Economic Development Strategy

Prepared for
Village of Central Lake, Michigan
April 2017

Prepared by:
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The Rising Tide project supports vibrant, thriving communities to attract business investment and talent by creating a sustainable path toward economic stability and growth. The Michigan Economic Development Corporation, Talent Investment Agency, and Michigan State Housing Development Authority—collectively, the Talent and Economic Development (TED) team—have committed their assets to engaging specific communities across the state in order to empower them to shape their future and maximize economic potential. This document was produced as part of that effort.
April 2017

Village of Central Lake
Village Council
PO Box 368
1622 North M-88
Central Lake, MI 49622

Dear Village of Central Lake Council:

On behalf of the Project Rising Tide team, Place & Main Advisors, LLC, is pleased to present you with this final draft of the Economic and Downtown Development Strategy for the Village of Central Lake. This economic and downtown development strategy is part of the village’s participation in Project Rising Tide and is provided for by the Michigan Economic Development Corporation.

This strategy builds off the work done by the local Project Rising Tide team has worked on over the last six months. This is a combined strategy encompassing both downtown and the community at-large. In communities the size of Central Lake, simply put, downtown development IS economic development. This strategy is designed to be implemented in a shorter time frame and within the capacity the village has. In the end, we are confident in the strategy we have put forth and the community’s ability to execute it.

Thank you for the opportunity for our firm to work with you. We have truly enjoyed our time with the Village of Central Lake and have high expectations for its future.

Sincerely,

Joe Borgstrom, Principal
Place & Main Advisors, LLC
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I. Overview
I. OVERVIEW

The Village of Central Lake is a part of Central Lake Township in Antrim County in the northeast of Michigan’s Lower Peninsula. The Village of Central Lake is also served by a state trunk line, M-88, which connects the village with neighboring Bellaire to the south.

The region is known as a popular tourist destination and is a popular destination for Summer, Fall and Winter activities.

Summary of Key Information

Population
The village is currently estimated at 1,073 people with an average household size of 2.45 people and a median age of 47 years old.

Household Income
The median household income for the village is estimated at $37,580 with a per capita income of $20,874 with a median net worth of $72,509.

Labor Force
The total labor force within the village limits was estimated at 430 people with 95% of the population having at least a high school diploma and 58% of residents having at least some college education.

Housing
The total number of housing units occupied in Central Lake for 2016 was 431 with 314 (76.03%) of those being owner-occupied and 99 (23.97%) were rental units. The median home value is the village is $120,423 with median rents at $467 a month.

Additional key statistics can be found on Table 1 on page 7.
## EXHIBIT 1

### Key Facts

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>1,073</td>
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<tr>
<td>Median Age</td>
<td>47.0</td>
</tr>
<tr>
<td>Average Household Size</td>
<td>2.45</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$37,580</td>
</tr>
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</table>

### Education

- No High School Diploma: 5%
- Some College: 38%
- High School Graduate: 37%
- Bachelor’s/Grad/Prof Degree: 20%

### Housing Stats

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
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<tr>
<td>Median Home Value</td>
<td>$120,423</td>
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<tr>
<td>Average Spent on Mortgage &amp; Basics</td>
<td>$5,076</td>
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<tr>
<td>Median Contract Rent</td>
<td>$467</td>
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### Income

<table>
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<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Household Income</td>
<td>$37,580</td>
</tr>
<tr>
<td>Per Capita Income</td>
<td>$20,874</td>
</tr>
<tr>
<td>Median Net Worth</td>
<td>$72,509</td>
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### Annual Lifestyle Spending

<table>
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<th>Category</th>
<th>Value</th>
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<tr>
<td>Travel</td>
<td>$1,084</td>
</tr>
<tr>
<td>Theater/Opera/Concerts</td>
<td>$25</td>
</tr>
<tr>
<td>Movies/Museums/Parks</td>
<td>$32</td>
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<tr>
<td>Apparel &amp; Services</td>
<td>$1,224</td>
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<td>Computers &amp; Hardware</td>
<td>$93</td>
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<td>Eating Out</td>
<td>$1,955</td>
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</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
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<tbody>
<tr>
<td>Sports Events</td>
<td>$26</td>
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<tr>
<td>Online Games</td>
<td>$2</td>
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<tr>
<td>Groceries</td>
<td>$3,514</td>
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<tr>
<td>Health Care</td>
<td>$4,009</td>
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</table>
II. Economic Development Strategy Process
II. Economic Development Strategy Process

