A
Fishing, Hunting, Trapping (09)	0	0.0%	0	0.0%	N/A
Total Agriculture/Forestry/Fishing (SIC 01-09)	65	100.00%	14	100.00%	5

2022 Mining

(SIC 10-14)	Employees	%	Establishments	%	Avg Size
Metal Mining (10)	0	0.0%	0	0.0%	N/A
Coal Mining (12)	0	0.0%	0	0.0%	N/A
Oil and Gas Extraction (13)	0	100.0%	0	100.0%	3
Mining & Quarrying of Nonmetallic Minerals Except Fuels (14)	0	0.0%	0	0.0%	N/A
Total Mining (SIC 10-14)	0	100.00%	0	100.00%	3

2022 Construction

(SIC 15-17)	Employees	%	Establishments	%	Avg Size
Building Cnstrctn-Genrl Contractors, Operative Builders (15)	188	16.2%	27	26.0%	7
Heavy Cnstrctn, Except Building Cnstrctn-Contractors (16)	105	9.1%	2	1.9%	53
Construction-Special Trade Contractors (17)	869	74.8%	74	72.1%	12
Total Construction (SIC 15-17)	1,162	100.00%	103	100.00%	11

2022 Manufacturing

(SIC 20-39)	Employees	%	Establishments	%	Avg Size
Food & Kindred Products (20)	36	0.6%	2	1.2%	18
Tobacco Products (21)	0	0.0%	0	0.0%	N/A
Textile Mill Products (22)	0	0.0%	0	0.0%	N/A

Apparel, Finished Prdcts from Fabrics & Similar Materials (23)	20	0.4%	5	3.0%	4
Lumber & Wood Products Except Furniture (24)	67	1.2%	4	2.3%	17
Furniture & Fixtures (25)	100	1.8%	2	1.2%	51
Paper & Allied Products (26)	0	0.0%	0	0.0%	N/A
Printing, Publishing & Allied Industries (27)	12	0.2%	6	3.5%	2
Chemicals & Allied Products (28)	101	1.8%	6	3.5%	17
Petroleum Refining & Related Industries (29)	12	0.2%	2	1.2%	6
Rubber & Miscellaneous Plastic Products (30)	1,279	23.2%	16	9.5%	81
Leather & Leather Products (31)	0	0.0%	0	0.0%	N/A
Stone, Clay, Glass & Concrete Products (32)	132	2.4%	4	2.3%	34
Primary Metals Industries (33)	78	1.4%	5	2.9%	16
Fabricated Metal Prdcts Except Machinery & Transport Equipment (34)	1,310	23.8%	11	6.5%	120
Industrial & Commercial Machinery, Computer Equipment (35)	1,141	20.7%	56	33.3%	20
Electronic, Electrl Equipment & Components Except Computer Equipment (36)	516	9.4%	17	10.0%	31
Transportation Equipment (37)	280	5.1%	10	5.9%	28
Mesr/Anlyz/Cntrl Instrmnts; photo/Med/Opt Gds; Watches/Clocks (38)	315	5.7%	10	5.9%	32
Miscellaneous Mfg Industries (39)	107	2.0%	13	7.6%	8
Total Manufacturing (SIC 20-39)	5,507	100.00%	167	100.00%	33

2022 Transportation, Communications, /Electric, Gas & Sanitary Svcs (SIC 40-49)

	Employees	%	Establishments	%	Avg Size
Railroad Transportation (40)	0	0.0%	0	0.0%	N/A
Local, Suburban Transit & Interurban Hwy Passenger Transport (41)	8	1.1%	3	6.8%	3
Motor Freight Transportation (42)	172	23.4%	10	23.2%	17
United States Postal Service (43)	103	13.9%	2	4.6%	52
Water Transportation (44)	0	0.0%	0	0.0%	N/A
Transportation by Air (45)	0	0.0%	0	0.0%	N/A
Pipelines Except Natural Gas (46)	0	0.0%	0	0.0%	N/A
Transportation Services (47)	174	23.7%	15	33.7%	12
Communications (48)	91	12.3%	9	20.3%	10
Electric, Gas & Sanitary Services (49)	188	25.6%	5	11.4%	38
Total Transport/Comm/Utilities (SIC 40-49)	735	100.00%	44	100.00%	17

2022 Wholesale Trade

(SIC 50-51)	Employees	%	Establishments	%	Avg Size
Wholesale Trade-Durable Goods (50)	1,949	79.6%	137	83.3%	14
Wholesale Trade-Nondurables Goods (51)	499	20.4%	27	16.7%	4
Total Wholesale Trade (SIC 50-51)	2,448	100.00%	164	100.00%	15

2022 Retail Trade

(SIC 52-59)	Employees	%	Establishments	%	Avg Size
Building Materials, Hrdwr, Garden Supply & Mobile Home Dealers (52)	221	11.9%	14	9.4%	16
General Merchandise Stores (53)	51	2.8%	4	2.8%	12
Food Stores (54)	69	3.7%	17	11.5%	4

Automotive Dealers & Gasoline Service Stations (55)	294	15.9%	22	14.9%	14
Apparel & Accessory Stores (56)	52	2.8%	10	6.8%	5
Home Furniture, Furnishings & Equipment Stores (57)	94	5.1%	11	7.6%	8
Eating & Drinking Places (58)	882	47.7%	43	29.2%	21
Miscellaneous Retail (59)	187	10.1%	26	17.7%	7
Total Retail Trade (SIC 52-59)	1,851	100.00%	146	100.00%	13

