

# Lake Missaukee Area Economic Development Strategy









# Acknowledgments

## PROJECT PARTNERS

### *Office Of Rural Prosperity*

This project was funded through a Rural Readiness grant from the Office of Rural Prosperity (ORP), housed under the Michigan Department of Labor and Economic Opportunity (LEO). According to ORP's webpage describing Rural Readiness:

"The Readiness Grant Program provides rural communities (via tax-exempt organizations) with up to \$50,000 to support collaborative planning and capacity initiatives. These competitive, reimbursement grants support and invest in under-served areas and populations by providing reimbursement grant funding for capacity building activities, development readiness initiatives, partnership and plan formation, and cross sector collaboration."

Lake City was 1 of 19 projects supported by \$852,000 in funding for the program's grant cycle. The total project award was \$28,300 with an additional \$4,000 in in-kind match from Networks Northwest and \$3,500 in cash match from the City of Lake City for a total project cost of \$35,800. This funding supported all of the public engagement efforts (described later in this chapter), the creation of a Redevelopment Master Plan chapter addendum, this Economic Development Strategy for the community, as well as \$3,000 to help with the pre-construction costs needed to help Lake City relocate its City Hall to a recently acquired redevelopment site.

### *City of Lake City*

Leadership in Lake City helped to garner public attendance at each of the design sessions and the focus groups. The City also played a key role in getting survey responses and in helping the planning team access facilities for engagement events. Networks Northwest would like to especially thank Mayor Craig Ardis for his commitment to this process.

### *Networks Northwest*

Networks Northwest is the Regional Planning Organization for Northwest Lower Michigan, its services span 10 counties including Missaukee. The agency acted as the project lead for this planning process by coordinating with Lake City on the Rural Readiness grant application and management. Networks Northwest led the public engagement efforts and drafted the final project deliverables.

## LIVING DOCUMENT

This Economic Development Strategy (EDS) is a first step in capturing the Lake Missaukee Area's efforts to maintain and build upon its economic assets. This plan was developed through a robust public input process, as well as an analysis of key data points. However, the work does not stop here and this plan should be considered a living document for the community. As new public input processes take place, market studies are completed or new development opportunities arise, they should be captured in this plan. In this way, the vision for the area's economic future is always clearly defined.







# How to Use this Plan

## FROM VISION TO GUIDEBOOK

Developed in 2024 and early 2025, this Economic Development Strategy is a starting point for the Lake Missaukee Area's effort to define its ideal future for its local economy. As previously mentioned, this should be considered a 'living document'. In other words, the work does not stop here. There are more studies and data points that have not been included in this document that may be beneficial in planning for the Lake Missaukee Area (a retail market study, or local housing needs assessment, for example). In addition, while the planning process that helped guide the goals in this plan was robust, public input is an ongoing effort. Additional focus groups, surveys or the formation of a steering committee may be needed to help define goals and actions more succinctly, as well as to track success.

Therefore, the data points, public input findings and the resulting goals and recommendations may at times seem broad or intuitive. This was done intentionally. When planning for the future it is important that community members agree on an overarching set of values first. From this initial process, these values include concepts such as:

- Maintaining the area's rural character by siting development in the city and preserving the surrounding forest and agricultural lands in the townships;
- Ensuring pedestrian safety around the M-66 corridor;
- Providing quality public spaces for the area's residents and visitors;
- Supporting local businesses by increasing tourism and year-round activity;
- Ensuring the built environment reflects the traditional aesthetic of the community while adapting it to current and future needs; and
- Taking advantage of the area's greatest asset: Lake Missaukee.

Again, while many of these would seem intuitive to the area's residents, the 2024 planning process confirmed the direction that local leadership will help guide resource investment. The next steps will involve active communication with members of the public on successes, the need to revisit plans when barriers arise and to more specifically define outcomes (timelines, responsibility, cost, etc.) when addressing a project that fits these themes. This plan in 2024-2025 is a vision, but over time it should become a guidebook.

## A Note on Terms

### *Lake Missaukee Area*

In this plan, "Lake Missaukee Area" primarily refers to the areas adjacent to or near the M-66 corridor in Lake City, Caldwell Township, Forest Township, Lake Township and Reeder Township, as this area is the main economic driver for the community aside from its vast agricultural lands. For data analyses, the term refers to the entirety of these 5 municipal geographies. Some components of the plan are left intentionally ambiguous to allow any of the municipalities that make up the "Lake Missaukee Area" to adopt, or not adopt, this plan by resolution.

### *City or city*

Throughout this plan you may see the words city, township or county capitalized and sometimes lower case. When capitalized, we are referring to the municipal government. When lower case, we are referring to the geographic area. For example, "The City may need to expand infrastructure to spur growth in the neighboring township."





MISSOULA COUNTY  
VETERANS MEMORIAL PARK

RIGHT LANE  
MUST  
TURN RIGHT



# Table of Contents

## **1** EXISTING CONDITIONS

An understanding of where we are, according to various data points and an aerial view of the Lake Missaukee Area.

## **19** PUBLIC INPUT

A look at where we want to go, based on a robust public input effort.

**“Re-Imagine the M-66 Corridor”**

**Sustainable Built Environment Initiative**

## **53** NEXT STEPS

How we get there. A defined vision and the first steps to furthering economic and community development projects.

**Current Efforts**

**Key Partnerships**

**Vision Statements, Goals & Objectives**

**Implementation**



# Existing Conditions

## POPULATION

One key economic indicator to start our analysis is whether the area is growing or shrinking in population size. Growing, stagnated and shrinking populations each have their own sets of challenges. Growing populations must consider infrastructure and service expansions, as well as the best manner in which to manage growth. Places with a consistent population need to look closely at the age of people who live there to determine what the short to long-term futures may look like, while shrinking populations need to manage reductions in housing needs, business loss and downsizing infrastructure.

Table 1 (below) shows the population of the 5 Lake Missaukee Area municipalities from the past 2 decennial censuses. The population in each, and the overall population for the area, have remained relatively the same from 2010-2020. Most of the significant growth has occurred in Caldwell and Reeder Townships. This stable population trend is projected by the State of Michigan Center for Data and Analytics to remain mostly the same through 2050. The State, using projected birth rates, death rates and migration rates, suggests that Missaukee County’s population will shrink by 2 percent by the mid century<sup>1</sup>.

TABLE 1. LAKE MISSAUKEE AREA POPULATION

	LAKE CITY	CALDWELL TOWNSHIP	FOREST TOWNSHIP	LAKE TOWNSHIP	REEDER TOWNSHIP	TOTAL
2010 Population	836	1,317	1,157	2,800	1,128	7,238
2020 Population	829	1,394	1,184	2,827	1,199	7,433
Net Change	-7	+77	+27	+27	+71	+195
% Population Change	-0.84%	+5.85%	+2.33%	+0.96%	+6.29%	+2.69%
Median Age (2023)	41.3	36.2	38.9	54	41	

Source: 2010 & 2020 Decennial Censuses

1 - michigan.gov/mcda/insights/2025/03/06/mich-county-popproj-2050



## AGE PYRAMID

Age pyramids provide a categorical breakdown of the area's population by age. This helps to understand which age groups make up the largest and smallest percents of the overall population, useful for projecting age-related community needs in the near future. Areas that are growing primarily from higher birth rates tend to look like an inverse pyramid, where the youngest make up the largest proportion of the population.

Figure 1 (right) displays an age pyramid for the Lake Missaukee Area. The community has a fairly high percent of children age 18 and under. From an economic development standpoint, it is important to note that the Lake City Area Schools have seen strong local investment resulting in high quality facilities. Places that invest in their schools are better at attracting younger families to the area.

In addition, the area also has a relatively high number of people age 55 to 64. This is important because it suggests that a larger proportion of the area is reaching retirement age and will need to be replaced in the workforce in the not so distant future. There are also important programming, transportation and housing considerations to help this cohort to age in place. Although the median age in each of the 5 municipalities is around the state average of 40.1 (see Table 2), the area can get ahead of statewide trends by making the community attractive to younger families while investing in features that make it easier for older generations to thrive as well.

### What to Consider

An aging population is generally concerning because it suggests that the community's working population will shrink as a percent of total population. Economically speaking, communities want a high ratio of working age population to dependent population (children under 16; retirees; incarcerated) as possible. This ensures a large enough tax base to pay for the non-working population (parks, schools, public transportation, senior services, child care, etc.).

FIGURE 1. AGE PYRAMID, 2020, LAKE MISSAUKEE AREA

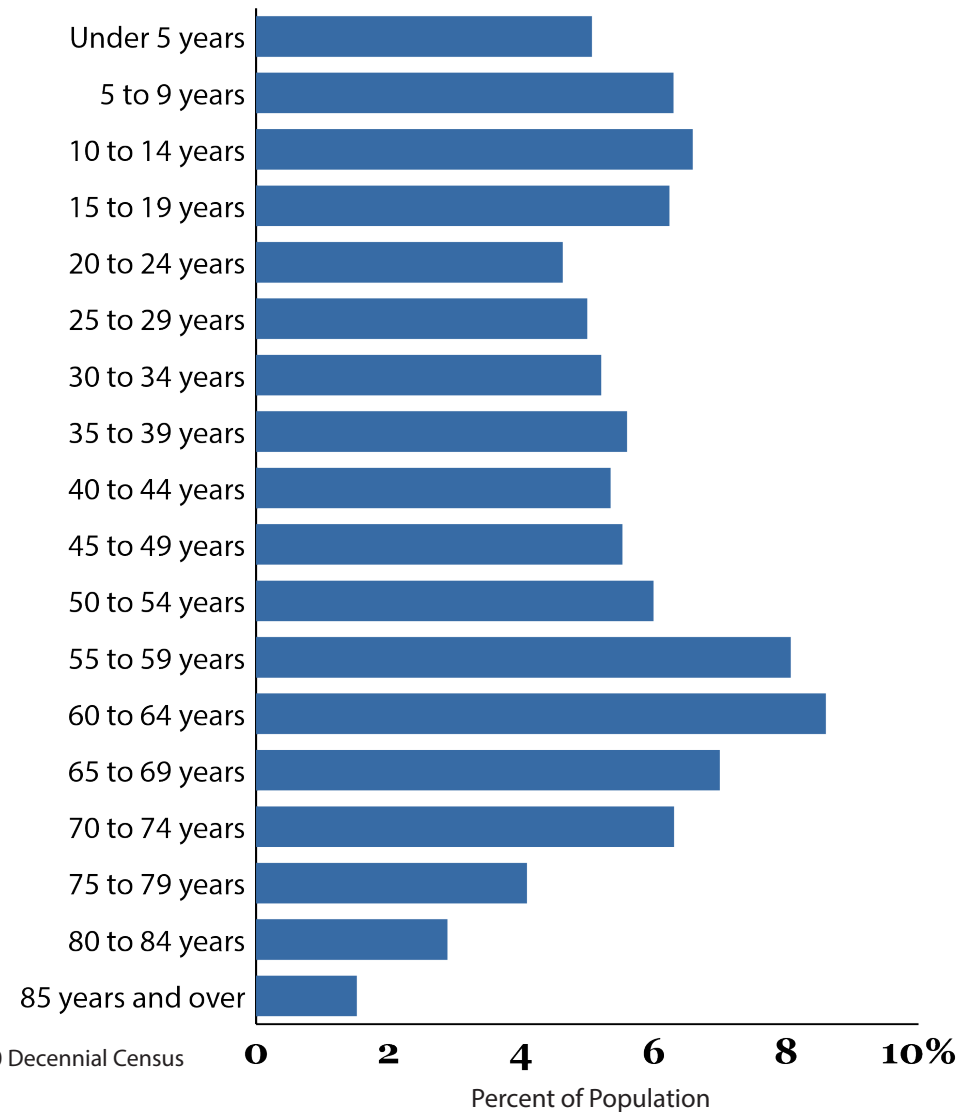


TABLE 2. MEDIAN AGES, LAKE MISSAUKEE AREA

	LAKE CITY	CALDWELL TOWNSHIP	FOREST TOWNSHIP	LAKE TOWNSHIP	REEDER TOWNSHIP
<b>Median Age (2023)</b>	41.3	36.2	38.9	54	41

Source: 2023 ACS 5-Year Estimates

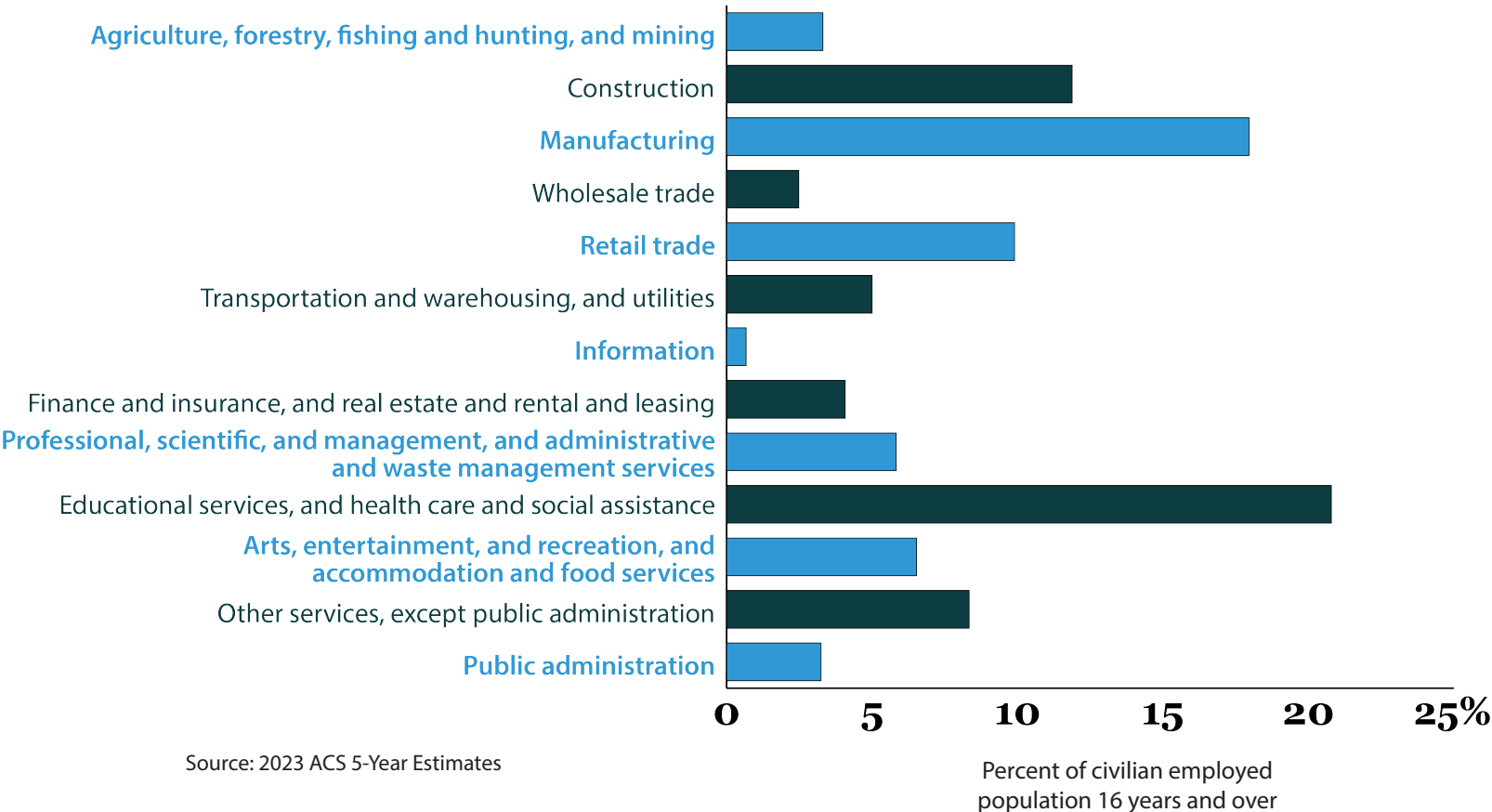
## EMPLOYMENT BY INDUSTRY & FLOW OF WAGES

Figure 2 (below) shows the employment by industry for Lake Missaukee Area residents. The largest proportion (20.8%) work in Educational services, and health care and social assistance. This is followed by Manufacturing (18.0%), Construction (11.9%) and Retail trade (9.9%). See the Location Quotient and Shift-Share analyses later in this section to understand the uniqueness of these employment numbers and how they have changed over time.

Table 3 and Figure 3 on the next page show the inflow and outflow of wages for Missaukee County. These numbers help describe the relationship between people’s homes and workplaces. One important

note from Figure 3 is that the amount of money earned by Missaukee residents who work outside Missaukee County has increased over the past 5 years while the money earned at jobs within Missaukee by people living outside the county has remained largely the same. This makes sense as larger job centers such as Cadillac and Traverse City are nearby. However, this also indicates that there may be demand for more jobs within Missaukee County to support the residents who live here. The Lake Missaukee Area may be able to accommodate some of this need and thereby capture more tax revenue while bringing jobs closer to Missaukee residents.

FIGURE 2. EMPLOYMENT BY INDUSTRY, 2023, LAKE MISSAUKEE AREA





Inflow-Outflow of wages refers to the difference between wages earned by people who work in Grand Traverse County but live elsewhere and people who live in Grand Traverse County but work elsewhere.

**Inflow** is the money earned by residents who work outside of the county.

**Outflow** is the money earned at jobs within the county by people living outside the county.

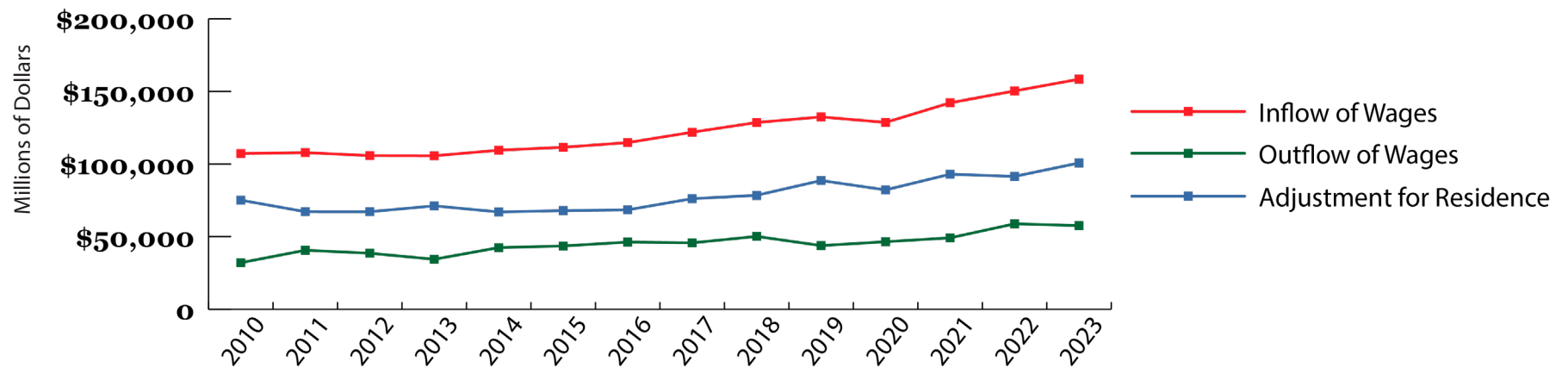
**Net Residence Adjustment** is the result of subtracting gross earnings outflow from gross earnings inflow.