Over the course of 2016, the Village of Central Lake’s local Project Rising Tide team held extensive meetings to determine what possible opportunities could be seized in the future. On November 30, 2016, the Village’s Downtown Development Authority held a public input session where a list of strengths, weaknesses, opportunities and threats were formed. Attendees then were asked to vote on the most important items in each area. The following are the areas for each listed by those items with the number of votes in parentheses.

Strengths
The community identified the following areas of strength for Central Lake:
- A. Lakes/Activities (11)
- B. Historic Buildings/Charm (6)
- C. Infrastructure/Broadband (5)
- D. Teamwork (4)
- E. Good Blend of food/drink (3)
- F. Fun Experience/Small Town Feel (3)
- G. Low Vacancy Rate (1)
- H. M-88 (1)
- I. Walkable (1)
- J. Proximity to other assets
- K. New Business Owners
- L. Four Seasons
- M. Vacation Destination
- N. Grocery Store

Weaknesses
The community also identified the following weaknesses in the village:
- A. Moved Fireworks out of downtown (19)
- B. Parking (13)
- C. Lack of public restrooms (4)
- D. Lack of Downtown Coordinator (3)
- E. Lack of volunteers (3)
- F. Service garages (location) (3)
- G. Lack of traffic light (1)
- H. Lack of entertainment/kids’ activities (2)
- I. Community lost its family feel
- J. Village office out of touch
- K. Foster care- lack of supervision
- L. Limited room for growth
- M. M-88
- N. Lack of retail
- O. Lack of plan/brand/marketing
- P. Lack of Lodging
Opportunities
The community identified the following opportunities:
A. Create brand/tell your story (13)
B. More events (8)
C. Shuttle (Shanty Creek) (7)
D. Better leverage lake and related activities (6)
E. Waterpark/Splashpad (5)
F. Winter sports/snow shoeing/ice fishing (4)
G. Snowmobile trails (1)
H. Better signage/wayfinding (1)
I. Kids rink/Skating rink
J. Leverage senior center for volunteers

Threats
The community identified the following threats:
A. Self-centeredness of business/property owners (21)
B. Big Box/Online Shopping (6)
C. Economy (4)
D. Weather fluctuations (2)
E. Proximity to larger markets
III. Local & Regional Economic Development Goals
III. Local & Regional Economic Development Goals

For an economic development strategy to follow best practices put forth by the Redevelopment Ready Communities program, the individual objectives must tie back to one or more of the local goals and goals identified in the regional context. Each of the goals put forth in this strategy meets this criterion.

**Local Economic Goals**
The Village of Central Lake has set forth the following goals for its local economic development efforts:

1) Create Brand/Enhance Identity

2) Create More Reasons for People to Come Downtown

3) Increase Economic Opportunity for Residents and Businesses

4) Build on Historic Nature and Charm of Downtown

**Regional Economic Goals**
Prosperity Region 2, which encompasses the northwest portion of the lower peninsula and the Village of Central Lake, has identified the following goals for the region’s economic development goals:

1) Education Goal: Region-wide access to educational opportunities that support learning, career preparedness, and self-efficacy.

2) Economic and Workforce Development Goal: A business environment where one can create, grow, or relocate a business knowing one will be able to access the labor, infrastructure and amenities necessary to thrive sustainably and profitably.

3) Health Care Goal: A health care system focused on the community with active collaboration amongst providers, agencies and coalitions.

4) Tourism and Natural Resources Goal: Increased engagement of local residents around tourism and recreational use of our natural resources to promote quality of life and desirability of our region for family and business.

5) Agriculture and Local Food Systems Goal: An agriculture and food sector able to increase production, add value to products, and reach new markets through collaborative efforts and development of aggregation, processing, storage and distribution infrastructure.