2022 Fin/Ins/Real Estate

(SIC 60 - 69)

	Employees	%	Establishments	%	Avg Size
Depository Institutions (60)	62	7.5%	5	6.9%	13
Nonepository Institutions (61)	10	1.2%	4	5.5%	2
Security & Commodity Brokers, Dealers, Exchanges & Services (62)	9	1.1%	5	6.9%	2
Insurance Carriers (63)	18	2.2%	3	4.0%	6
Insurance Agents, Brokers & Service (64)	424	51.2%	19	25.9%	23
Real Estate (65)	72	8.7%	24	33.0%	3
Holding & Other Investment Offices (67)	233	28.1%	13	17.8%	47
Total Fin/Ins/Real Estate (SIC 60 - 69)	829	100.00%	72	100.00%	11

2022 Services

(SIC 70-89)

	Employees	%	Establishments	%	Avg Size
Hotels, Rooming Houses, Camps & Other Lodging Places (70)	104	4.1%	9	2.3%	12
Personal Services (72)	69	2.8%	29	7.3%	2
Business Services (73)	785	31.4%	107	27.1%	7
Automotive Repair, Services, Parking (75)	150	6.0%	25	6.3%	6
Miscellaneous Repair Services (76)	87	3.5%	17	4.2%	5
Motion Pictures (78)	23	0.9%	10	2.5%	2
Amusement & Recreation Services (79)	64	2.6%	22	5.5%	3
Health Services (80)	176	7.0%	38	9.5%	5
Legal Services (81)	16	0.6%	6	1.5%	3
Educational Services (82)	179	7.2%	14	3.5%	13
Social Services (83)	109	4.3%	20	5.0%	5
Museums, Art Galleries, Botanical & Zoological Gardens (84)	0	0.0%	0	0.0%	N/A
Membership Organizations (86)	42	1.7%	15	3.8%	3
Engineering, Accounting, Research, Management & Related Svcs (87)	706	28.2%	84	21.1%	8
Services, Not Elsewhere Classified (89)	3	0.1%	2	0.5%	2
Total Services (SIC 70-89)	2,500	100.00%	395	100.00%	6

2022 Public Administration

(SIC 90-98)

	Employees	%	Establishments	%	Avg Size
Executive, Legislative & General Government Except Finance (91)	39	42.4%	1	25.2%	40
Justice, Public Order & Safety (92)	21	22.7%	2	49.5%	11
Public Finance, Taxation & Monetary Policy (93)	0	0.0%	0	0.0%	N/A
Administration of Human Resources Programs (94)	0	0.0%	0	0.0%	N/A
Administration of Environmental Quality & Housing Programs (95)	32	35.0%	1	25.2%	33

Administration of Economic Programs (96)	0	0.0%	0	0.0%	N/A
National Security & International Affairs (97)	0	0.0%	0	0.0%	N/A
Total Public Administration (SIC 90-98)	93	100.00%	4	100.00%	24

Report counts include D&B business location records that have a valid telephone, known SIC code and D&B rating as well as exclude cottage industries (businesses that operate from a residence).

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City of Wixom Retail Potential 2023 *	Avg \$/Hshld	Potential \$/Hshld
Personal Care Stores	\$52	\$413
Gasoline Stations with Convenience Stores	\$0	\$0
Gasoline Stations without Convenience Store	\$2,679	\$21,191
Men's Clothing Stores	\$41	\$326
Women's Clothing Stores	\$177	\$1,404
Childrens' and Infant's Clothing Stores	\$77	\$611
Family Clothing Stores	\$474	\$3,757
Clothing Accessory Stores	\$38	\$304
Other Apparel Stores	\$57	\$458
Shoe Stores	\$194	\$1,541
Jewelry Stores	\$94	\$747
Luggage Stores	\$7	\$57
Sporting Goods Stores	\$237	\$1,879
Hobby, Toy, and Game Stores	\$68	\$544
Sewing and Needlecraft Stores	\$22	\$175
Musical Instrument Stores	\$19	\$151
Book Stores	\$87	\$690
Record,Tape,and CD Stores	\$0	\$0
Department Stores	\$948	\$7,503
Warehouse Superstores	\$2,340	\$18,510
Other General Merchandise Stores	\$356	\$2,823
Florists	\$17	\$138
Office and Stationary Stores	\$49	\$393
Gift and Souvenir Stores	\$60	\$475
Used Merchandise Stores	\$34	\$272
Pet and Pet Supply Stores	\$200	\$1,586
Art Dealers	\$16	\$128
Mobile Home Dealers	\$29	\$232
Other Miscellaneous Retail Stores	\$88	\$698
Mail Order and Catalog Stores	\$1,399	\$11,071
Vending Machines	\$38	\$301
Fuel Dealers	\$135	\$1,069
Other Direct Selling Establishments	\$106	\$845
Hotels and Other Travel Accommodations	\$178	\$1,414
RV Parks	\$1	\$13
Rooming and Boarding Houses	\$1	\$10
Full Service Restaurants	\$1,903	\$15,059
Limited Service Restaurants	\$884	\$6,996
Special Food Services and Catering	\$282	\$2,234
Drinking Places	\$81	\$647

* Data for reference only, provided for Michigan Economic Development Corporation by GIS Planning

City of
WIXOM