TABLE 3. GROSS FLOW OF EARNINGS (THOUSANDS OF DOLLARS), MISSAUKEE COUNTY

DESCRIPTION	2023
Inflow of Earnings	158,396
Outflow of Earnings	57,653
Adjustment for Residence	100,743

Source: U.S. Bureau of Economic Analysis, "CAINC91 Gross flow of earnings" (accessed Wednesday, March 26, 2025).

FIGURE 3. INFLOW & OUTFLOW OF WAGES, 2010-2023, MISSAUKEE COUNTY



### What to Consider

A higher inflow of wages compared to outflow means that people are needing to look elsewhere for employment opportunities. While some of this in Missaukee County is explained by the county seat's (Lake City) close proximity to nearby Cadillac, the vast difference (\$100.7 million) means that more could be done to site jobs closer to Missaukee employees. The Lake Missaukee Area and McBain would be the ideal locations in Missaukee for this growth as both have sewer and water infrastructure in place.

## LOCATION QUOTIENTS

The location quotient (LQ) analysis is a measure of how concentrated an industry is in the local economy compared to that same industry nationally. Essentially, this analysis describes which industries are unique to the locality, in this case Missaukee County.

A Location Quotient score of 1.0 means that the concentration of that industry in the county is equal to the concentration of that industry in the entire U.S. Industries with a score higher than 1.0 can help determine what the county is exporting, what makes the local economy unique, or what makes up the local economic base. This is helpful for planning purposes because an economic base should be built upon, but should also be diverse enough to withstand external changes. One clear example for many Michigan communities was the over reliance on the automobile industry as the economic base. Without diversification, many communities struggled greatly when these jobs went elsewhere.

Unsurprisingly, Missaukee County's economic base (as shown in Table 4) is made up of Agriculture, forestry, fishing and hunting; Manufacturing; Mining, quarrying, and oil and gas extraction; Retail trade; and Transportation and warehousing. According to the Bureau of Labor Statistics' 2023 data, Missaukee County has 26.87 times more Agriculture, forestry, fishing and hunting employment per capita than the rest of the U.S. This accounts for 877 employees and \$37.3 million in annual earnings.

While the county has economic advantages in certain industries, there are other areas where it could seek to improve. For example, northwest lower Michigan is well regarded as an outdoor tourism destination.

However, tourism visitation and spending is much lower in Missaukee County than the rest of the region. Although much of this is due to its inland location compared to, for example, Leelanau and Grand Traverse Counties, the Lake Missaukee Area still has a lot of tourism potential that it could tap into.

Shown in Table 4, Missaukee County only employs 145 people in Accommodation and food services, and has just 7 establishments related to Arts, entertainment, and recreation. As described later in this plan, projects that emphasize public space, retail, walkability in well-designed downtowns and quality accommodations would help to attract more tourism spending to the Lake Missaukee Area.



**The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.**

**- For more information visit [census.gov/naics/](https://census.gov/naics/)**

$$\text{Location Quotient} = \frac{(\text{Local Industry Employment} / \text{Total Local Employment})}{(\text{National Industry Employment} / \text{Total National Employment})}$$



TABLE 4. LOCATION QUOTIENTS FOR NAICS SECTORS, MISSAUKEE COUNTY, 2023 AVERAGES

	ANNUAL ESTABLISHMENTS	ANNUAL AVERAGE EMPLOYMENT	TOTAL ANNUAL WAGES	ANNUAL AVERAGE EMPLOYMENT LOCATION QUOTIENT	TOTAL ANNUAL WAGES LOCATION QUOTIENT
NAICS 11 Agriculture, forestry, fishing and hunting	55	877	\$37,300,615	26.87	39.93
NAICS 31-33 Manufacturing	32	697	\$41,464,365	2.08	2.38
NAICS 21 Mining, quarrying, and oil and gas extraction	5	31	\$2,126,137	2.04	1.79
NAICS 44-45 Retail trade	40	572	\$19,803,853	1.41	1.89
NAICS 48-49 Transportation and warehousing	29	198	\$10,389,147	1.18	1.53
NAICS 23 Construction	61	179	\$9,097,386	0.86	0.90
NAICS 81 Other services (except public administration)	30	100	\$3,626,776	0.84	0.95
NAICS 72 Accommodation and food services	18	145	\$2,762,319	0.40	0.42
NAICS 52 Finance and insurance	10	65	\$3,264,316	0.40	0.23
NAICS 71 Arts, entertainment, and recreation	7	22	\$796,410	0.34	0.40
NAICS 54 Professional, scientific, and technical services	18	60	\$2,939,956	0.21	0.14
NAICS 53 Real estate and rental and leasing	6	8	\$172,656	0.13	0.06
NAICS 56 Administrative support and waste management and remediation services	11	25	\$622,221	0.10	0.07
NAICS 51 Information	5	6	\$1,225,462	0.08	0.16

Source: Bureau of Labor Statistics, 2023 Averages



## SHIFT-SHARE ANALYSIS

A shift-share analysis takes a look at the percent each industry's employment made up in the past and how this has changed over time. This can help to see which industries are becoming more significant parts of the local economy and which ones may be depleting, or becoming obsolete. While the Location Quotient analysis described industries by county, the shift-share looks at the Lake Missaukee Area residents' employment (5 municipalities).

Shown in Table 4 on the next page, around 20 percent of Lake Missaukee Area residents worked in Educational services, and health care and social assistance in 2010. In 2023, this proportion has not changed much, making it a consistent industry employer for the area's population.

The industries that increased the most as a proportion of local employment were Professional, scientific, and management, and administrative and waste management services (Net +86 jobs, +88%), Other services, except public administration (Net +99 jobs, +60%) and Construction (Net +98 jobs, +35%). The area saw the most net losses in Information (Net -47), Retail trade (Net -42), Transportation and warehousing, and utilities (Net -39) and Arts, entertainment, and recreation, and accommodation and food services (Net -37).

While it is difficult to make local inferences on this shift-share because much of the area's employment is dependent on employment opportunities in nearby Cadillac, a few inferences can be made:

- Education services, and health care and social assistance is a consistent employer for Lake Missaukee Area residents.
- Retail trade has decreased as online retail has become more prominent, calling for different types of small businesses in the downtown area (restaurants, experiences, boutique clothing, for example).
- Manufacturing and Construction continue to employ a significant portion of the area's residents and both have increased since 2010.



TABLE 5. SHIFT-SHARE ANALYSIS, 2010 - 2023 MISSAUKEE LAKE AREA

	2010		2023		Actual Growth	
	Employment	Share	Employment	Share	Net	Percent
<b>Agriculture, forestry, fishing and hunting, and mining</b>	120	3.85	104	3.31	-16	-13.33
<b>Construction</b>	275	8.83	373	11.88	98	35.64
<b>Manufacturing</b>	557	17.89	564	17.96	7	1.26
<b>Wholesale trade</b>	82	2.63	78	2.48	-4	-4.88
<b>Retail trade</b>	353	11.34	311	9.90	-42	-11.90
<b>Transportation and warehousing, and utilities</b>	196	6.29	157	5.00	-39	-19.90
<b>Information</b>	68	2.18	21	0.67	-47	-69.12
<b>Finance and insurance, and real estate and rental and leasing</b>	135	4.34	128	4.08	-7	-5.19
<b>Professional, scientific, and management, and administrative and waste management services</b>	97	3.11	183	5.83	86	88.66
<b>Educational services, and health care and social assistance</b>	649	20.84	653	20.79	4	0.62
<b>Arts, entertainment, and recreation, and accommodation and food services</b>	242	7.77	205	6.53	-37	-15.29
<b>Other services, except public administration</b>	163	5.23	262	8.34	99	60.74
<b>Public administration</b>	177	5.68	102	3.25	-75	-42.37

Source: Data from 2023 ACS 5-year estimates; Networks Northwest

## SEASONAL POPULATION

### *Drastic Population Fluctuations*

Networks Northwest and Beckett & Raeder produced the *Northwest Lower Michigan Seasonal Population Study* in 2022 to better understand the population shift throughout the year from tourism and part-time residents. This study looked at each of the 10 counties that make up the region, describing their total monthly population by full-time residents, part-time residents (seasonal) and the overnight population.

The overnight population is further broken down by short-term rental users and other traditional accommodations visitors (hotels, inns, etc.). Understandably, the population in all of the 10 counties reached its peak during the summer months, as the part-time and overnight visitors doubled the population in some areas throughout the region.

Table 6 on the next page shows that Missaukee County's population of 15,052 nearly doubles during the summer months of June, July and August. Of the roughly 14,000 additional people during these peak months, 4,085 are part-time residents and around 10,000 are overnight visitors. In July, for example, 10,303 people stay in accommodations with another 454 staying in short-term rentals.

### *Managing Short-Term Rentals*

Compared to other counties throughout northwest lower Michigan, Missaukee County has a relatively low number of short-term rentals (STR's). While there is no correct or incorrect number of STR's to have in a community, it is important to communicate with members of the public to ascertain their ideal STR presence. For instance, some localities only allow STR's in commercially zoned areas. Others require that STR owners obtain a permit from the local government, while others limit the total number of STR's allowed in the municipality.

Although the vast majority of overnight visitors in Missaukee County are utilizing traditional accommodations such as hotels and inns, it will be important to monitor this trend over time, especially if the Lake Missaukee Area seeks to increase tourism visitation. The goal is to balance the benefits of tourism, the need for permanent residences and property rights. Later in this plan, you will see survey results from Lake Missaukee Area residents showing a split in opinion on this matter, but with the largest proportion (40%) wanting to see STR's allowed but regulated in some manner.

### *Year-Round Economies*

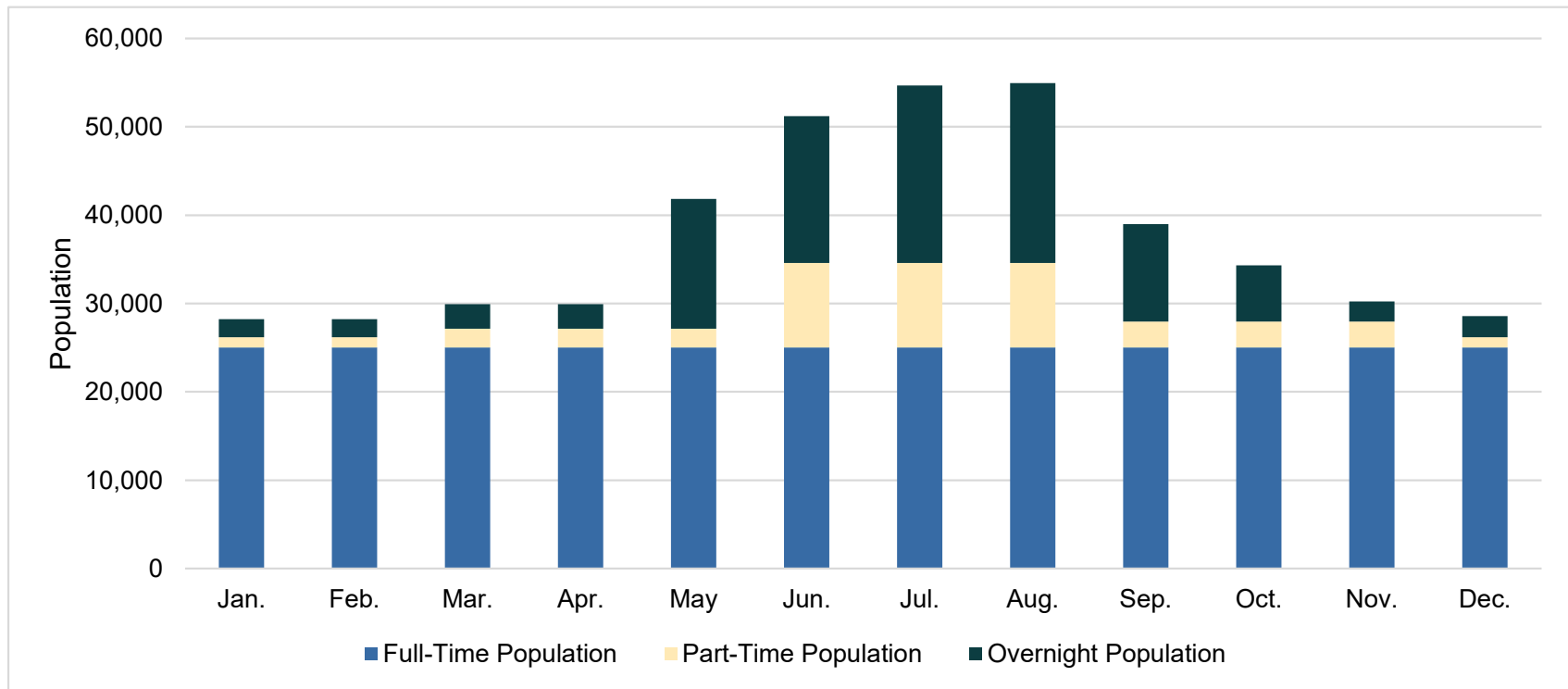
The seasonal population numbers on the next page also reiterate the well-known vulnerability experienced by most Michigan communities: the seasonal economy. As of 2022, during the winter months Missaukee County sees around just 100 overnight visitors. This means that local businesses, and especially restaurants and retailers, see the majority of their customers during the peak summer months.

For this reason, many communities in Michigan are working to improve tourism visitation in the winter months through a variety of methods. These may include outdoor winter events, connecting winter activities such as snowmobiling and cross-country skiing to an area's downtown, holiday markets, restaurant weeks and social media campaigns. The ideal outcome is to have a steady stream of tourism spending in the winter months, while still acknowledging that the summer months are when the majority of revenue will be earned by businesses.



TABLE 6. SEASONAL POPULATION - MISSAUKEE COUNTY

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
Full-Time Population	15,052	15,052	15,052	15,052	15,052	15,052	15,052	15,052	15,052	15,052	15,052	15,052	15,052
Part-Time Population	782	782	1,304	1,304	1,304	4,085	4,085	4,085	1,565	1,565	1,565	782	1,934
Overnight Population	91	142	123	125	9,989	9,947	10,757	10,677	9,755	9,887	9,567	251	5,943
Accommodations	0	0	0	0	9,814	9,655	10,303	10,303	9,497	9,732	9,418	0	5,727
Short-term Rentals	91	142	123	125	175	291	454	373	258	154	149	251	216
Total	15,926	15,977	16,479	16,481	26,345	29,084	29,894	29,814	26,372	26,503	26,184	16,086	22,929



Source: Seasonal Population Study for Northwest Lower Michigan (2022). Networks Northwest and Beckett & Raeder.

## TOURISM SPENDING

The Michigan Economic Development Corporation (MEDC) provides annual reports on visitor spending and its impact on employment by county. Tables 7 and 8 on the next page show visitor spending over the past 5 years, as well as how many jobs this spending supports. These numbers are broken down by the Northwest Region and for Missaukee County specifically.

Shown in Table 7, visitor spending eclipsed \$2.5 billion in 2023 in the Northwest region. Missaukee County accounted for \$51.2 million in overall visitor spending. One can see that spending in Missaukee dipped by close to \$5 million in 2020 as a result of the COVID-19 pandemic but quickly rebounded and is nearly \$9 million dollars higher in 2023 than it was in 2018.

Table 8 states that the tourism industry supports 470 jobs in Missaukee County, or 7.4 percent of all county employment. MEDC estimates that tourism spending supports \$17.5 million in labor income in Missaukee. This emphasizes the importance for the Lake Missaukee Area to highlight its greatest assets: farms, forests and lakes, in order to attract people to local businesses.

### What to Consider

According to the *Outdoor Recreation Economic Impact Study for Northwest Michigan (2022)*, "The Outdoor Economy employs 4,712 workers in the Network Northwest region, or 3% of the total regional labor force."

- Networks Northwest and Fourth Economy

The Outdoor Economy Industries in this report include Food service; Accommodation; Arts, entertainment, & recreation; Manufacturing; Real estate; and Transportation.



TABLE 7. VISITOR SPENDING TIMELINE, 2018-2023

	VISITOR SPENDING, MILLIONS OF DOLLARS						PERCENT CHANGE (2023/2022)	SHARE OF REGION	SHARE OF STATE
	2018	2019	2020	2021	2022	2023			
Northwest Region	\$1,964.2	\$2,017.8	\$1,698.5	\$2,136.5	\$2,372.6	\$2,520.2	6.2%	100.0%	8.6%
Missaukee County	\$42.7	\$43.9	\$39.0	\$45.6	\$48.3	\$51.2	6.1%	2.0%	0.2%

TABLE 8. TOURISM ECONOMIC IMPACT, 2023

	NORTHWEST REGION	MISSAUKEE COUNTY
<b>Tourism Supported Employment</b>		
Direct	19,226	317
Total	28,180	470
<b>Share of Region</b>	100.0%	1.7%
<b>Share of State</b>	8.3%	0.1%
<b>Share of County</b>	14.6%	7.4%
<b>Tourism Supported Labor Income (Millions)</b>		
Direct	\$789.3	\$10.6
Total	\$1,309.8	\$17.5

Source for Tables 7 and 8: 2023 Tourism Economic Impact - Region & County,  
Michigan Economic Development Corporation

## EDUCATION LEVELS

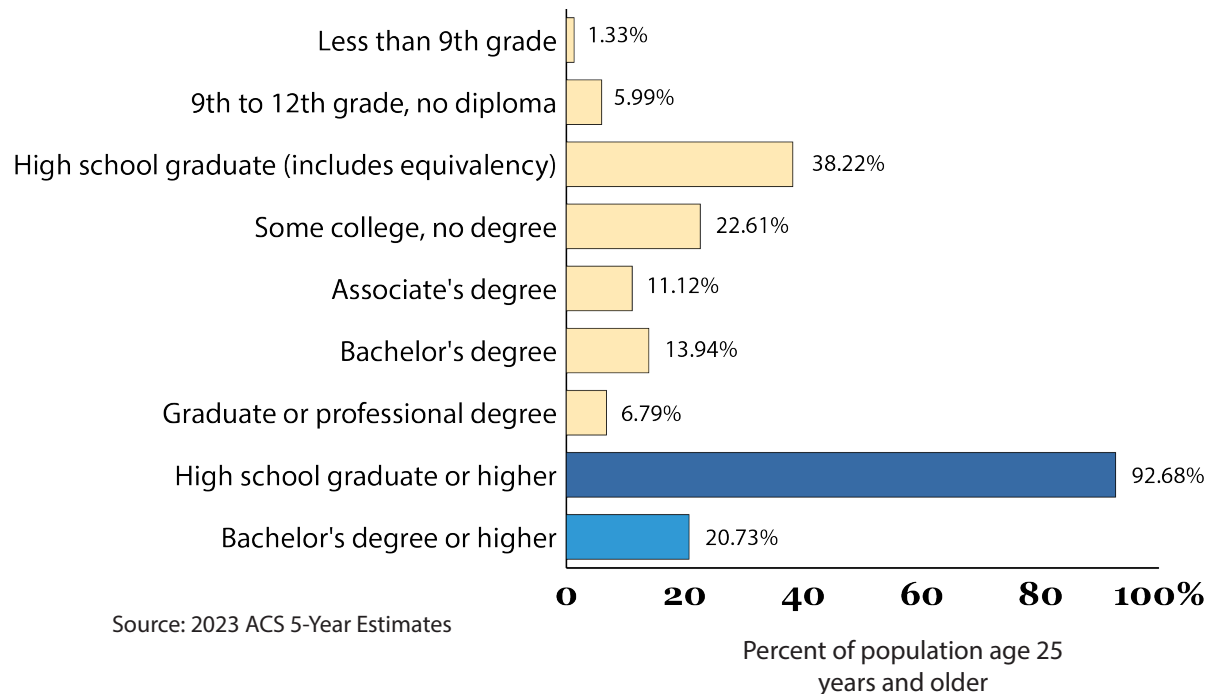
Educational levels can provide a birds-eye view of which industries would likely be attracted to a particular area. Communities with a high number of bachelor's degree or higher recipients will more easily attract industries that demand this type of accreditation. This may include technology, law, health and medicine, as well as education.