6) Infrastructure Goal: Maintain functionality of existing infrastructure and implement sustainable improvements where funding permits.

These goals are directly referenced in the Economic Development Strategy Chart (Table 1 on page 17)
IV. Economic Development Strategy
IV. Economic Development Strategy

The Economic Development Strategy is a direct reflection of the input of residents, business owners, other stakeholders and professional redevelopment staff. These tasks represent very real challenges the community sees as having a direct impact on their economic success and represents achievable actions that can have a significant impact on the community. Of specific note, as tourism plays a very large role in the local economy, it is imperative the community both markets itself to potential tourists and continues to build on its existing assets to create more and better businesses that both serve existing residents and tourists.

Following this narrative is a copy of the interactive Excel spreadsheet (Table 1) with specific action steps, responsible parties, connections to local and regional goals and respective timelines for this strategy’s execution.

Strategic Objectives

**Create a Community Brand** - The Village and area lack a cohesive brand or even logo to define and market itself to potential tourists, residents and businesses. The village and Downtown Development Authority (DDA) should work together and with other local stakeholders to identify funding and a contractor to help the community go through the branding process. The implementation of the branding should be fully committed to by all parties.

**Create Additional Events to Bring People Downtown** - Tourism plays a large role in the village’s economy. The DDA and other stakeholders should evaluate what other events it can create to generate additional foot traffic downtown to help local businesses create greater awareness among visitors and generate additional sales.

**Work with Local Hotels/Motels to Promote Downtown Central Lake** - The DDA and other stakeholders should be actively creating and distributing marketing materials for downtown Central Lake businesses and putting those in the hands of hotels and motels in the region to make visitors aware of the businesses, attractions and events the village had to offer.

**Better Utilize Intermediate Lake to Promote Downtown** - In conjunction with creating additional events, better promoting ice fishing, boating and other lake-related activities on Intermediate Lake will help link the lake to businesses and events downtown.

**Assist Mammoth Distilling with potential expansion** - The village, DDA and other stakeholders should do as much as possible to assist and retain Mammoth’s presence within the community, and preferably downtown. Mammoth could potentially have a similar impact on the community as Short’s Brewing does for neighboring Bellaire. Furthermore, potentially linking with Bellaire and Short’s Brewing could lead to more tourists visiting the region to visit both Short’s Brewing and Mammoth Distilling.
Explore possibility of a USDA certified meat processing facility- Creating a facility that could help grow the agricultural and processing sector in the region could add a number of jobs, tax base and economic impact to the area. While there are a number of significant hurdles, it could be well worth pursuing with assistance of United State Department of Agriculture (USDA) and the Michigan Department of Agricultural and Rural Development (MDARD).

Create an Event Pavilion and Outdoor Bathrooms- The village should utilize their allotment of Community Development Block Grant (CDBG) designated for Project Rising Tide Communities to create an events pavilion and outdoor bathrooms to assist and expand their successful Farmer’s Market and will allow for more events to be held downtown.

Expand Bike Trail- Expanding the village’s bike trail should be a top tier priority as it not only benefits village residents but can bring in visitors from outside the community as well. Recreational cyclists tend to not just bike in a community, but typically stay for at least one meal.

Fully Utilize Social Media to Market Central Lake- Social media is one of the most cost effective ways to advertise the community’s benefits, accomplishments and offerings on a continual basis to people around the world. The Village should also create a village page and should strongly consider adding Instagram accounts as a way to visually promote the natural beauty and unique businesses of Central Lake.

Explore Marketing Partnerships with Surrounding Communities- The Village should explore the possibility of partnering with other communities and destinations to create a tourism-based “trail” (ie “Spirits Trail” with Mammoth, Meadery in Bellaire, etc.).

Real Estate Redevelopment- A review of the community shows the need to prioritize the redevelopment of three sites. The following sites should be prioritized in the following order:

**Dover Corporation Property**- This former industrial property could now be used for residential, commercial or mixed-use with beautiful views of the lake.
Service Garage (2407 M-88)- This current service garage and car wash in Central Lake is on one of the main corners downtown. It is in an ideal place should the village want to pursue additional tourism-based businesses like additional retail, restaurant, or tasting room.