In contrast, communities with relatively low college completion rates may focus more on career paths that utilize vocational training, certifications, apprenticeships, construction and manual labor, manufacturing, services and entrepreneurial endeavors. Therefore, educational attainment is more easily interpreted when analyzed

alongside employment by industry statistics. In addition, these numbers typically only require attention in the extremes, such as communities with extremely low high school completion rates or places with a very high percentage of graduate degrees.

In the Lake Missaukee Area, 92.68 percent of the population age 25+ have a high school degree or higher (Figure 4). An additional 20.73 percent have a bachelor's degree or higher.

FIGURE 4. EDUCATIONAL ATTAINMENT, 2023, MISSAUKEE LAKE AREA





## TAPESTRY SEGMENTS

A tapestry segmentation analysis is provided through Esri's Business Analyst Online. The well-known mapping software uses a variety of data points to categorize populations by geography for marketing or business location purposes. While acting as a high up aerial view of a certain population, this information can help to understand broad brush stroke information about an area's populace.

The tapestry segmentation provides 2 levels of categorization. The first is what Esri terms "LifeMode" groups. According to Esri, "LifeMode groups represent markets that share a common experience—born in the same generation or immigration from another country, for example—or a significant demographic trait, such as affluence."

The next, more specific level of analysis after LifeMode Group is tapestry segment. Esri states, "The Esri Tapestry Segmentation dataset groups residential areas into segments based on shared demographic, socioeconomic, and lifestyle characteristics... Esri Tapestry Segmentation data can be used to understand a community's complexity. Each segment provides insight into patterns at the neighborhood and community level and can be used to compare segments and groups."

For this analysis, the 5 municipalities making up the Lake Missaukee Area (Lake City, Caldwell, Forest, Lake & Reeder) are combined. Shown in Table 9, the area consists almost 50/50 of the Cozy Country Living and Rustic Outposts LifeMode Groups. These are further broken down in Table 10, which shows the most prevalent tapestry segment in the Lake Missaukee Area is Rooted Rural (51.6%). For a full market description of each LifeMode Group and tapestry segment, see "Esri Tapestry Segmentation" at Esri.com.

See the next page for a description of the area's 2 LifeMode Groups and its largest tapestry segment. Please remember, this market information is based on national trends, so while some of it may seem irrelevant to Missaukee in particular, the broad generalizations are helpful in understanding the area's local markets. For instance, you would not look to open a hardware store in an area where the population generally hires out their home maintenance repairs.

TABLE 9. LIFEMODE GROUPS FOR MISSAUKEE LAKE AREA (5 MUNICIPALITIES COMBINED)

LIFEMODE GROUP	2024 ADULT POPULATION	
	NUMBER	PERCENT
Cozy Country Living	2,851	48.4%
Rustic Outposts	3,035	51.6%

Source: Business Analyst Online

TABLE 10. TAPESTRY SEGMENTS FOR MISSAUKEE LAKE AREA (5 MUNICIPALITIES COMBINED)

TAPESTRY SEGMENT (LIFEMODE GROUP)	2024 ADULT POPULATION	
	NUMBER	PERCENT
Rural Resort Dwellers (Cozy Country Living)	1,684	28.6%
Heartland Communities (Cozy Country Living)	1,048	17.8%
Prairie Living (Cozy Country Living)	119	2.0%
Rooted Rural (Rustic Outposts)	3,035	51.6%

Source: Business Analyst Online

## LIFEMODE GROUPS

### Cozy Country Living - LifeMode 6

- “Empty nesters in bucolic settings.
- Largest Tapestry group, almost half of households located in the Midwest.
- Homeowners with pets, residing in single-family dwellings in rural areas. Almost 30% have 3 or more vehicles and, therefore, auto loans.
- Politically conservative and believe in the importance of buying American.
- Own domestic trucks, motorcycles, and ATVs/UTVs.
- Prefer to eat at home, shop at discount retail stores (especially Walmart), bank in person, and spend little time online.
- Own every tool and piece of equipment available to maintain their homes, vehicles, vegetable gardens, and lawns.
- Listen to country music; watch auto racing on TV; and enjoy outdoor activities, such as fishing, hunting, camping, boating, and bird watching.”

### Rustic Outposts - LifeMode 10

- Country life with older families in older homes.
- Depend on manufacturing, retail, and healthcare, with pockets of mining and agricultural jobs.
- Low labor force participation in skilled and service occupations.
- Own affordable, older single-family or mobile homes. Vehicle ownership is a must.
- Residents live within their means, shop at discount stores, and maintain their own vehicles (purchased used) and homes.
- Outdoor enthusiasts, who grow their own vegetables, love their pets, and enjoy hunting and fishing.
- Pay bills in person; use the yellow pages; read newspapers, magazines, and mail-order books.

For Esri’s methodology and to read the description of all LifeMode Groups and Tapestry Segments, see “Esri Tapestry Segmentation” at [esri.com](http://esri.com).

## Rooted Rural - Tapestry Segment 10B

### *Who are we?*

“Rooted Rural is heavily concentrated in the Appalachian mountain range as well as in Texas and Arkansas. Employment in the forestry industry is common, and Rooted Rural residents live in many of the heavily forested regions of the country. This group enjoys time spent outdoors, hunting, fishing, or working in their gardens. Indoors, they enjoy watching television with a spouse and spending time with their pets. When shopping, they look for American-made and generic products. These communities are heavily influenced by religious faith and family history.

### *Our neighborhood*

- This market is dominated by married couples, few with children at home.
- 80% of homes are owner occupied: primarily single family (73%) or mobile homes (24%).
- Nearly one in five housing units is vacant, with a high proportion for seasonal use.
- Home values are very low—almost half of owned homes are valued under \$100,000.

### *Socioeconomic traits*

- Shoppers use coupons frequently and buy generic goods.
- Do-it-yourself mentality; grow their own produce and work on their cars and ATVs.
- Pay bills in person and avoid using the internet for financial transactions.
- Often find computers and cell phones too complicated and confusing.
- Clothes a necessity, not a fashion statement; only buy new clothes when old clothes wear out.”



## HOUSING NEEDS ASSESSMENT

Published in 2023, the *Housing Needs Assessment* by Bowen National Research has been instrumental in helping northwest lower Michigan communities identify how many additional housing units they need to meet current demand. A lack of housing can result in costs that severely strain household budgets, make it more difficult to attract and retain a talented workforce and prevent current residents from upgrading or downsizing their housing. Discussed later in this plan, the ideal future is for new development to be in close proximity to the Lake Missaukee Area, especially in areas where infrastructure already exists. This would help to revitalize underused sites, as well as preserve agricultural lands from sprawling development.

Table 11 shows the percent of Missaukee County households that are considered cost burdened either as renters or homeowners. “Cost burdened” households are those spending more than 30 percent of household income on housing costs, while “severely cost burdened” are those spending over 50 percent of their income on housing.

In Missaukee, 42.6 percent of renters are cost burdened and an additional 14.7 percent are severely cost burdened. For homeowners, 21.5 percent are cost burdened and 7.7 percent are extremely cost burdened. These numbers are similar to regional and state rates, making Missaukee

County one of the more affordable housing markets in the region, though it also hosts a lower median household income compared to the state and region’s.

Tables 12 and 13 on the next page show how many units are needed at various income level price points to reach a vacancy rate of 3 percent in Missaukee. This 3 percent vacancy rate is ideal because it’s enough to allow people to upgrade or downsize their housing, as well as to allow people to relocate into the area.

In many places, for example, an elderly couple may be seeking to downsize their large single-family home for something smaller, but are unable to do so because of availability. In this instance, a house that could be used by a younger family remains off the market.

Another example would be a household that is seeking to upscale into a more expensive home, thereby making their more affordable home available to someone else, but is unable to do so because of a lacking inventory. Both examples highlight the need for available housing at a range of price points. As of 2023, Missaukee County needs an additional 1,239 housing units to meet market demand.

TABLE 11. HOUSING COST BURDENS

	Median Household Income	Estimated Median Home Value	Average Gross Rent	Share of Cost Burdened Households*		Share of Severe Cost Burdened Households**	
				Renter	Owner	Renter	Owner
MISSAUKEE COUNTY	\$50,381	\$146,673	\$751	42.6%	21.5%	14.7%	7.7%
REGION	\$63,085	\$209,788	\$888	43.3%	20.4%	20.0%	7.7%
MICHIGAN	\$65,507	\$204,371	\$968	44.9%	18.8%	23.1%	7.4%

Source: American Community Survey (2016-2020); ESRI; Urban Decision Group; Bowen National Research

\*Paying more than 30% of income toward housing costs

\*\*Paying more than 50% of income toward housing costs

Table found in *Housing Needs Assessment: Northern Michigan*. 2023. Bowen National Research.

## Number of for-sale housing units needed in Missaukee County - 903

TABLE 12. FOR-SALE HOUSING UNITS NEEDED, MISSAUKEE COUNTY

Rental Housing Gap Estimates (2022-2027)				
Percent of Median Income	≤ 50%	51% - 80%	81% - 120%	121% +
Household Income Range	≤ \$37,850	\$37,851 - \$60,560	\$60,561 - \$90,840	\$90,841 +
Price Point	≤ \$126,167	\$126,168 - \$201,867	\$201,868 - \$302,800	\$302,801 +
Household Growth	-169	-87	16	247
Balanced Market*	40	33	28	32
Replacement Housing**	84	35	15	9
External Market Support^	74	61	55	63
Severe Cost Burdened^^	220	110	37	0
Step-Down Support	30	15	95	-140
Less Pipeline Units	0	0	0	0
<b>Overall Units Needed</b>	<b>279</b>	<b>167</b>	<b>246</b>	<b>211</b>

### What to Consider

To view the entire *Housing Needs Assessment* visit [housingnorth.org/housing-data](https://housingnorth.org/housing-data). The report describes the methodology used to get to the numbers shown in Tables 12 and 13.

\*Based on Bowen National Research's analysis of for-sale product within county

\*\*Based on ESRI/ACS estimates of units lacking complete indoor plumbing or are overcrowded

^Based on Bowen National Research proprietary research and ACS migration patterns for the county

^^Based on ACS estimates of households paying in excess of 50% of income toward housing costs

Table found in *Housing Needs Assessment: Northern Michigan*. 2023. Bowen National Research.

## Number of rental housing units needed in Missaukee County - 336

TABLE 13. RENTAL HOUSING UNITS NEEDED, MISSAUKEE COUNTY

Rental Housing Gap Estimates (2022-2027)				
Percent of Median Income	≤ 50%	51% - 80%	81% - 120%	121% +
Household Income Range	≤ \$37,850	\$37,851 - \$60,560	\$60,561 - \$90,840	\$90,841 +
Monthly Rent Range	≤ \$946	\$947 - \$1,514	\$1,515 - \$2,271	\$2,272 +
Household Growth	-79	12	16	17
Balanced Market*	33	14	7	3
Replacement Housing**	70	15	4	0
External Market Support^	34	14	7	3
Severe Cost Burdened^^	100	50	17	0
Step-Down Support	21	-6	-6	-10
Less Pipeline Units	0	0	0	0
<b>Overall Units Needed</b>	<b>179</b>	<b>99</b>	<b>45</b>	<b>13</b>

\*Based on Bowen National Research's analysis of area rentals

\*\*Based on ESRI/ACS estimates of units lacking complete indoor plumbing or are overcrowded

^Based on Bowen National Research proprietary research and ACS migration patterns for the county

^^Based on ACS estimates of households paying in excess of 50% of income toward housing costs

Table found in *Housing Needs Assessment: Northern Michigan*. 2023. Bowen National Research.



# Public Input





## PUBLIC INPUT PROCESS TIMELINE

Lake City, Networks Northwest and Michigan State University coordinated in 2024 to engage community members to “Re-Imagine the M-66 Corridor”. Although M-66 does not encompass all of the area’s community and economic considerations, it is undoubtedly the economic focal point of the city and townships around Lake Missaukee.

Additionally, by focusing primarily on the corridor’s future, the planning team was able to ask specific questions that led to identifying wider themes. For example, conversations with students and those who attended design sessions concluded that buildings in the Lake Missaukee Area should feature traditional, Michigan downtown architecture. Also, connectivity through sidewalk extensions and safer road crossings are highly needed. Example designs in this document are shown using sites along M-66, but the concepts could be included anywhere in the 5-municipality area.

The collaborative 2020 Lake City Master Plan and its planning process identified various redevelopment sites, as well as some baseline strategies for implementation. Therefore, this 2024-2025 input process sought to get more specific with public preferences. For example, we know housing is needed, but what types of housing would you like to see? What architectural styles fit the local aesthetic? How could a social district activate the downtown?

Thus, the overall intent of this public input process was to help the Lake Missaukee Area communities, including Lake City, Forest Township, Caldwell Township, Reeder Township and Lake Township to guide redevelopment in a manner as close to public sentiment as possible. This planning process took place from February, 2024 to April, 2025.

### What to Consider

Data is important to any planning process, especially at the beginning. However, data can often be disconnected from on-the-ground reality. Therefore, planning processes always include data plus public input. When the 2 are investigated thoroughly and in the context of the other, the paths forward can become clearer and easier to define.

## CORRIDOR LAND USE

Before going into the public input process, let’s first take a look at what we mean when we refer to the “M-66 Corridor”. For the 2024-2025 planning process, the planning area includes areas adjacent to or within around 600 feet from M-66. The north-south boundaries are approximately Lake City Cemetery to the north and Jennings Road to the south. The planning area includes parts of Lake City, Caldwell Township, Forest Township, Lake Township and Reeder Township.

To begin to understand the future built environment and economy in the Lake Missaukee Area, we first observe the assessed land uses. This helps provide a broad brush stroke idea of where residential, commercial and agricultural/undeveloped areas are located. Map A on the next page shows the assessed parcel classifications from Falmouth Road south to Rhoby Road, with a 600 foot buffer from

the corridor. This analysis area is larger than the area used for public input in order to show the rural/undeveloped areas surrounding the main commercial areas near Lake Missaukee, or how the community characher shifts from “urban” to “rural” quickly.

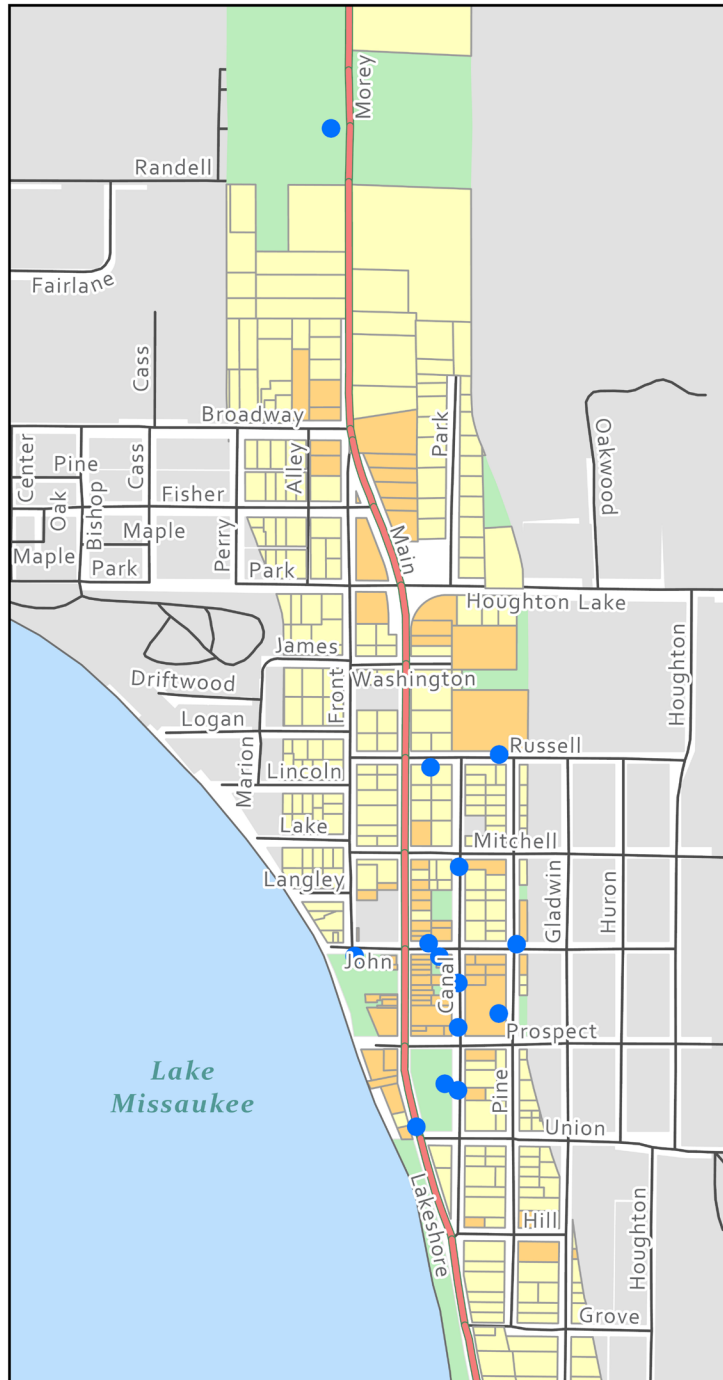
Most of the study area close to the corridor is classified as Residential Improved (760 acres). It is also worth noting that around 145 acres in or around the downtown area are Commercial Vacant. This emphasizes the importance of developing and redeveloping near the downtown/corridor area because 1) there is space to do so, and 2) this helps to preserve agricultural areas from sprawling land use patterns.

TABLE 14. M-66 CORRIDOR PROPERTY CLASSIFICATION

ASSESSED LAND USE (PROPERTY ASSESSMENT CODE)	NUMBER OF PARCELS	ACRES
Agricultural Improved (101)	21	270.6
Agricultural Vacant (102)	16	306.2
Commercial Improved (201)	153	284.9
Commercial Vacant (202)	46	145.1
Residential Improved (401)	663	760.3
Residential Vacant (402)	9	17.3



MAP A. M-66 CORRIDOR PROJECT AREA



## Legend

- Water
- Institutional
- Roads
- M-66 Corridor
- Parcels

## Assessed Uses

- Commercial Improved
- Residential Improved
- Undeveloped or Agricultural

# “Re-Imagine the M-66 Corridor”

The “Re-Imagine the M-66 Corridor” planning process kicked off with a post card that was sent via Every Door Direct Mail with a survey link and link to the project webpage. This mailing was done by zip code, which covered most of the project area, as well as some areas outside of the county. While the survey was being promoted, Networks Northwest and Lake City hosted 2 focus groups with around 20 key stakeholders in the area. These focus groups helped the planning consultant to have a baseline understanding of the Lake Missaukee Area’s successes and challenges. Soon after, Networks Northwest and faculty and students from Michigan State University (MSU) hosted a series of 3 design meetings. During this time, students at Lake City High School helped in providing their ideas for the corridor’s future. Each of these public input efforts and results are described in the following pages. A full set of input results can be found in the Appendix.

## PUBLIC INPUT METHODS

### Focus Groups

Prior to engaging members of the public at large, the planning team at Networks Northwest, in partnership with leadership in Lake City, convened a key stakeholder group for 2 separate focus group sessions. Participants included the Lake City Council, Missaukee County Commissioners, the Missaukee County Planning Department, the Lake City Planning Commission, the Missaukee Area Chamber of Commerce, City2Shore, a representative from the school district and highly engaged citizens. Leadership from the 4 townships were invited to attend as well.

### Online Survey

Networks Northwest issued an online survey to garner sentiments on the M-66 corridor and what improvements could be made to improve its walkability, housing stock and businesses. The planning team mailed 3,950 postcards to let as many people as possible know about the planning process and the availability of the survey. The survey received 198 responses and was available throughout 2024.

### Design Sessions with MSU

Faculty and students from Michigan State University’s Sustainable Built Environment Initiative (SBEI) helped to facilitate a 3-meeting design charrette. This process led to before-and-after renderings to visually depict the corridor’s ideal outcomes around the categories of placemaking, connectivity and sustainability.

### Student Input

In order to target an often forgotten demographic in the planning process, a planner from Networks Northwest presented the MSU design recommendations to Lake City High School’s student council. Students were able to voice what they think the corridor needs and whether or not the proposed designs match their preferences.

## FOCUS GROUPS

Each of the 2 focus groups was attended by around 20 key stakeholders. These sessions were held at the Lake City Hall, the first on March 25, 2024 and the second on April 23, 2024. These focus groups were meant to help the planning team gain an initial understanding of what is working well and what should be improved along the corridor.

### Focus Group 1

At the first focus group, participants worked in small groups to answer the following questions. The key findings of the discussions around these questions are found in the boxed bullet point lists on this page.

**What would make the M-66 corridor better for businesses and the local economy?**

**What would make the M-66 corridor more enjoyable for non-motorized travel? and**

**Describe a perfect public space along the M-66 corridor.**

*What would make the M-66 Corridor more enjoyable for non-motorized travel?*

- Marked walking trail
- Speed enforcement (2)
- More sidewalk crossings (2)
- Fix/repair sidewalks
- Extend sidewalks north and south (4)
- Add visual aesthetics (plantings, facade improvements) (2)
- Benches
- More parking
- Bike lane
- Improve shoulders and bike trail
- Wider sidewalks
- Access & safety (access management)
- Safety bollards

*What would make the M-66 Corridor better for businesses and the local economy?*

- More access to parking (3)
- More overnight lodging
- Reason to stop (retail or public space)
- Commercial vehicle enforcement
- Retail and wayfinding signage
- Parking
- Speed limit and limiting semi-truck traffic
- Lake improvements (boat launch, dredge canal, fish population, replace/improve drain)
- Ongoing collaboration between city, twps, school, county, etc.
- Marina system, better dock
- Get boaters downtown
- More advertising for businesses
- Tax break for new small businesses
- Beautify existing structures - tax break to incentivize
- Mixed uses- commercial below, housing above

*Describe a perfect public space along the M-66 Corridor.*

- Multi-use all-season park with fire pits
- Community center (2)
- Improve amphitheater (2)
- Redevelop City Hall and adjacent Grand Central Park with pavilion
- Splash pad
- Dock improvements to reduce waves
- Incorporate Missaukee County trail plan
- Park sections distinguished by age and use
- Spawning area by dock? - DNR
- Move City Hall
- A gathering space
- Family area
- Play structure
- Improved public restrooms
- Public pier larger than the one at the drain



## FOCUS GROUPS

### Focus Group 2

The second focus group was a facilitated discussion around 2 main concepts. The first was concerned about the prospect of the City establishing a Social District in the downtown. The group was shown a couple of news story videos from other communities regarding the creation of their Social Districts. Individually, participants were asked to write down the positive benefits of such an action, their concerns and what infrastructure updates, policy changes, strategic partnerships and/or programs would need to be implemented as a result.

Overall, the focus group participants noted that a Social District would be beneficial for local businesses, in addition to the various other social and economic benefits noted by other communities. For this concept to work, there would need to be close collaboration with the City and businesses, potentially more policing and improvements to pedestrian safety crossing M-66.

### What to Consider

A Social District is a designated area, often in a downtown commercial area, where people age 21+ are able to purchase alcoholic beverages from participating establishments and consume the beverage anywhere in the district, including outdoors.

#### *Positive benefits of a social district along M-66*

- People consume beverages at a slower rate, no rush
- Increased business for downtown merchants
- Atmosphere of friendliness
- Increased attendance at outdoor parks, events, activities
- Less permitting needed for events downtown
- Build network/partnerships among businesses
- Probable that members of the community want a social district
- Positive outcomes have been seen from other communities and their businesses

#### *Concerns*








- People drunk in public
- Street crossing safety
- Potential for trash outside
- More expenses for waste management
- Liability issues
- Short on law enforcement currently/public safety during the summer
- Exposure of alcohol to minors and their safety
- Some citizens are very opposed
- Questions on how to get support for implementation
- Zone needs to be small - excluding some businesses
- Money needed for additional costs

#### *Infrastructure updates, policy changes, strategic partnerships and/or programs that would have to be implemented*

- Law enforcement input
- Seasonal law officers, if possible
- Updating cameras
- Identify strategic partners
- Is it possible to do a trial run first before committing?
- Define the area - away from family centers? - start small
- Research and ideas led by merchants
- Update public restrooms
- More trash receptacles
- Limit to dates/times district is active
- Businesses knowing that this program can be revoked if detrimental



## Legend

-  Social District
-  Project Boundary
-  M-66 Corridor
-  Municipal Boundary
-  Lake Missaukee
-  Roads
-  Parcels



## FOCUS GROUPS

### Focus Group 2

Participants were also guided through an “If, Then” scenario activity to discuss the impacts of the Grand Central Park redevelopment project. This is a full park redevelopment along Lake Missaukee in downtown Lake City, with funding support from a \$935,000 grant from MEDC. Because of the park’s ideal location in between Lake Missaukee and the city’s commercial downtown, there are many opportunities for the park to contribute to the social and economic well-being of the wider area. In order to imagine the various future scenarios resulting from this important development, participants considered the question: **“If Grand Central Park is developed in full, then...”**

The following are the results from the two groups of 5-7 participants:

- There will be more traffic and it’s difficult to see to cross to the green space
- As a result, Lake City could respond by: A crosswalk or light will be needed for safe street crossing
- Lake City will become a destination and a reason to stop to participate in the park activities or businesses
- As a result, Lake City could respond by: Providing more parking and law enforcement required
- More maintenance of the green space and facilities will be required
- As a result, Lake City could respond by: There will be more jobs available and/or more work for city employees will be required
- Need enforcement of traffic speed through town
- As a result, Lake City could respond by: May need additional law enforcement, cameras
- Connect current parks
- As a result, Lake City could respond by: Look at safety plan to connect Miltner Park to Grand Central Park. Look at improvement plan for Miltner.
- Need safety plan for waterfront and boats, need additional regulations
- As a result, Lake City could respond by: Study no wake zone, possible, water safety plan for dock area

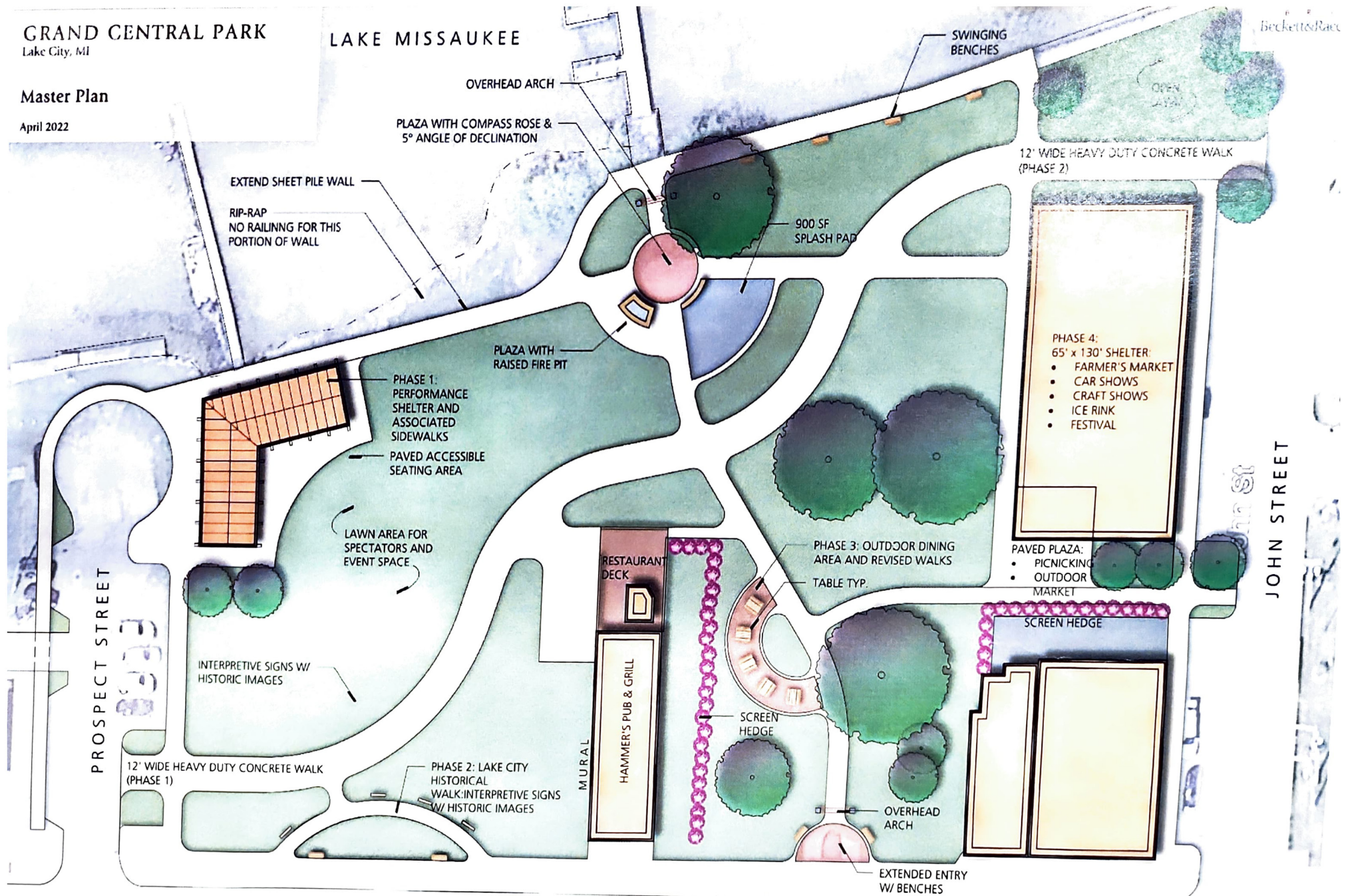
### What to Consider

The aerial design rendering on the next page depicts the future site amenities that will be featured at Grand Central Park in downtown Lake City. While the configurations may change, the amenities themselves will remain as those shown.

Parks contribute in many important ways. Live events and activity spaces support foot traffic downtown, which helps businesses. The presence of public spaces allows for more spontaneous interactions between neighbors, thereby improving the community’s social fabric.

Overall, the Grand Central Park redevelopment should act as a catalyst for additional community and economic development projects.





## ONLINE SURVEY

While brief in scope, the online survey helped to get a baseline understanding of what people in the Lake Missaukee Area think about the M-66 corridor and how it could be improved in the coming years. With 198 responses, the survey results give confidence that these sentiments are widely held by the community at large. The survey, in addition to the focus groups, were pivotal in the designs recommended by the team at Michigan State University (described later in this section), as well as in the goals and objectives written for this plan.

The survey focused on the corridor's built environment including walkability, housing, businesses, parking and the potential for mixed-use developments. On each page of this section you will find a survey result with some Key Findings listed next to the associated figure.

FIGURE 5. CURRENTLY, WHAT IS YOUR FAVORITE ASPECT OF THE M-66 CORRIDOR WITHIN THE PROJECT AREA?



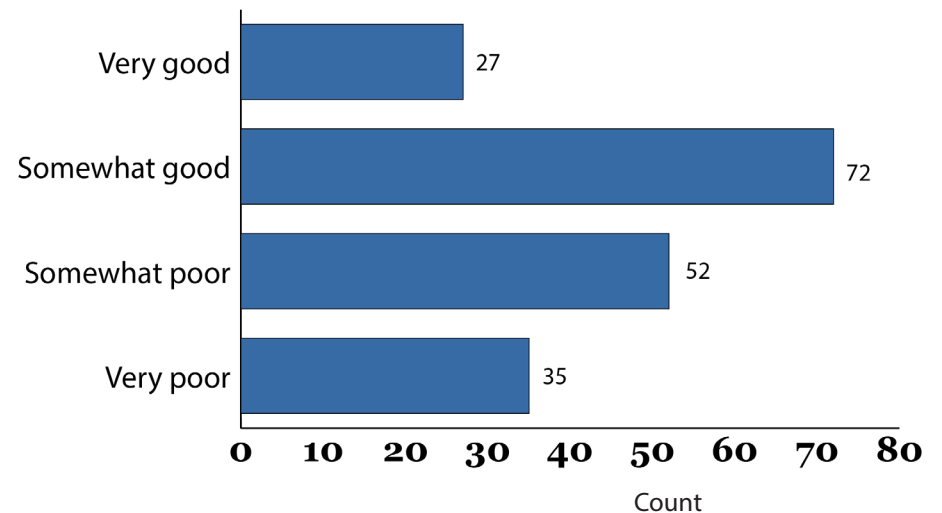
The first 2 questions asked about what people like most about the corridor and what could be improved. The word cloud to the left shows the words most associated with respondents' favorite aspects of the corridor. The larger the word, the more frequent the response.

- The greatest asset of the corridor is Lake Missaukee, the small town feel, local businesses and restaurants, as well as the area's natural beauty.
- When asked what is one thing that should be changed, the most common responses were to reduce truck traffic and high speed traffic, reinvigorate abandoned storefronts, add sidewalk connections and improve pedestrian crossings.

## Key Findings

- More people rated the walkability of the M-66 corridor as “Very poor” than “Very good”
- The highest proportion of respondents said the walkability of the M-66 corridor is “Somewhat good”
- Sidewalk connections begin to the north at M-66/West Broadway and south to M-66/Union Street
- As of early 2025, there are various locations on the corridor where there is no separation between road and sidewalk
- Although crosswalks are marked, there are no other pedestrian signals, bump-outs, islands, etc. assisting with pedestrian crossing safety
- Sidewalk connectivity and crossing safety were noted as important to students (discussed later in this section)

FIGURE 6. HOW WOULD YOU RATE THE “WALKABILITY” OF THE M-66 CORRIDOR? WALKABILITY REFERS TO HOW SAFE AND EFFICIENT NON-MOTORIZED TRAVEL IS (E.G. WALKING OR BIKING).





## Key Findings

- The top 3 preferred improvements to enhance non-motorized travel were Sidewalk expansions (80), Clearly marked crosswalks (60) and Slower speed limits for automobiles (57)
- Each of these improvements require a different course of action and vary in cost
- Sidewalk expansions are the most desired improvement but are highly costly to construct
- Clearly marking crossings is a relatively inexpensive effort that could be undertaken quickly
- Because the M-66 corridor is under the jurisdiction of the Michigan Department of Transportation (MDOT), the City and Townships will need to coordinate with the State on any reductions to speed limits or infrastructure changes
- Representatives from the Michigan Department of Transportation (MDOT) were present during the design sessions hosted by Lake City, Networks Northwest and Michigan State University

FIGURE 7. WHAT ARE THE TOP 3 IMPROVEMENTS YOU WOULD RECOMMEND TO MAKE THE M-66 CORRIDOR BETTER FOR NON-MOTORIZED TRAVEL?