7797 East State St- This traditional mixed-use building is currently for rent and would be an excellent location for specialty retail.
## Economic Development Strategy

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>LOCAL GOAL(S)</th>
<th>REGIONAL GOAL(S)</th>
<th>STATUS</th>
<th>OWNER</th>
<th>SECONDARY</th>
<th>START DATE</th>
<th>END DATE</th>
<th>START DATE</th>
<th>END DATE</th>
<th>SUCCESS MEASURE</th>
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<tbody>
<tr>
<td>1. Create a community brand to define downtown and Central Lake community</td>
<td>1, 4</td>
<td>4</td>
<td>Not Started</td>
<td>Larry Eskhardt, Village of Central Lake</td>
<td>Rachel Antaya, Village of Central Lake</td>
<td>5/1/2017</td>
<td>9/1/2017</td>
<td>Brand Created &amp; Adopted</td>
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<tr>
<td>1.A. Determine budget w potential village contribution</td>
<td>1, 4</td>
<td>4</td>
<td>Not Started</td>
<td>Larry Eskhardt, Village of Central Lake</td>
<td>Rachel Antaya, Village of Central Lake</td>
<td>6/1/2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.B. Conduct RFP (if necessary for branding services)</td>
<td>1, 4</td>
<td>4</td>
<td>Not Started</td>
<td>Larry Eskhardt, Village of Central Lake</td>
<td>Rachel Antaya, Village of Central Lake</td>
<td>5/1/2017</td>
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<tr>
<td>1.C. Review Proposals and selected contractor (if necessary)</td>
<td>1, 4</td>
<td>4</td>
<td>Not Started</td>
<td>Larry Eskhardt, Village of Central Lake</td>
<td>Rachel Antaya, Village of Central Lake</td>
<td>9/1/2017</td>
<td></td>
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<tr>
<td>1.D. Conduct branding service in partnership with other local organizations</td>
<td>1, 4</td>
<td>4</td>
<td>Not Started</td>
<td>Larry Eskhardt, Village of Central Lake</td>
<td>Rachel Antaya, Village of Central Lake</td>
<td>9/1/2017</td>
<td></td>
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<tr>
<td>1.E. Fully implement brand (lopes for Village, banners, etc.)</td>
<td>1, 4</td>
<td>4</td>
<td>Not Started</td>
<td>Larry Eskhardt, Village of Central Lake</td>
<td>Rachel Antaya, Village of Central Lake</td>
<td>5/1/2017</td>
<td></td>
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<tr>
<td>2.A. Determine what months are lacking in events</td>
<td>2</td>
<td>4</td>
<td>Not Started</td>
<td>Rachel Antaya, Village of Central Lake</td>
<td>Corey Hoeksema, DDA Chair</td>
<td>6/1/2017</td>
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<tr>
<td>2.B. Determine purpose of event (community focused vs retail focused)</td>
<td>2</td>
<td>4</td>
<td>Not Started</td>
<td>Rachel Antaya, Village of Central Lake</td>
<td>Corey Hoeksema, DDA Chair</td>
<td>6/1/2017</td>
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<tr>
<td>2.C. Create a work plan for the event (simplified task list definition who should be doing what by when and budget)</td>
<td>2</td>
<td>4</td>
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<td>Rachel Antaya, Village of Central Lake</td>
<td>Corey Hoeksema, DDA Chair</td>
<td>6/1/2017</td>
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<tr>
<td>2.D. Execute Event</td>
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<td>4</td>
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<td>Rachel Antaya, Village of Central Lake</td>
<td>Corey Hoeksema, DDA Chair</td>
<td>6/1/2017</td>
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<tr>
<td>2.E. Review event to determine what went right/wrong and if appropriate to do it again.</td>
<td>2</td>
<td>4</td>
<td>Not Started</td>
<td>Rachel Antaya, Village of Central Lake</td>
<td>Corey Hoeksema, DDA Chair</td>
<td>6/1/2017</td>
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<tr>
<td>3. Work with surrounding Local Hotels/Motels/VRBOs/Vacation Rentals to promote downtown Central Lake</td>
<td>3</td>
<td>4</td>
<td>Not Started</td>
<td>Sherrl Shocks, Shocks Farms</td>
<td>Chris Carpenter, Central Lake Tavern</td>
<td>4/1/2017</td>
<td>6/1/2017</td>
<td>Material Distributed to 10 properties</td>
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<tr>
<td>3.A. Explore CVB options (get existing CVB such as Traverse City or Petoskey)</td>
<td>3</td>
<td>4</td>
<td>Not Started</td>