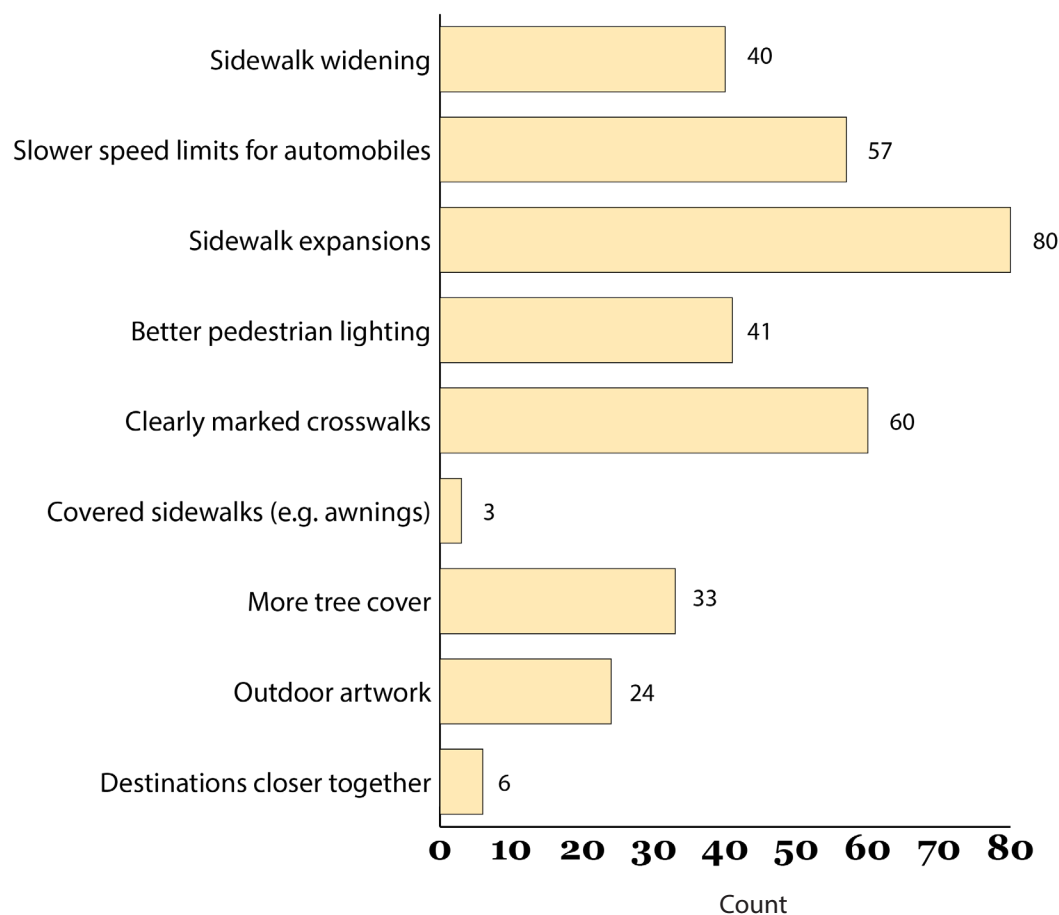
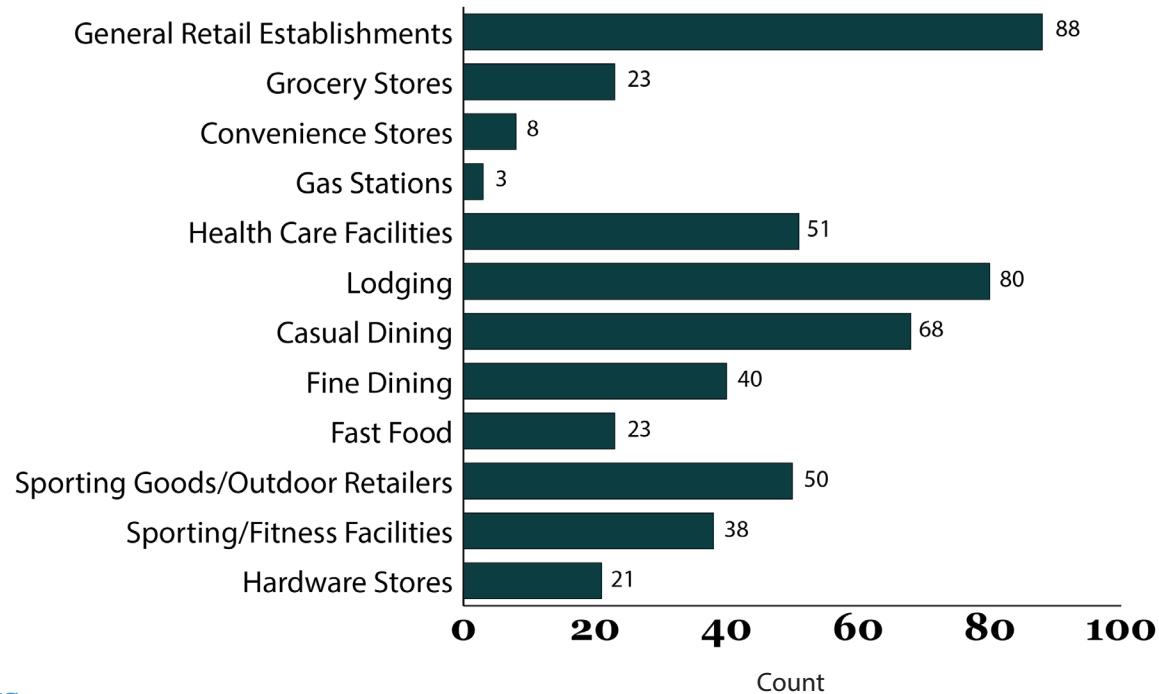


FIGURE 8. WHAT TYPES OF BUSINESSES OR SERVICES WOULD YOU LIKE TO SEE INTRODUCED OR EXPANDED ALONG THE M-66 CORRIDOR? (CHOOSE ALL THAT APPLY)



## Key Findings

The results from the survey question above may be useful in decisions related to economic gardening, attracting new businesses or in outfitting developments to support business attraction and retention. According to respondents:

- People most want to see more General Retail Establishments in the Lake Missaukee Area (88)
- General Retail was closely followed by Lodging (80) and Casual Dining (68)
- Respondents were least interested in more Gas Stations, Convenience Stores, Hardware Stores and Fast Food

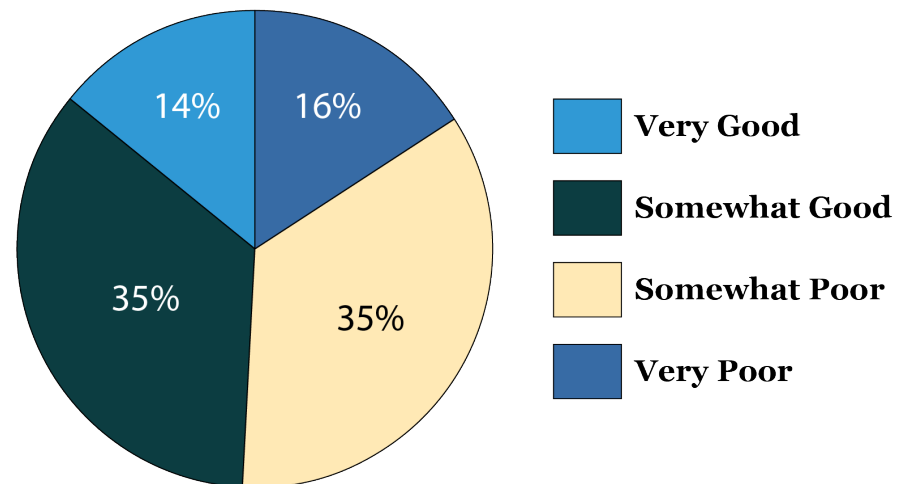
## What to Consider

Economic Gardening is a term that refers to providing resources to existing businesses in the community. While attracting new businesses is also important, it is a good idea to help current local businesses grow, attract talent, retain employees and have a connection to resources from federal and state government (e.g. small business grants and loans), regional entities (e.g. Michigan Works!, Chamber of Commerce, colleges) and collaborative partnerships (e.g. Downtown Development Authority).

### Key Findings

- Parking is somewhat average, according to respondents as 70 percent rated parking in the project area as “Somewhat good” or “Somewhat poor”.
- Only 16 percent of respondents rated parking in the project area as “Very poor”.
- With the additional traffic anticipated from the Grand Central Park redevelopment, Lake City has received consultant assistance to improve parking near the downtown area. These improvements are shown on Map C on page 56.

FIGURE 9. HOW WOULD YOU RATE PARKING ALONG THE M-66 CORRIDOR IN THE PROJECT AREA?





## Key Findings

- The next question asks about what housing types should be prioritized along M-66. This information can help with zoning decisions, as well as in communicating ideal developments with the developer community
- The most desired housing type on M-66 is Single-family (83)
- The next most popular housing types were Townhouses (44), Multiple-bedroom apartments (40), Multiple-bedroom condominiums (39), Lofts (36) and Low-income housing (34)
- Municipalities in the Lake Missaukee Area may look to make zoning changes that would allow for more of the housing types desired by community members
- Denser housing types are most needed closer to the Lake City downtown, but could be supported along more areas of M-66

## What to Consider

Missing Middle Housing refers to the often lacking variation of housing types and price points. While single-family detached housing is certainly the most popular choice, especially in northwest Michigan, there is still demand for options like townhouses, apartments and condominiums.

In this way the community can cater to a wider demographic such as senior citizens who may want a smaller floor plan and a homeowners association to care for maintenance; or, additionally, people who want to live close to the cultural sites in the community and are less concerned with having a yard (townhouses, apartments, etc.).

FIGURE 10. WHAT TYPE(S) OF HOUSING WOULD YOU LIKE TO SEE ALONG THE M-66 CORRIDOR?

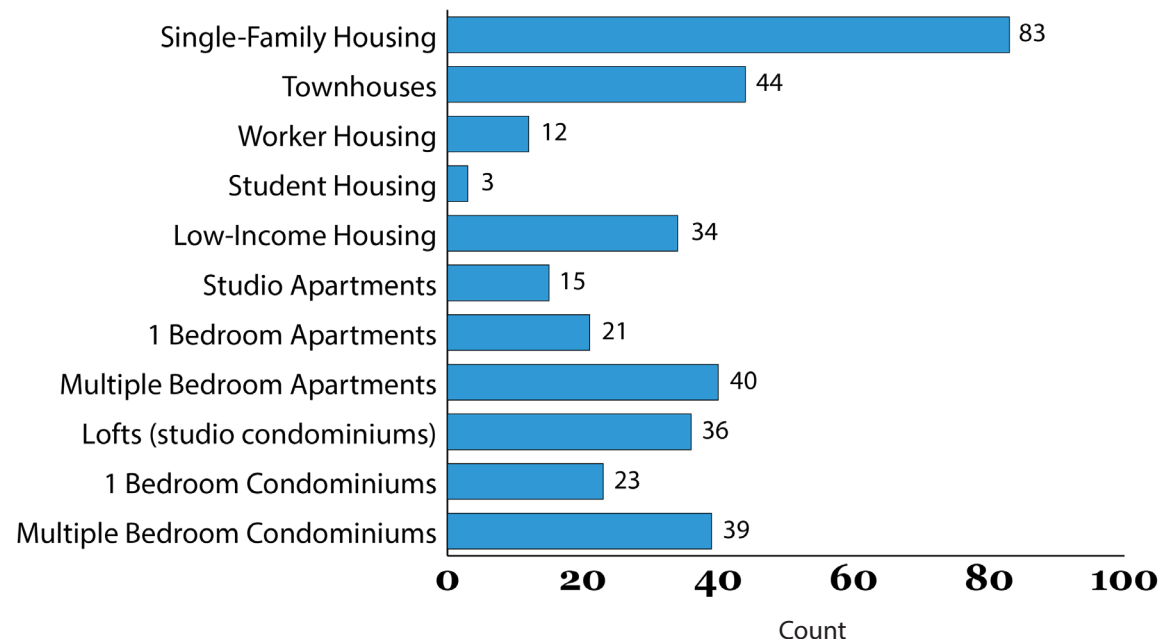
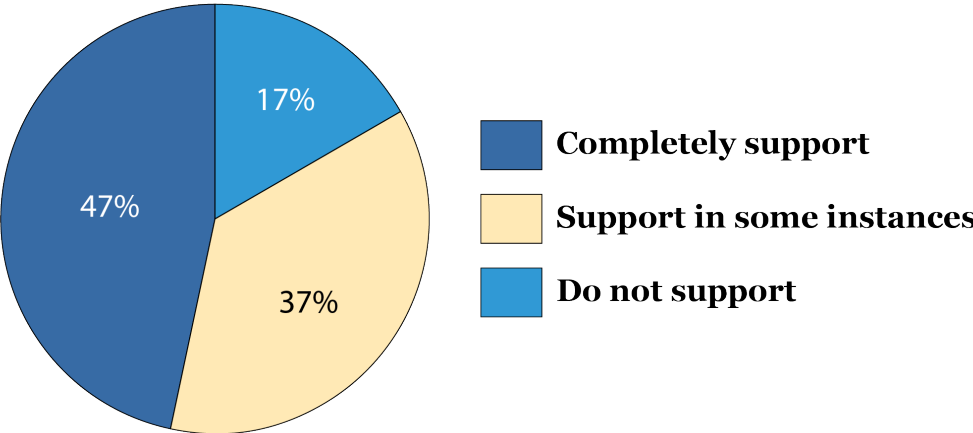


FIGURE 11. MIXED-USE DEVELOPMENT IN DENSER AREAS OFTEN REFERS TO BUILDINGS THAT HAVE COMMERCIAL USES ON THE FIRST FLOOR AND RESIDENTIAL USES ON THE UPPER FLOORS. DO YOU SUPPORT THIS TYPE OF DEVELOPMENT ALONG THE M-66 CORRIDOR IN LAKE CITY?



### Key Findings

When asked about support for or against mixed-use developments, close to half (47%) of survey participants were in “Complete support”. Seventeen percent stated they “Do not support” mixed-uses and another 37 percent “Support in some instances”.

When asked under which circumstances they would support mixed-use developments, the top open-ended responses were: if it is retail on the first floor, residential above; does not block views of Lake Missaukee; the housing is affordable; and the businesses are locally-owned.









# Sustainable Built Environment Initiative

What are you proud of regarding the project area?



## VISUALIZING THE FUTURE

To reach a wider audience with the intent to get in-depth feedback, the planning team contracted with Michigan State University's Sustainable Built Environment Initiative (SBEI), a faculty-led, student assisted program within the university's School of Planning, Design & Construction (SPDC). The SBEI team worked to provide conceptual design renderings (before-and-after images) based on the results of a 3-meeting process. Community members were invited to Lake City Elementary School to discuss the corridor with their neighbors, have a meal and visualize what the community could look like based on a shared vision. Around 50 people attended each meeting.

### *Meeting 1*

Participants were asked to work in groups to describe, "what is working well along the corridor?", "what concerns or improvements should be addressed?", and "what would the corridor's ideal future look like?" This input helped the SBEI team to develop its initial set of before-and-after images.

### *Meeting 2*

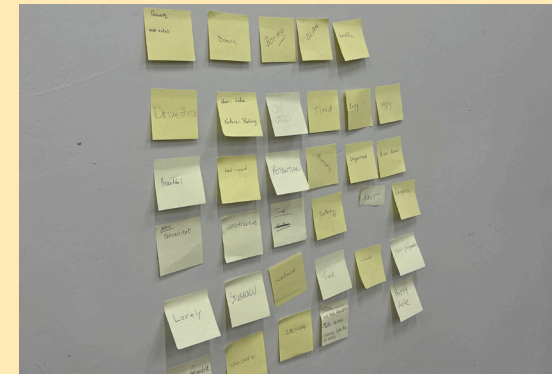
Participants reviewed the initial design renderings along with a set of "character images". These character images depicted various concepts such as interactive infrastructure, mixed-use developments, pedestrian safety infrastructure, landscaping and more. Attendees gave their feedback on each set of images, stating what they did or did not like about the ideas.

### *Meeting 3*

At the final meeting, Networks Northwest and MSU presented the final design renderings, as well as a set of brief policy recommendations to implement (described later in this plan).

*The MSU SBEI design process is based on the "charrette" planning concept. This process emphasizes feedback loops, or multiple points of clarification on design ideas. The purpose is to continuously refine visual recommendations through public input until the final images represent the overarching preferences held by a majority of community members. When communities take the time to refine design recommendations, they end up with strategies that are highly supported and therefore easier to implement.*

*For more information on SBEI, visit [canr.msu.edu/spdc/research-outreach/sbei](http://canr.msu.edu/spdc/research-outreach/sbei).  
For more information on design charrettes, visit [canr.msu.edu/nci/](http://canr.msu.edu/nci/).*



## DESIGN MEETING 1

The first design meeting took place on May 22, 2024 in the elementary school auditorium. Upon entry, attendees were given 2 sticky notes and asked to “Describe the M-66 corridor as it is now and how you would like it to be in the future”.

Responses were organized and tallied, the results of which are shown as word clouds to the right. In terms of the M-66 corridor’s current condition, many described it as “tired”, “run-down” and “outdated”. As for the future, participants want it to become “inviting”, a “destination”, “welcoming” and “walkable”. This prompt helped to frame the meeting’s discussion and give purpose to the overall effort.

Following, the planning team of Networks Northwest and MSU described the SBEI process, its context within the wider effort to draft this Economic Development Strategy, as well as the overall goal of improving the corridor to meet current community needs.

*Word clouds are a visual representation of response rates. The largest words are those that were used the most.*

## Sticky note exercise

Please write a one-word description of the Lake City M-66 Corridor as it is now, and one as you want to see it in the future and post it on the wall.

NOW



FUTURE





## DESIGN MEETING 1

After the planning team's introduction, tables of 6-8 people worked individually and then as a team to answer 3 questions. Individuals were allotted 5 minutes to write down their response to question 1. Then, each person at the table shared 1 idea in a round-table manner until everyone provided all of their responses. Following, a note taker at each table compiled the responses and shared their table's main ideas to the entire room. This process was repeated 3 times, once for each of the 3 prompts. The overall summary results are shown below.

### What to Consider

For a complete set of results from the design sessions, see the Appendix at the end of this plan.

## Group discussions

### MOST COMMON RESPONSES

WHAT ARE YOU PROUD OF REGARDING THE PROJECT AREA?

Lake Missaukee, Flowers on Main Street, Library, Tennis courts, Pickleball courts, Beautiful lake views, Small town atmosphere

WHAT ABOUT THE PROJECT AREA ARE YOU SORRY FOR OR CONCERNS YOU?

High speed of traffic downtown, Noise of trucks traveling through town, Empty buildings/businesses/storefronts, Need more parking, Condition of sidewalks and streetlights

WHAT WOULD YOU LIKE TO SEE AS YOU FLOAT OVER THE DOWNTOWN 15 YEARS FROM NOW IN A HOT AIR BALLOON?

More green spaces, Vibrant and fully occupied and well-maintained downtown, No trucks going through town, Historic feel, Bike trail, Clean lake

## DESIGN MEETING 2

The second design meeting occurred on August 5, 2024. Participants were given 3 opportunities to provide input. The first was a notecard question, which asked everyone to “Imagine a vibrant street you have visited and what made that place unique”. The top responses, as shown below, were Art, Plantings/landscaping, Vibrant colors and Seating.

Second, attendees viewed an array of “character images”, or images of design concepts in other communities. People were asked to write on a sticky note what they liked or did not like about particular designs. Three examples of this feedback are shown to the right.

Lastly, meeting participants were presented with the initial design renderings (before-and-after images) of 6 sample locations along the corridor. The designs were broadly categorized by Connectivity, Streetscape Aesthetics and Placemaking. Again, people used sticky notes to voice their support or opposition to the designs.

### Notecard intro question

IMAGINE A VIBRANT STREET YOU HAVE VISITED.  
ON YOUR WHITE INDEX CARD,  
PLEASE DESCRIBE IN ONE WORD  
OR PHRASE:  
WHAT MADE THAT PLACE UNIQUE?

Art

Plantings/landscaping

Vibrant colors

Seating

## Sample character image feedback

- Love, flowers, planters, and benches.
- Like the color these flowers add.
- Like planting in little places.



- Love this look.
- Love the lights.
- This is compact and inviting. The scope works for a town this size.
- Lighting is a must and seating with propane fire pits.



- Keep the old.
- Love this! Blends into ‘old-town’ look.
- Like the traditional but vintage look.
- Like the brick and vintage feel.
- My favorite traditional and vintage mixture.
- Like this building and red brick.
- Like historical.



## Sample design rendering feedback

- Hope this happens.
- Like apartment with first floor storefronts.
- Like the mixed-use building. Prefer traditional and historical design.
- Corner planters are perfect.
- Post Office could use a paint job.
- Planters create beauty like Holland, MI.
- Defined crosswalks are important.
- Like the defined walkway.
- I like the plants on the corners.
- Planters can supplement and partially replace some hanging baskets.
- There is a maintenance system in place for watering hanging baskets.
- Mixed-use building - lots of possibilities.
- Mixed-use will bring business, residents, and tourists. Great idea.
- I like ground planter, colored crosswalk, and mixed-use building.
- Mixed-use great design.
- Like the mural and corner pots. Don't like the brick but need color difference on walkway.
- Mixed-use is good but only two stories. Good area for mixed-use.

*A note on the design renderings: Per the SBEI team, the provided design renderings are only conceptual. This means that they are not intended to act as site plans, and the ideas presented could be used anywhere else on the corridor.*

*For example, while the mixed-use design shown in the image to the right may be depicted at the corner of John Street and M-66, the ideas are for consideration anywhere along the corridor.*

Before



After





## STUDENT FEEDBACK

After Meeting 2, a planner from Networks Northwest met with the Lake City Student Council to gather their sentiments on the initial design renderings and what they would like to see occur along the M-66 corridor. The Networks Northwest planner briefly described the community planning profession and the “Re-Imagine the M-66 Corridor” planning process. Next, students worked in groups of 4-5 to review 1-2 design renderings and give their feedback. They were asked:

- What do you like about the design proposal?
- What is missing from the design proposal?
- What would be a dream scenario for this part of the corridor?

The feedback from the Lake City Student Council was shared with the MSU design team, who edited the renderings to reflect all of the feedback from Meeting 2. The results of this activity are summarized in the 3 boxes below.

### What students liked about the designs

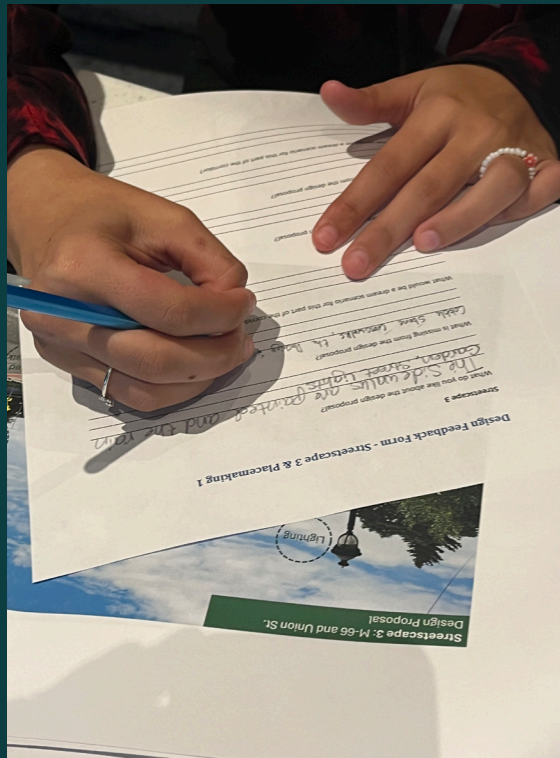
- Extend sidewalks along the corridor
- Add lighting
- Raise sidewalks to define them from the street (where needed)
- Distinguish crosswalks
- Add seating in public spaces
- Mural/art
- New mixed-use development
- Traditional building design
- Rain gardens and beautification
- Inn/more lodging
- Grand Central Park layout

### What students would change

- Different material for crosswalks. Bricks may pose a challenge for wheelchairs
- Color of crosswalks should borrow from color palette of nearby buildings
- Prefer wood board or brick pathways in Grand Central Park rather than concrete
- Hotel color should be more subtle
- Want more benches in Grand Central Park and downtown

### What students would like to see somewhere along the M-66 corridor (dream scenario)

- Fancy restaurant
- Escape room
- Fast casual or fast food restaurant
- Every new building's facade is brick, has windows
- Swinging benches in downtown
- Better dock
- Community heated pool, like the one in Houghton Lake
- Something in Grand Central Park that pays homage to the school
- Rollerblade rink
- Bury electric lines



(Left) Lake City's student council representatives work together to say what they like or do not like about the initial design renderings of the M-66 corridor.



## DESIGN MEETING 3

The third and final design meeting was held on January 9, 2025. The planning team presented the refined design recommendations based on Meeting 2 feedback, as well as a set of implementation steps. These implementation steps were categorized into 3 goals: Placemaking, Connectivity and Sustainability. The goals and implementation steps provided by MSU are shown on the next 2 pages, and were incorporated into the overall Goals & Objectives section found later in this plan.

The following pages depict the before-and-after renderings created by the MSU SBEI team. Three of the images are shown with icons describing exactly what changes are recommended (e.g. lighting, street trees, marked crossings, etc.).

Through 3 design meetings, and the student input on the initial renderings, the final recommendations were well-received by the Meeting 3 participants as they depicted widely supported concepts. People were especially interested in better connectivity along the corridor; maintaining a traditional design character (brick, ornate building details, small-town scale); and providing quality public spaces.

For a full set of the initial design renderings, feedback on the initial renderings and the full set of final design recommendations, see the Appendix.



### Goal #1: Placemaking – to unify features of the built environment to promote social interaction and to enhance a sense of community

- Create spaces for the local community to utilize and take advantage of the resources of the project area
- Propose new usage of the current underutilized spaces
- Provide public spaces across various generational scales
- Draw upon the unique local environmental character and community features to create a theme and sense of place

### What to Consider

Placemaking is a catch-all term for creating public spaces that are designed for people (not just cars or commercial considerations). Well-design spaces foster social interactions and consider the aesthetic of the community (e.g. rural, contemporary, coastal, etc.).





**Goal #2: Connectivity – to provide safe and efficient pedestrian experience that accommodates motorized transit**

- Enhance connectivity between people and places on the project site
- Provide safe and walkable environments
- Develop streets as livable spaces with diverse street amenities
- Improve and emphasize community assets by improving visual and physical accessibility



**Goal #3: Sustainability – to steward the natural environment in all aspects of the design process**

- Use native plants to promote the local ecosystem
- Utilize environmentally responsible design principles
- Manage stormwater to reduce negative impacts on the environment, community, and lake health

# Connectivity



Before



Before



After



After



**Connectivity 2: M-66 North of Jennings Rd.**  
Final Design Recommendation





# Streetscape Aesthetics

Before



After



Before



After



Before



After





**Streetscape 2: M-66 and John St.**  
Final Design Recommendation





# Placemaking



Before



After



Before



After



After



**Placemaking 1: Front St. and John St.**  
Final Design Recommendation







# Next Steps



# Current Efforts

The following are community development projects that were ongoing or started during the planning process that led to this Economic Development Strategy.

## PARKING IMPROVEMENTS

Lake City has already begun to upgrade parking options near the downtown area. The City has contracted with an engineering consultant to extend parking on side streets, and is working to acquire, consolidate or re-purpose existing lots close to M-66. Efforts noted as of 2025 can be found on Map C.

## GRAND CENTRAL PARK

After acquiring funding from the State, Lake City is in the process of redeveloping a new Grand Central Park on Lake Missaukee. With its adjacency to both the lake and the community's downtown, Grand Central Park will be a social hub for the area. This upcoming recreation site will feature events, programming, and both passive and active recreation.

## PEDESTRIAN INFRASTRUCTURE IMPROVEMENTS

Throughout the planning process, participants of all ages noted a need for more sidewalk connections and safer crossing on M-66. Safe crossings will become even more important once Grand Central Park is developed and the City seeks to incorporate a social district. As of 2025, Lake City is working with the Michigan Department of Transportation on potential improvements to pedestrian infrastructure along M-66. A representative from MDOT attended the MSU-led design sessions and is aware of the value the community sees in improved pedestrian safety.

## CITY HALL RELOCATION

During the 2024-2025 planning process, Lake City purchased a new site to host its City Hall. The City intends to redevelop the previous City Hall site into a mixed use boutique hotel. Survey respondents noted a need for more lodging, and the presence of a hotel downtown would do well in supporting local businesses.

## REDEVELOPMENT AREAS

Pages 55 and 56 list the near-term parking projects, as well as specific updates on the area's redevelopment areas. Parking updates within Lake City were described by Lake City's Mayor and a member of the City Council. As the Grand Central Park site is redeveloped (Site D on Map C), and density is added in Lake City's downtown area, it will be important to ensure parking options still abound. This issue was raised at various points during the 2024 planning process.

Map C also describes the corridor's main areas that may benefit from redevelopment efforts. These sites/general areas were identified in the 2020 Lake City Master Plan, which the City drafted in collaboration with the Lake Missaukee Area townships (Caldwell, Forest, Lake, Reeder). Additional sites/general areas were identified during the 2024 "Re-Imagine the M-66 Corridor" process.

### Intended Parking Improvements

1 - City owns the parking lot southeast of where Langley Street and Front Street meet. The plan is to utilize this lot, in addition to others, for Grand Central Park parking .

2 - Better markings and use signage to encourage downtown parking along Canal Street.

3 - Plan to combine 3 lots behind the businesses at the southeast corner of John Street and M-66 for additional parking. The City currently owns 2 of the 3 lots (2025).

4 - Plan to more clearly delineate parking on Prospect Street.

5 - City is working with engineering firm on parking and curbing improvements on Canal Street from the tennis courts north to Prospect Street.

6 - Plan to designate parking at the cul-de-sac where Canal Street ends and potentially add a crosswalk to Miltner Beach.

### Redevelopment

A - An undeveloped site. Was discussed as a possible location for a medical facility, as depicted in the design renderings provided by MSU.

B - Old restaurant site acquired by the City in 2025. Lake City is working to redevelop this parcel to site a new City Hall building and possibly more. The old City Hall building would ideally become mixed-use with lodging, condominiums and a restaurant.

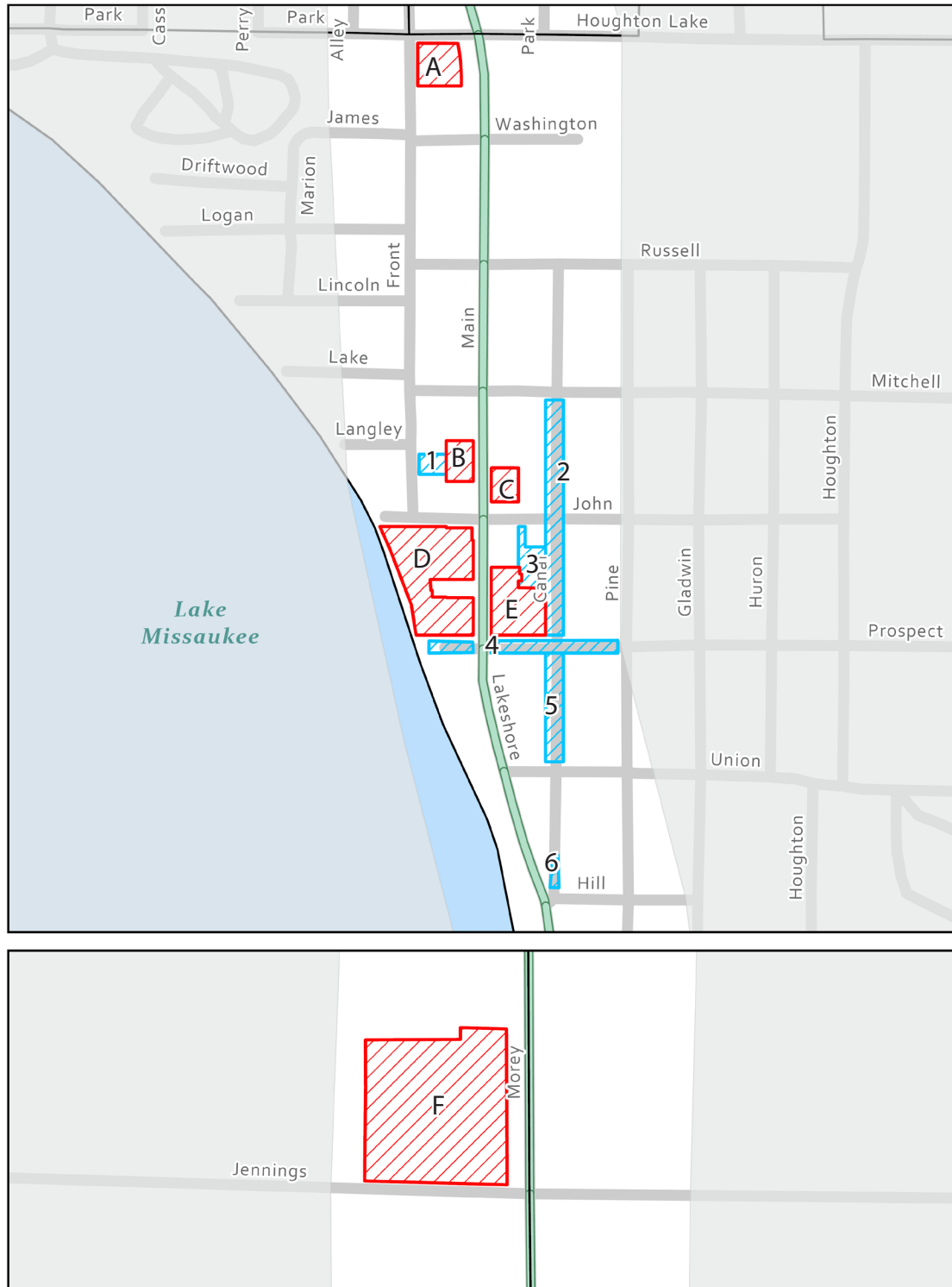
C - This area would ideally become a mixed-use development that could accommodate retail or food & drink establishments on the first floor and residential above.

D - This area contains 2 planned redevelopments. The first is the Grand Central Park project (mentioned previously). The second is the desired redevelopment of the current (2025) City Hall building into a boutique hotel with the possibility of incorporating condominiums and/or a restaurant. Please see the MSU design renderings for an idea of what this would look like.

E - Redevelopment in this area would ideally consist of new mixed-use projects to add density to the downtown area. Some of the buildings in this area are in need of facade improvements at a minimum and could be expanded to incorporate more commercial and residential space.

F - While Lake Township expressly did not participate in the planning process that led to this EDS, this site was identified in the Lake City Master Plan. Lake Township directly participated in the Master Planning process. Site F is a commercial strip development and was noted throughout the planning process (survey and in-person) as an ideal site for redevelopment.





## Legend

-  M-66 Corridor
-  Lake Missaukee
-  Roads
-  Project Boundary
-  Municipal Boundary
-  Redevelopment Areas
-  Parking Improvement Areas



# Key Partnerships

This section describes some of the key stakeholders at the local, regional, state and federal levels. It is no secret that collaboration is nearly always necessary to complete community development projects. Governments, private businesses and non-profits have to work together and take advantage of each other's areas of expertise to attain success. While the organizations listed on the following pages are not all-encompassing, they are presently some of the key players in the Lake Missaukee Area's community and economic development.



## LOCAL PARTNERS

### Lake City Downtown Development Authority (DDA)

Though largely inactive as of 2025, it is the intent of the City to re-activate its Downtown Development Authority (DDA). DDA's are useful in managing Tax Increment Financing (TIF) districts in order to leverage funding for infrastructure and development projects. As Lake City looks to improve parts of the downtown area, the DDA will play a key role.

### Missaukee Area Chamber of Commerce

The Missaukee Area Chamber of Commerce is a membership-based organization that works to coordinate efforts amongst local businesses, non-profits, government and community members. The organization offers resources, trainings and events meant to ultimately support business attraction, retention and growth.

### Missaukee County Planning Department

The Missaukee County Planning Department is tasked with developing and maintaining County plans, drafting and managing grant applications, providing assistance to Cities and Townships for plan development and maintaining data files for economic and demographic trends. Additionally, the County Planner acts in an advisory role to the Missaukee County Planning Commission.

### Missaukee Area Community Foundation

The Missaukee Area Community Foundation was developed as a Geographic Component Fund of the Cadillac Area Community Foundation in 1999. The foundation provides grants and scholarships to help support local initiatives and to aid local youth. Much of the foundation's ability to fill funding gaps is derived from donations.

### Lake City Area Schools

Going forward, it is important for the City and Townships to maintain a relationship with the school district. This is important for various reasons including: ensuring that youth needs are being met through programming and the built environment (parks, Safe Routes to School, etc.), that students are aware of opportunities to get involved in their community and to consistently consider young people in decision making processes.

## REGIONAL PARTNERS

### Networks Northwest

Networks Northwest serves the 10-county northwest lower Michigan region. The agency is a formal partnership between the Northwest Michigan Council of Governments (Community Development), Northwest Michigan Works! and the Northwest Michigan APEX Accelerator. The Community Development team provides planning services, while the APEX Accelerator program helps local businesses to obtain federal government contracts.

### Northwest Michigan Works!

Northwest Michigan Works! administers a variety of talent development and business services-oriented programs. The organization's programs include Youth Services, Apprenticeship, Business Services, Offender Success and Adult Education. The agency also welcomes walk-in assistance at various branch locations for career advising and employment assistance. As mentioned, Northwest Michigan Works! is housed within Networks Northwest.

### Alliance for Economic Success (AES)

The Alliance for Economic Success (AES) is a 501c3 non-profit (public-private partnership) that serves Wexford and Missaukee Counties. Through public and private investment, as well as collaborative partnerships, AES works to support a prosperous economic and social ecosystem throughout the Greater Cadillac Area.

### Housing North

Housing North provides outreach, messaging and communications tools to communities, developers, and other partners. The organization identifies and influences policy that impacts development opportunities in rural Michigan and works with partners to develop new tools and funding options for housing.

### MSU Extension

MSU Extension is the outreach and engagement arm of the university. MSU Extension is an information and training resource for a wide range of community topic areas including governance, agriculture, business, planning, community development and natural resources, amongst others. MSUE maintains branch offices throughout the state. For reference, the SBEI process through the School of Planning, Design & Construction is an MSUE program.

### Venture North

Venture North is a non-profit Community Development Financial Institution (CDFI) that provides low-cost loans and no-cost consulting to northwest Michigan small business owners who may not qualify for loans from traditional banks.