<td>Sherrl Shocks, Shocks Farms</td>
<td>Chris Carpenter, Central Lake Tavern</td>
<td>6/1/2017</td>
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<tr>
<td>3.B. Meet with Local Hotels/Motels/VRBOs/Vacation Rentals in region to promote downtown Central Lake and its businesses</td>
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<td>4</td>
<td>Not Started</td>
<td>Sherrl Shocks, Shocks Farms</td>
<td>Chris Carpenter, Central Lake Tavern</td>
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<td>Objective</td>
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<td>Status</td>
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<td>Location</td>
<td>Date</td>
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<tr>
<td>3.C.</td>
<td>Create marketing materials for special events for regional hotel/motel guests.</td>
<td>3</td>
<td>4</td>
<td>Not Started</td>
<td>Greg Shouks, Shouks Farms</td>
<td>Chris Carpenter, Central Lake Tavern</td>
<td>06/01/2017</td>
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<tr>
<td>4.A.</td>
<td>Better utilize Intermediate Lake to promote downtown.</td>
<td>2.3</td>
<td>4</td>
<td>Not Started</td>
<td>Genny Hoeksema, DDA Chair</td>
<td>Chris Carpenter, Central Lake Tavern</td>
<td>12/13/2017</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.A.</td>
<td>Along with Objective 2, consider organizing in-town events that bring people to Central Lake (ice and non-ice fishing contests, etc.).</td>
<td>2.3</td>
<td>4</td>
<td>Not Started</td>
<td>Genny Hoeksema, DDA Chair</td>
<td>Chris Carpenter, Central Lake Tavern</td>
<td>12/13/2017</td>
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<tr>
<td>5.</td>
<td>Plan Mammoth Distilling With Potential Expansion Project.</td>
<td>1.2</td>
<td>2.5</td>
<td>Not Started</td>
<td>Larry Eckhardt, Village of Central Lake</td>
<td>Chad Munger, Mammoth Distilling</td>
<td>09/01/2017</td>
<td></td>
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<tr>
<td>5.A.</td>
<td>Meet with Mammoth Reps to determine what the village/EDA can do to assist.</td>
<td>Not Started</td>
<td>Larry Eckhardt, Village of Central Lake</td>
<td>Chad Munger, Mammoth Distilling</td>
<td>09/01/2017</td>
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<tr>
<td>6.</td>
<td>Explore possibility of USDA-inspected meat processing facility.</td>
<td>4</td>
<td>2.5</td>
<td>In Progress</td>
<td>Greg Shouks, Shouks Farms</td>
<td>Buck Love, Michigan Works</td>
<td>12/31/2017</td>
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<tr>
<td>6.A.</td>
<td>Research market potential for facility.</td>
<td>4</td>
<td>2.5</td>
<td>Complete</td>
<td>Greg Shouks, Shouks Farms</td>
<td>Buck Love, Michigan Works</td>
<td>12/31/2017</td>
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<tr>
<td>6.B.</td>
<td>Determine necessary functions &amp; costs associated with compliance.</td>
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<td>2.5</td>
<td>Complete</td>
<td>Greg Shouks, Shouks Farms</td>
<td>Buck Love, Michigan Works</td>
<td>12/31/2017</td>
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<tr>
<td>6.C.</td>
<td>Determine best possible site for facility.</td>
<td>4</td>
<td>2.5</td>
<td>In Progress</td>
<td>Greg Shouks, Shouks Farms</td>
<td>Buck Love, Michigan Works</td>
<td>12/31/2017</td>
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<tr>
<td>6.D.</td>
<td>Determine costs associated with development of site.</td>
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<td>2.5</td>
<td>In Progress</td>
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<td>Buck Love, Michigan Works</td>
<td>12/31/2017</td>
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<tr>
<td>6.E.</td>
<td>Explore grant options for facility.</td>
<td>4</td>
<td>2.5</td>
<td>Not Started</td>
<td>Greg Shouks, Shouks Farms</td>
<td>Buck Love, Michigan Works</td>
<td>12/31/2017</td>
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<tr>
<td>6.G.</td>
<td>Put together financial pro formas for facility and businesses.</td>
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<td>2.5</td>
<td>Not Started</td>
<td>Greg Shouks, Shouks Farms</td>
<td>Buck Love, Michigan Works</td>
<td>12/31/2017</td>
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<tr>
<td>6.I.</td>
<td>Secure financing and contractor to build.</td>
<td>4</td>
<td>2.5</td>
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<td>Greg Shouks, Shouks Farms</td>
<td>Buck Love, Michigan Works</td>
<td>12/31/2017</td>
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<td>7.</td>
<td>Fully utilize Social Media Channels to Market Central Lake.</td>
<td>1</td>
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<td>Rachel Antaya, Village of Central Lake</td>
<td>Chad Munger, Mammoth Distilling</td>
<td>06/01/2017</td>
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<tr>
<td>7.A.</td>
<td>Establish Facebook and Instagram accounts, sharing permissions.</td>
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<td>Rachel Antaya, Village of Central Lake</td>
<td>Chad Munger, Mammoth Distilling</td>
<td>06/01/2017</td>
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<td>7.B.</td>
<td>Develop content policy outlining the types of information that can be shared and what should not.</td>
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<td>4</td>
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<td>Chad Munger, Mammoth Distilling</td>
<td>06/01/2017</td>
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<td>7.C.</td>
<td>Develop social media calendar to promote positive news stories people can share.</td>
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<td>Rachel Antaya, Village of Central Lake</td>
<td>Chad Munger, Mammoth Distilling</td>
<td>06/01/2017</td>
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<td>7.D.</td>
<td>Encourage Residents and former residents to follow and share.</td>
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<td>Rachel Antaya, Village of Central Lake</td>
<td>Chad Munger, Mammoth Distilling</td>
<td>06/01/2017</td>
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<td>8.</td>
<td>Create Event Pavilion and Outdoor Bathrooms.</td>
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<td>5</td>
<td>Not Started</td>
<td>Larry Eckhardt, Village of Central Lake</td>
<td>Pam Love, Market Manager</td>
<td>01/01/2017</td>
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<td>Task</td>
<td>Priority</td>
<td>Completion</td>
<td>Responsible party</td>
<td>Contact Person</td>
<td>Date</td>
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<tr>
<td>Make formal application to the MEDC for CDBG funds</td>
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<td>Not Started</td>
<td>Larry Eckhardt, Village of Central Lake</td>
<td>Pam Luce, Market Manager</td>
<td>9/1/2017</td>
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<tr>
<td>Have pavilion and ballrooms designed and costs estimated</td>
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<td>Larry Eckhardt, Village of Central Lake</td>
<td>Pam Luce, Market Manager</td>
<td>9/1/2017</td>
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<td>Conduct a RFP for construction services in accordance with CDBG</td>
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<td>Larry Eckhardt, Village of Central Lake</td>
<td>Pam Luce, Market Manager</td>
<td>9/1/2017</td>
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<td>Award Contract to Winning Bidder</td>
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<td>Larry Eckhardt, Village of Central Lake</td>
<td>Pam Luce, Market Manager</td>
<td>9/1/2017</td>
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<td>Construction</td>
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<td>Larry Eckhardt, Village of Central Lake</td>
<td>Pam Luce, Market Manager</td>
<td>9/1/2017</td>
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<td>Closeout CDBG Grant</td>
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<td>Pam Luce, Market Manager</td>
<td>9/1/2017</td>
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<td>Celebrate Opening</td>
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<td>Larry Eckhardt, Village of Central Lake</td>
<td>Pam Luce, Market Manager</td>
<td>9/1/2017</td>
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<tr>
<td>Bike Trail</td>
<td>2</td>
<td>Not Started</td>
<td>Rob Tyler, Village of Central Lake</td>
<td>Larry Eckhardt, Village of Central Lake</td>
<td>6/1/2018</td>
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1 mile of new bike trail completed