## STATE PARTNERS

### Office of Rural Prosperity (ORP)

The Office of Rural Prosperity works across sectors to foster strategic and coordinated investments in people and places, with an intentional focus on building the capacity and resources necessary meet complex rural needs. The ORP was established in 2022 under the Michigan Department of Labor & Economic Opportunity (LEO). The ORP manages the Rural Readiness Grant program, which funded the development of this 2025 Economic Development Strategy.

### Michigan Department of Natural Resources (DNR)

The Michigan DNR manages the Natural Resources Trust Fund, which provides funding for recreation projects at the local level. Communities seeking a DNR Trust Fund grant must have an approved Parks & Recreation Plan on file with the department in order to be eligible for funding.

### Michigan Economic Development Corporation (MEDC)

MEDC is a State affiliate agency that supports economic development initiatives such as site readiness programs, planning initiatives and business support programs. The MEDC oversees the Redevelopment Ready Communities (RRC) program, and communities which are “engaged” or “certified” through the RRC program receive additional incentives for programs and funding support. Other programs managed by MEDC include Match on Main, Build MI Communities and the Michigan Community Revitalization program.

### Michigan State Housing Development Authority (MSHDA)

MSHDA provides support for low-to medium income renters as well as the associated home development community. Programs include Michigan Home Loans, which provides funding for home buyers when eligibility criteria are met. The Housing Choice Voucher program provides rent subsidies to low income citizens who are able to find their own housing in private homes or apartments. MSHDA offers a host of educational resources to expand knowledge on home ownership, renting, loans and mortgages, as well as connecting people to professionals who can assist with housing needs.

## FEDERAL PARTNERS

### **United States Economic Development Administration (EDA)**

The EDA has programs which provide funding to eligible areas, typically determined through monitoring the distressed nature of a community or location. The EDA offers various grant programs, with 2 primary tracks of planning and technical assistance or construction.

Planning and technical assistance grants support economic development planning and ascertain an area's prosperity and resiliency as it relates to economic activity. Construction grants support investment in infrastructure to support and expand economic activity. Construction grants are most often associated with water and sewer infrastructure expansion and revitalization.

### **United States Department of Agriculture & Rural Development (USDA Rural Development)**

USDA Rural Development operates around 70 programs which provide a host of opportunities that include infrastructure expansion, energy production and grid expansion, business innovation and educational support, to name a few. The programs are developed to drive rural prosperity through a staff that is well-versed in handling a comprehensive approach to supporting communities.







# Vision Statements, Goals & Objectives

This section describes the overarching goals and objectives for the Lake Missaukee Area's ongoing economic development efforts. These goals are categorized into 6 key planning areas, each of which begins with a Vision Statement describing the ideal future. This list of goals, objectives and action items is not exhaustive, and are at time intentionally ambiguous in order to allow the municipalities in the area to adjust each to suit their own local ambitions. In other words, the goals in this section are based on the data cited in this plan, public input during 2024-2025 and common practices for community development. They are ultimately examples of how to list the community's future initiatives, and should be edited by each municipality that adopts this plan so that individual factors such as public support, resources, geography and existing infrastructure are taken into consideration.

This section concludes with an example implementation process, which the Lake Missaukee Area communities can use to prioritize objectives, assign responsible parties, establish a project timeline and measure successes. As a "living document", it is incumbent upon leadership to revisit these goals at least annually so that they can be adapted and discussed when barriers to implementation appear.

## Placemaking

Vision Statement: Public spaces in the Lake Missaukee Area are not only functional, but engaging as well. Areas along the M-66 corridor feature quality landscaping and beautification, public art, seating and infrastructure such as lighting that is human-scale. Because of the strong sense of place featured in the Lake Missaukee Area, local businesses see a regular customer base throughout the year, as people are attracted to visit the community's commercial areas no matter the season. Public parks and other recreation sites not only play an important social role in bringing people together through recreation, but also support a strong economy.

Goal	Objective	Action Steps
1 - Promote the use of public spaces along the corridor by adding more pedestrian infrastructure and designs.	1.1 - Add different types of seating along sidewalks including benches, movable chairs, rocking chairs, hardscaping, etc.	Apply for funding from the Public Spaces Community Places program.
	1.2 - Promote public art or unique art installations that reflect the community character.	Coordinate funding from local entities such as the Missaukee Area Community Foundation, non-profit groups or from businesses themselves.
	1.3 - Coordinate with local restaurants to identify opportunities for more outdoor dining.	Review the zoning ordinance to find opportunities to incentivize outdoor dining. This may include reductions in parking minimums or other barriers communicated by restaurant owners.
2 - Distinguish the M-66 corridor and the Lake Missaukee Area as a unique setting.	2.1 - Ensure that new developments and redevelopments support uses and façade appearances that match the local identity.	Incorporate a façade ordinance to the zoning ordinance that promotes traditional design aesthetics such as brick exteriors, large first floor windows, and bonuses for other intricacies (mansard roof, balconies, etc.).  Consider creating a revolving loan trust fund to help pay for façade improvements to existing structures.
	2.2 - Incorporate a uniform design for signage and lighting throughout the corridor.	Coordinate between the City and Townships on street signage and pedestrian lighting with uniform colors, fonts, materials, and layout.
	2.3 - Use the redeveloped Grand Central Park as a hub for local culture.	Provide year-round events and amenities at Grand Central Park. These should include elements that relate to local culture and history (e.g. agriculture, water recreation, logging industry, etc.).



# Connectivity

Vision Statement: Roads and sidewalks in the Lake Missaukee Area balance the need for safe and efficient automobile travel with the ability of people to walk and bike to points of interest. Pedestrians are safe in their ability to cross M-66, as there are marked crossings, signage and an appropriate speed limit for automobiles. Sidewalks connect residences and businesses along M-66, as well as to schools and recreation sites. With wayfinding and informational signage, visitors are aware of all the Lake Missaukee Area has to offer.

Goal	Objective	Action Steps
3 - Improve pedestrian safety when crossing M-66.	3.1 - Distinguish crosswalks using different colors, materials, and slopes to slow traffic at critical points along the corridor. Consider features such as radar speed limit signs, crosswalk flashing lights, curb bump outs, or pedestrian islands.	Coordinate with MDOT to find consensus on solutions for more pedestrian infrastructure. The City, Townships, and County may consider applying for programs such as the Transportation Alternatives Program (TAP), the Rural Task Force Program, Safe Routes to School (SRTS), or the Small Urban Program.
		Work with MDOT to review the speed limit at different points along the corridor to ensure it balances efficient travel with pedestrian safety and downtown aesthetics.
4 - Create more sidewalk connections along both sides of M-66.	4.1 - Provide sidewalk connections to all businesses along M-66 within the project area. Where there is a curb cut, ensure that the paving is distinguished to denote a pedestrian crossing.	<p>Apply for MDOT grant dollars (see first action step) to supplement funding for sidewalk improvements.</p> <p>Additional funding for improvements may be available through a local millage, the Community Foundation, or through a general fund reapportionment. Work with the community to identify the most desirable source.</p>
5 - Add wayfinding and informational signage to points of interest along the M-66 corridor.	5.1 - Develop a color coordinated map that lists retail, restaurants, public spaces, public restrooms, and emergency services.	Support coordination between the City and Townships to include wayfinding maps at various pedestrian points along M-66.
	5.2 - Place cultural/historical signage at points of interest near the corridor.	Work with the Missaukee Historical Society, or related groups such as the Missaukee Conservation District, on a comprehensive list of sites to promote.

## Environment

Vision Statement: Lake Missaukee's water quality has been maintained to a high standard. The water is regularly tested, and as little pollution as possible is reaching the area's most significant natural resource. Businesses and residents recognize the importance of Lake Missaukee's environmental, economic and social contributions to the community. Because of this, features such as rain gardens and greenbelts provide natural means of reducing runoff from individual sites. Lake Missaukee continues to be the focal point of the area and is widely enjoyed for its recreation opportunities.

Goal	Objective	Action Steps
6 - Support efforts to reduce runoff into Lake Missaukee by limiting impervious pavement.	6.1 - Support parking lot designs that include greenery and pervious surface materials.	Review the zoning ordinance in each municipality to 1) provide landscaping requirements in certain parking lots, 2) consider reducing minimum parking requirements, 3) consider allowing parking lots to consist of pervious materials like gravel.
	6.2 - Incorporate Low-Impact Design features (e.g. bioswales and rain gardens) along the M-66 corridor.	Require that green infrastructure be included in site plans for businesses, especially those on the west side of M-66 adjacent to Lake Missaukee.
	6.3 - Require that the first 1.25 inches of surface runoff be captured on individual sites.	
7 - Celebrate businesses that incorporate sustainability best practices such as LEED certification, renewable energy usage, and low impact development.	7.1 - Implement an annual "Sustainable Business of the Year" award that publicizes a business excelling in sustainable buildings, operations, or site design.	Work with local businesses to develop a buy-in system for this local "competition". Provide a form for businesses or residents to nominate a leader in best practices.

## Community Engagement

Vision Statement: Residents and business owners in the Lake Missaukee Area are well-informed and play an active role in decision making processes. With high civic engagement, many of the community's needs are met through volunteerism, participation on local commissions or committees and through private investment in public goods. On a regular basis, conversations are occurring between elected leadership and community members so that decisions are representative of widely held sentiments.

Goals	Objectives	Action Steps
8 - Ensure that members of the public are able to express their ideas pertaining to local governance, the local economy and the built environment.	8.1 - Develop a recurring survey for Lake Missaukee Area residents that is distributed at least every 5 years to track preferences and needs over time.	Coordinate with local governments, business owners, non-profits and other key stakeholders (school district, Chamber of Commerce, etc.) to develop a survey instrument.
		Distribute the survey with tax bills, water bills or a postcard mailing at least every 5 years.
		Maintain survey results to review changes or consistencies in sentiment over time.
	8.2 - Facilitate at least 1 in-person engagement session every year to answer broader community questions or gather sentiments on a particular issue. This may come in the form of a focus group, interviews with stakeholders, a community event or a pop-up appearance at a public space.	Annually, work with governing bodies to identify questions or areas of discussion to guide in-person engagement with members of the public.
9 - Draft, adopt and regularly update a Public Participation Plan.	9.1 - Organize a steering committee to develop a Public Participation Plan.	Identify individuals and organizations that are active in the community, who represent a variety of viewpoints and backgrounds, and who will likely be responsible for the action strategies listed in the Public Participation Plan.
		Develop an actionable set of strategies to comprehensively engage members of the public. This could mean, for example, engagement events that take place at different times of the day to allow people with various working hours to attend.
	9.2 - Track progress annually to ensure the strategies named in the Public Participation Plan are carried out by responsible parties.	Coordinate with key stakeholders, or those with the main responsibility for implementation, on an annual basis to review successes and setbacks.



## Businesses & Talent

Vision Statement: The Lake Missaukee Area is able to attract, retain and help develop local businesses. Entities such as the municipal governments, Chamber of Commerce, Community Foundation, AES, Baker College of Cadillac and the Lake City DDA are in regular communication on the area's economic needs. Businesses have ample resources for the different stages of the business cycle and in turn are highly invested in the community. Through coordination with the school district, local colleges, non-profits and industry leaders, Lake Missaukee area residents have the support and resources to enter a career that pays a livable wage.

Goals	Objectives	Action Steps
10 - Maintain active communication with economic development organizations.	10.1 - Partner with local, state and federal agencies on funding and implementing community and economic development projects.	Review municipal documents to ensure they primarily align with the stated goals of key community organizations, neighboring municipalities and that they consider a wider regional context.
		Work with community partners to share resources and/or expertise for community development projects.
11 - Support talent attraction and advancement.	11.1 - Connect businesses with resources to attract and retain employees.	On the municipal website, maintain a page of links and descriptions of all available resources for business and talent development. This may include, but is not limited to, information on: community college offerings, the Chamber of Commerce, programs at Michigan Works! and the Alliance for Economic Success.
	11.2 - Connect residents and workers to resources that help them enter the job market or advance in their current profession.	

# Infrastructure

Vision Statement: The Lake Missaukee Area’s roads, utilities and services encourage investment in the existing built environment. Rather than expanding into areas of scenic farmland and forest, redevelopment and infill provide for most of the area’s growth. Infrastructure is one of the area’s greatest assets, contributing to a high quality of life for residents and businesses.

Goals	Objectives	Action Steps
12 - Residents and businesses have access to high quality, efficient infrastructure.	12. 1 - Continue to partner on sewer and water expansions to support development and environmental quality.	Maintain ongoing communication between the City and Townships on infrastructure needs.
13 - Preference is given to developments that occur in areas of existing improvements (redevelopment) or in areas adjacent to existing infrastructure.	13.1 - Redevelop areas, especially those on the M-66 corridor, to provide mixed-use developments that contribute quality commercial spaces and housing.	Ensure zoning aligns with community preferences for development scale, style/materials, location and permitted uses.
		Use the renderings and findings from the “Re-Imagine the M-66 Corridor” process to guide discussions with developers.
	13.2 - Preserve the area’s rural character by largely avoiding development in agricultural and forested areas.	Consider zoning amendments that allow for increased density in developed areas, especially in the city and along M-66.
		Consider zoning amendments that increase minimum parcel sizes in agricultural and forested areas (townships).

## COORDINATION WITH REGIONAL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

In drafting this 2025 Economic Development Strategy, the planning team reviewed the Northwest Lower Michigan Region #10 2021 Comprehensive Economic Development Strategy (CEDS). Many of the goals listed in this EDS match the Prioritizations listed in the 2021 CEDS. This is especially true regarding the Lake Missaukee Area's efforts to promote infill development, support mixed-uses in certain areas, improve non-motorized travel, support collaborative efforts for community development, provide resources to locally-owned businesses and employees and plan infrastructure and land use patterns to preserve rural character.

Going forward the community will provide constructive input during regional economic development planning efforts. In turn, the community will consider its local economy in the context of the wider region and state, thereby staying aware of factors that may make an impact locally.

### What to Consider

To view the current Northwest Lower Michigan Comprehensive Economic Development Strategy, visit [networksnorthwest.org/community/growth-and-investment/](https://networksnorthwest.org/community/growth-and-investment/).



# Implementation

These concluding pages contain a sample implementation strategy that Lake Missaukee Area leadership may use in order to take objectives and action items all the way to project completion. Implementation is more easily attained when it follows the SMART framework; that is, action items are Specific, Measurable, Achievable, Relevant and Timebound. The planning team recommends leadership in each community to annually prioritize action items, define success for each, assign responsible parties, set a timeline for completion and reconvene if plans need to change.

## Sample Strategy: Support/Enhance Permanent Residential Housing

**Role-players:** City Staff (Admin., Planning, Public Works), City Commission, Planning Commission,

### Define Roles:

- City Staff oversee recommendations for policy and regulation, infrastructure upgrades for development
- City Commission approve regulations and represent the public
- Planning Commission performs research, works with staff and makes recommendations to City Commission

### Define the issues and likely solutions if known:

In most cases the issues are defined through work groups, plans and or other methods by which the City has undertaken research and studies. The issues presented for this strategy include the need of policy and regulatory revision/amendment, internal coordination of publicly available sites for development, coordination with private entities of private sites available for development, and the need for infrastructure upgrades to support development.

### Define the Steps and Tasks:

We will look strictly at the issue of policy and regulation. Land use policy can be simplified, which in turn can simplify regulatory measures.

- Step 1: Determine the necessary Master Plan Policy Directives (e.g. PUD to Special Use, Duplex By Right, Multi-family allowed in most residential zones by Special Use, etc.). Make necessary revisions in the Master Plan
- Step 2: Perform public outreach, outline the importance of the amendments and what they will accomplish, create a concise narrative and ensure all public officials are aware of the changes and their purpose. This is extremely important to combat false narratives and to sustain transparency to the public.
- Step 3: Determine section amendments for the City Zoning Ordinance and perform amendments as outlined by the Zoning Enabling Act
- Step 4: Perform formal adoption and approval processes

## Monitoring Performance

Monitoring the stages of implementation strategies ensures that a community remains on task with what is to be accomplished. A sound method for implementation is to define each issue and to set a series of tasks as outlined on the previous page. This information can be placed within a spreadsheet, and a timeline can be set for meeting individual tasks by specific role-players. As tasks are completed the spreadsheet is updated to display each part has been met. See the example below.

TASK	DESCRIPTION	TIMELINE (14 MONTHS TOTAL)	PROJECT STAKEHOLDER	COMPLETE
1	Determine the necessary Master Plan Policy Directives. (e.g. PUD to Special Use, Duplex By Right, Multi-family allowed in most residential zones by Special Use). Make necessary revisions in the City Master Plan	Months 3-6	City Staff, Planning Commission	No
2	Perform public outreach, outline the importance of the amendments and what they will accomplish, create a concise narrative and ensure all public officials are aware of the changes and their purpose. This is extremely important to build consensus and buy-in, and to sustain transparency to the public.	Months 6-9	City Staff, Elected/ Appointed Officials	No
3	Determine section amendments for the City Zoning Ordinance and perform amendments as outlined by the Zoning Enabling Act	Months 9-12	City Staff, PC	No
4	Perform formal adoption and approval processes	Months 12-14	City Commission	No





# Appendix

**SURVEY RESULTS**

**FOCUS GROUP RESULTS**

**DESIGN SESSION RESULTS - MEETING 1**

**DESIGN SESSION RESULTS - MEETING 2**

**DESIGN SESSION RESULTS - MEETING 3**

**FINAL DESIGN RENDERINGS**

# Survey Results

## Question 1 - Currently, what is your favorite aspect of the M-66 corridor within the project area?

Currently, what is your favorite aspect of the M-66 corridor within the project area?

- The Lake
- The area with views of Lake Missaukee
- Parrallel parking is available
- Lakeshore
- It brings business to downtown
- Being able to drive by Lake Missaukee as well as stop at the local businesses
- Downtown area around bakery and other restaurants and bars.
- The downtown area, with a resurgence of new businesses and life.
- The walkable area downtown, local restaurants and retailers in the area. Pedestrian friendly
- None
- Small town with beautiful lake
- I like the drive along the lake as you head into town, and the availability of shops / entertainment in town has improved in the last couple of years. There are also some nice outdoor gathering places.
- Great scenery, things to do. Love the varitey of food and I love the night life.
- Some of the restaurants bybtge water are nice.
- Along the lake
- Don't really have one.

The downtown area and the park between Pancho Villa and Hammers

3 lanes along Lake Missaukee

Driving by the lake

small town ambiance

Down town Lake City, MI.

keeps rural setting of small town

The lakeshore area

proximity to Lake Missaukee

I love the downtown area and the view of Lake Missaukee. I love the recreational opportunities of Miltner Beach and the ball courts.

Nothing besides the lake view.

Driving my big rig down by the lake

Nothing. Parking is horrible, flow of traffic Memorial Day to Labor Day is bad. City Mayor is trying to run things like it HIS town.