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<th>Task</th>
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<th>Completion</th>
<th>Responsible party</th>
<th>Contact Person</th>
<th>Date</th>
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<td>Acquire Additional Property/Right of Way to Expand Trail</td>
<td>2</td>
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<td>Rob Tyler, Village of Central Lake</td>
<td>Larry Eckhardt, Village of Central Lake</td>
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<td>Conduct RFP for Construction Services</td>
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<td>Rob Tyler, Village of Central Lake</td>
<td>Larry Eckhardt, Village of Central Lake</td>
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<td>Award Contract</td>
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<td>Rob Tyler, Village of Central Lake</td>
<td>Larry Eckhardt, Village of Central Lake</td>
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<td>Construction</td>
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<td>Rob Tyler, Village of Central Lake</td>
<td>Larry Eckhardt, Village of Central Lake</td>
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<td>Celebrate Opening/Press Release/Media Event</td>
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<td>Rob Tyler, Village of Central Lake</td>
<td>Larry Eckhardt, Village of Central Lake</td>
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<td>Redevelop Lakeside Property</td>
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<td>Larry Eckhardt, Village of Central Lake</td>
<td>Sara Christiansen, Northern Lakes Alliance</td>
<td>12/31/2018</td>
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</table>

Property Redeveloped
V. Additional Considerations
V. Additional Considerations

In addition to the Economic Development Strategy, the community needs to keep several items in mind regarding economic development moving forward:

**Village Hall Location**- The Village should strongly consider relocating the Village Offices to downtown Central Lake. While not that far from downtown, the village offices are on the outskirts of the village and relocating downtown could both send a strong message as to downtown’s importance to the Village as well could potentially fill an empty space (either existing or infill.)

**Leadership Development**- Members of the Village Council, Planning Commission/Downtown Development Authority (DDA) and Village Clerk should avail themselves of the numerous trainings offered by entities like the Michigan Municipal League (MML), Michigan Association of Planning (MAP), and the Michigan Downtown Association (MDA.) These entities can be valuable sources of information for the village and the members of its committees. It is important that the members of the bodies mentioned above see and learn from examples across the state. This will increase the capacity of the village to take on more complicated projects as time goes on.

**Partnerships with Other Communities**- The Village should constantly seek to partner with other nearby communities on everything from joint purchasing to linking recreational assets to become more of a destination for tourists.
VI. Implementation

Partners
V. Implementation Partners

The completion of this Economic Development Strategy will not be easy. The Village of Central Lake will require partners. Thankfully, several local entities have committed time, energy and funding to help projects like those suggested here.

The professionals and organizations listed below can provide valuable expertise, time, effort and assistance with executing this strategy. Their respective names and organizations appear assigned in individual tasks in the Economic Development Strategy table.

Larry Eckhardt  
Village of Central Lake  
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TIA/WDA Networks Northwest  
Michigan Works Representative  
haroldlove@networksnorthwest.org  
(231) 620-5178

Sara Christensen  
Northern Lakes Economic Alliance  
sara@nothernlakes.net  
(231) 582-6482

Greg Shooks  
Shooks Farms  
gjshooks@torchlake.com

Corey Hoeksma  
Chairman  
Village of Central Lake DDA  
choeksma@gmail.com  
(231) 883-2183

Rachael Antaya  
Village Clerk  
Village of Central Lake  
clerk@centrallakemi.org  
(231) 544-6483

Chad Munger  
Mammoth Distilling  
chad@mammothdistilling.com  
(773) 841-4242