Driving next to the lake! Beautiful views.

None

Lake Missaukee

Nice shops good parking

Views of Lake Missaukee

The view of the lake

motorist visibility of the community

Lake Missaukee



The small town feel

The view of lake along the section by city beach

All of it

Slow speed limit through town

Restaurants, docking facilities, bicycle lanes

Don't see anything good

Town that is becoming more vibrant

The view of the lake

Ability to walk ride bikes to business, parks, beach.

Everything

None

Seeing the lake

I have no favorite aspect

Downtown

The small town affect

The beach area, city park, and quaint downtown area.

Downtown is looking nicer with shops.

The downtown area, restaurants and shops.

The Lake

City park

Lakefront

The lake view

Driving along the shoreline of Lake Missaukee

Seeing the lake.

Lake Missaukee

Parking along M66 is sufficiently away from the road (unlike the situation in Cadillac)

The view

Do not allow a waste of money- and it will raise taxes-

Nothing

The lake and city

It's simple

Downtown portion Lake City

Leaving it as it is

The lake and being able to walk downtown

Lake

The current restaurants and our park

The restaurants and entertainment-the festivals, car shows, outdoor music, boat docks

Public parks and lake access

Lake views

Not sure

Lakefront, new businesses with outdoor dining

What does the project do

local shops and restaurants. the beach and lake.

The drive along the lake

Lake Missaukee

View of the lake and lake city

The downtown lake city parks, beach, dock, and businesses.

The small town everyday folks feeling you get when here

None

The outdoor music theater on the lakefront

Stop light at south end allows safe access to & crossing of M-66 at Jennings road.

Being able to see the lake and do local business

The lake

View of the lake

The view of lake missaukee and the curb appeal of the library

Lake city the town

Driving through our beautiful town!

It is a small town.

Seeing the lake

The Lake



Rase of access to businesses and small town atmosphere

Lake Missaukee & downtown Lake City

Everything.

Veiw of the lake

follows the lake, great view

Downtown Lake City

Nothing

It will cover the main road to fix all the pot holes through town

When I am out of the area totally

Down town

Nothing. Don't like it

The few restaurants (we need MORE!)

View of the Lake

The restaurants, city park

Anything to reduce the large truck traffic through the down town area.

ample space for parking leaving room to open doors

Nice roadway

The three lanes that run by lake missaukee

Easy access to businesses

Stores

The stretch along the lake

Downtown shops and restaurants

Glad to see improvements coming.

The beach

The small restaurants and shops

Scenic

None

Scenic drive by the lake

Nice view of Lake Missaukee.

Small town atmosphere

Help keep local business afloat

The lake view, variety of restaurants and bars, small town feel.

The access to local dining opportunities

More businesses

Nothing, it's horrible and dangerous with the heavy semi truck traffic.

The veiw of the lake on one side and the vintage stores on the other

Vibrant small town feel, with a focus on tourism

to fix and make the area look nicer.

Downtown and the lake views

Miltner Park Beach

Downtown City of Lake City.

View of Lake Missaukee

Downtown area by the lake

View of the lake and look of older buildings

Lake Missaukee

Lake Missaukee

LAKE MISSAUKEE

Lake

Great views of the lake from downtown and as you drive by the public park on the lake.

downtown area with open space

The view of the lake is beautiful as you enter lake city. The portion of M-66 where the town is/restaurants is also great.

The most appealing aspect is that it showcases Lake Missaukee and ties the townships and city together.

Revitalizing lake city’s downtown area.

Driving by the lake and the cute, small town feel

The view of Lake Missaukee

Lake Missaukee

The view of the Lake and Miltner Park.

The improving appearance of the downtown/businesses with the lake in the background.

It runs along Lake Missaukee lakeshore

Downtown Lake City



Waterfront

Question 2 - What is one thing about the M-66 corridor that you would change if you could?

What is one thing about the M-66 corridor that you would change if you could?

A pedestrian bridge

The beach area needs upgraded walkways as well as a bike trail . The traffic speed factor is a major concern for the safety of all drivers, walkers, bicyclists

Slowing down through town

Abandoned buildings and storefronts

Semi-Truck Traffic

Nothing

Access to easy parking for trucks, campers, etc and public bathrooms that also easy accessible

The signs for pedestrian crosswalks. I feel that lights would be better at a couple of the intersections. Then pedestrians would push a button to cross the street. Currently drivers cannot tell if someone actually intends to cross the street, if they are unsure what they are going to do, etc. This stops some traffic waiting on them, often leading to them not crossing. Or some drivers simply don't stop since they are unsure of the pedestrians intentions. Obviously this is not feasible at every intersection, however, there aren't that many intersections, so maybe a couple at the busiest would be sufficient.

Make open lot next to Hammers into a mixed use housing and retail. Also include some boat parking in that area for people to get to downtown via boat. Reroute semi-trucks around main drag.

Bike lanes and/or walking path. Consistent sidewalk.

Re-route semi trucks around the area so they are not driving through town. If that can't be done, then ban "Jake braking" within the area. Expand sidewalks along the road.

ORV connector route to Sanborn Road

amount and speed of traffic

Re-imagine the strip mall / old 5/3 building at the corner of Jennings road; add at least one bank of fast charging stations for EV's. An area for food trucks / refreshment near the beach area would also be nice. Outside of that, more services - a variety of shops, hair / beauty salon, farm market, small businesses would be nice.

Dont need a park on the south lot next to Hammers.

Add a stretch of walkway to the North & South.

Too much truck traffic, unsafe.

re-pave the road.

Pedestrian crossing bridges - something to reduce the danger of crossing the road downtown. Traffic does not stop even with the current crosswalks and signs.

Fact that big trucks barrel through town with noise

I would completely tear down the dilapidated strip mall on the corner of M-66 and Jennings Road, or allow a contractor to remodel it into a privately-owned roller .or ice skating rink along with an indoor archery range. The stores that attempted to make it in that location did not have the capital for anything of quality. They've had stores with used items, resale, video gaming, etc. It currently gives a poor impression of Lake City.

fix drainage problems near Westco Gas Station and Lake Missaukee Drain

The amount of traffic

speed limit through downtown

I am concerned about the safety of pedestrians on M-66.

2 North bound lanes with a roundabout at the 55 intersection in town

Update, coordinated color palette on all building exteriors downtown

Clean the place up beyond M-66. Low income rental homes along the side streets from Russell to Davis need improvement

Unsure, a large enclosed play area near downtown would be great.

Lake City needs a bypass

Reopen beach and raft at park near fire department, more sidewalks, auto blinking pedestrian walkways to cross the streets

Not much

More sidewalks continued the whole length of the corridor.

Fill the empty stores

Re route through the downtown business area

More park space or green space

A crosswalk light in the middle of town

Don't know

I dunno

Truck route around town.

More dockage

Truck routes around the city should be implemented

Make it easier for through travelers to stop, park, and visit businesses

Sidewalks all the way from town to Jennings rd. Also having crosswalks in front of wesco (if sidewalks where put in). Round a bout instead of a stop light (annoying to sit there because the town isn't busy enough for a stop light), the stop light @ Jennings rd.

Less traffic

Decreased semi traffic

Nothing

Curb appeal as well as differenrent businesses.

Too narrow

Nothing



More parking

Nothing

Some of the buildings in the downtown area are very old and in need of repair and/or updating.

Put the 3 lanes back to the 4 lanes. Roads need redone again and properly.

Heavy truck traffic

Less traffic in town .

More restaurants

Nothing at this time

Better signage for businesses & organizations

25 speed

As long as commercial traffic is traversing through Lake City the "corridor" improvements are a waste of time and money until a M66/M55 bypass going around Lake City on the east side is installed. Currently the land ownership makes this possible.

Crosswalk stop / yield signs are ignored by many drivers. Maybe an alternative exists to make this more visible (like push button crosswalks)

Make more public spaces.

Everything

Re doing the pavement...the roads a mess

Reroute semi and big trucks

Nothing

Corner of M-66 and Rosted Rd needs to be dressed up coming into town from south. Mall is an emoty eyesore etc

Nothing

Safer crosswalks especially the the cross walk to Russell St. and the high school

More access to use lake

I would like to see an improved and expanded city dock with more boat wells that can accept a boat larger than 16 feet long

More boat docking

Turn lane the entire length as if passes through Lake City

Traffic

Overhead obstructions, power lines. Addition of bike lanes

Not sure

Vacant lots and storefronts

Doesn't show what the change is

eliminate unnecessary truck traffic with a truck bypass route.

Route the drive through traffic around down town

Slow vehicles down through Lake City

Widen the road to 4 lanes

A safe and pleasing place to bike, separated from vehicle traffic.

Add a dispensary

None

Put in a nice fast food, like Culvers or Qdoba

Reduce impedance of traffic flow in downtown LC, so internet-based mapping services would stop directing traffic around east side of LC on local roads, causing heavy-weight damage, unsafe speeds, & high volume of non-local traffic (Vandermuellen, Lohtan, Beeler, & McGee) This increasing "bypassing" traffic increase risk of bad accidents at Kelly/Vandermuellen intersection.

The posted speed limit to slower

Hard to turn onto it at times due to traffic

Nothing

Lamp posts for street lights and hanging flowers or decorations

Unknown

People turning down Lotan road.

Better quality real estate—property upkeep and upgrades, downtown area being more organized with small business and making sure abandoned buildings and storefronts are cleaned up and presented with quality to represent a quality downtown area

I would not change anything, I want it to remain a small town

Amount of traffic, especially large trucking

Houses not kept up

Nothing

Rebuild the Highway, it is very rough

Signs for local businesses

Those that want to change it

The manhole lids from north of tow to south of town fix the road

traffic light downtown as well as the M-55 corner

Police activity to keep drivers at speed limit through town

Close it down

None



Build a bypass around the village. That was already proposed in the late 60's I believe. There is nothing good around being forced to drive through this area.

More business north on 66 leaving out of town - less run down housing

Not to do it.

Clean up the blight of the shuttered businesses. Make it easier for new ones to move in.

Clean up and renovate the Buildings through the entire proposed M-66 Project Corridor - look dilapidated and run down

The vacant businesses, and unkempt homes

Create a by pass to the down town area.

improved sinage

Wish it was 4 lanes

Make three lanes that go all the way through town

Nothing...people who aren't from the area or move back always want to change our small town.

Nothing

The down town area could use some sprucing up

Divert trucks to another road and lower the speed limit

Have the speed limit reduced b to 45 mph from m42 to lake city reduced from 55 to 45mph on m66. The speed limit is 45 mph south of town to Jennings road. I feel it needs to be the same on the north side of town.

More park areas-maybe a dog park

Nothing

More parking along lake missaukee

Need roundabouts

Keep the look of the old town buildings, open spaces on lakeside.

A marijuana store would bring revenue to Lake City

Difference of speed limits traveling North vs South South of town. 45 mph Southbound vs 35 mph Northbound. Aggravating...ng

change routes for semis

Leave it the way it is...if you want different then leave and go to TC or GR

Separate truck route

No empty buildings.

Have it go around downtown

Keep the big trucks off it. Some of those log trucks are just going too fast.

More bate stores

Eliminate commercial semi truck traffic

More buildings full

Downtown infrastructure needs updated, the southern portion of this corridor needs to be reimaged to match the downtown and northern portion.

go all the north to sanborn.

Encourage redevelopment of larger commercial properties into residential and mixed uses.

The empty lot by Wesco

Commercial Vehicle traffic and noise...

More parking for downtown area, especially for large vehicles.

Semi truck traffic

Add more parking spots

Update Main Street

More public access/park/picnic area.

MULTIPLE BOAT DOCKS WITH SEVERAL DOCKS AT EACH CLUTTERING THE LAKE VIEW

Empty housing and buildings and vacant land

Speed limit is too high on either end of the corridor.

more open space, less blight

I would add a hotel to lake city, add more work live opportunities, make Lake City a destination where people want to stop and enjoy, not just a town people pass through.

Populating it from end to end with businesses that contribute to local growth and sustainability.

Make improvements that have been needed for a long time.

Get rid of old, unused buildings or fix them up

Enhance the green aspect of the beach south of Miltner Park

Downtown Park

More trees. New and improved street scape the whole length of the city.

Less billboards

More businesses in the downtown area

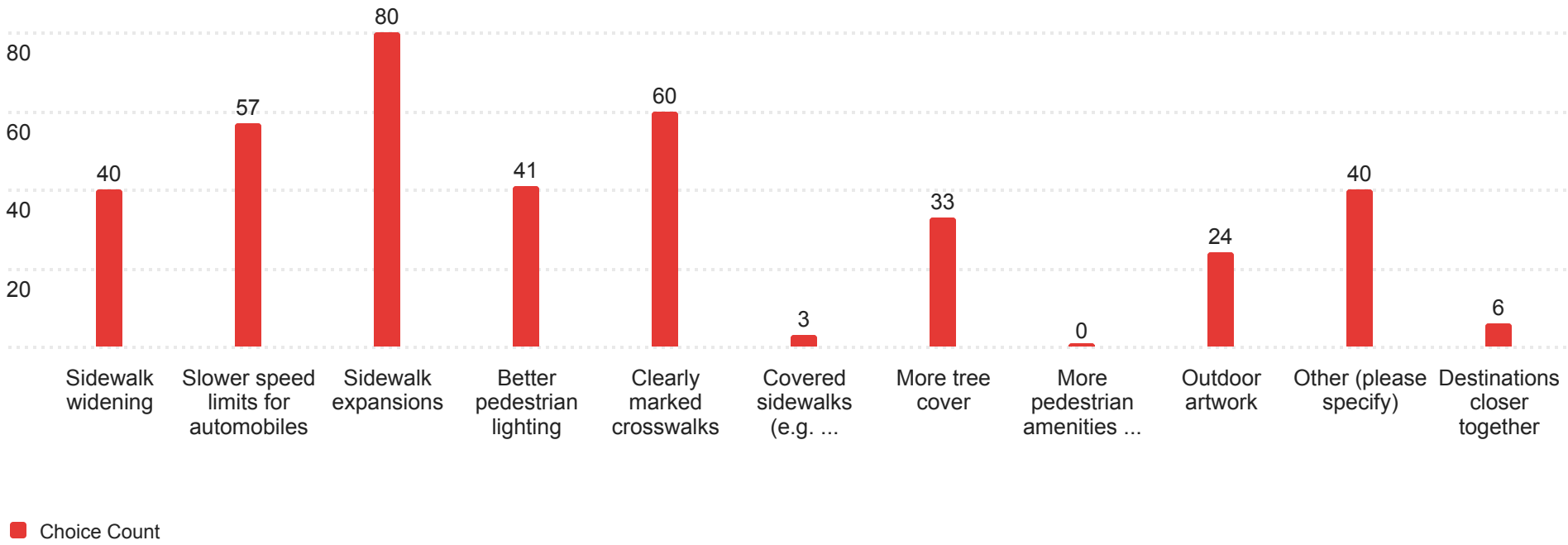
We need sidewalks from North to South Corridor.



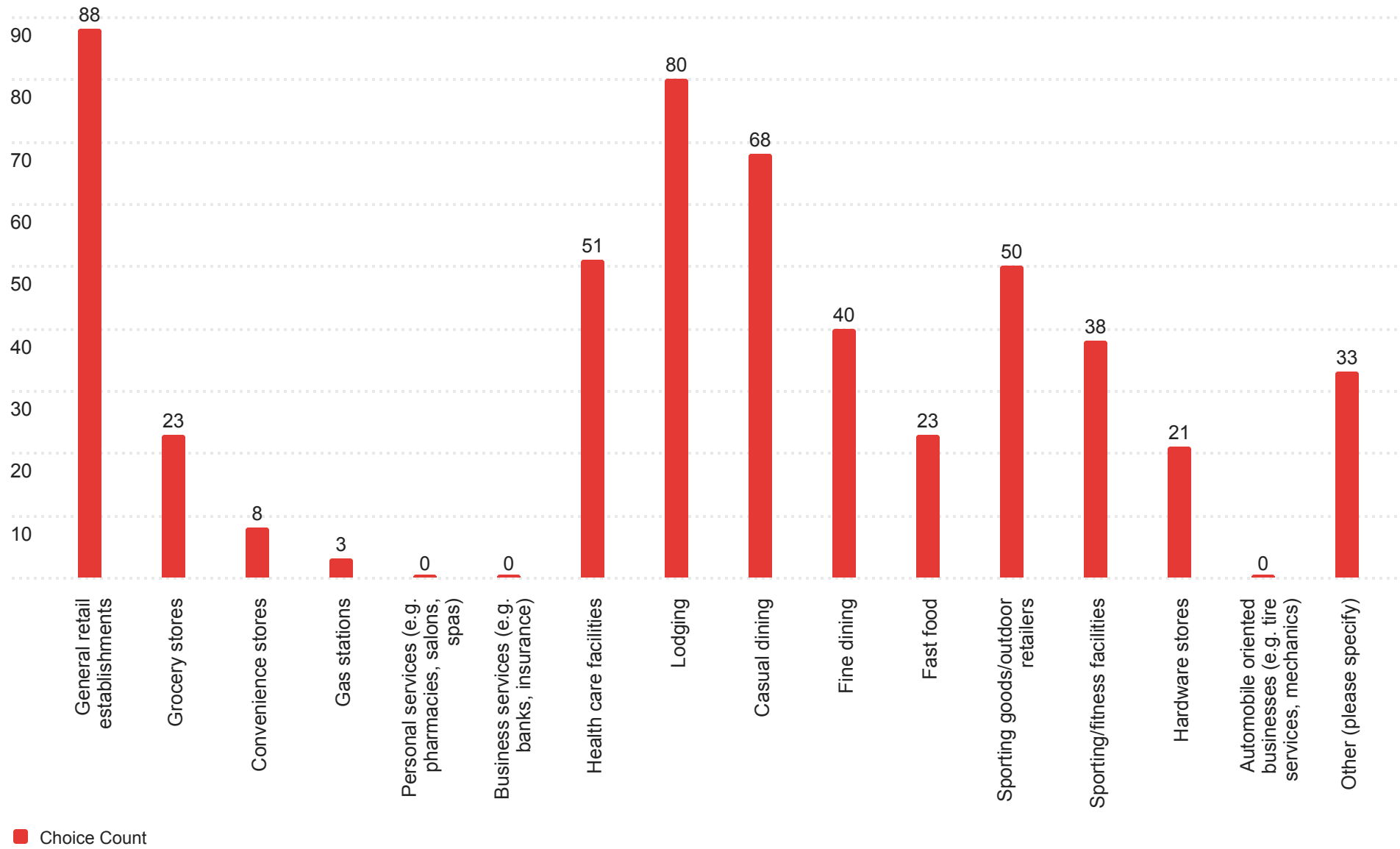
Question 3 - How would you rate the "walkability" of the M-66 corridor? Walkability refers to how safe and efficient non-motorized travel is (e.g. walking or biking).



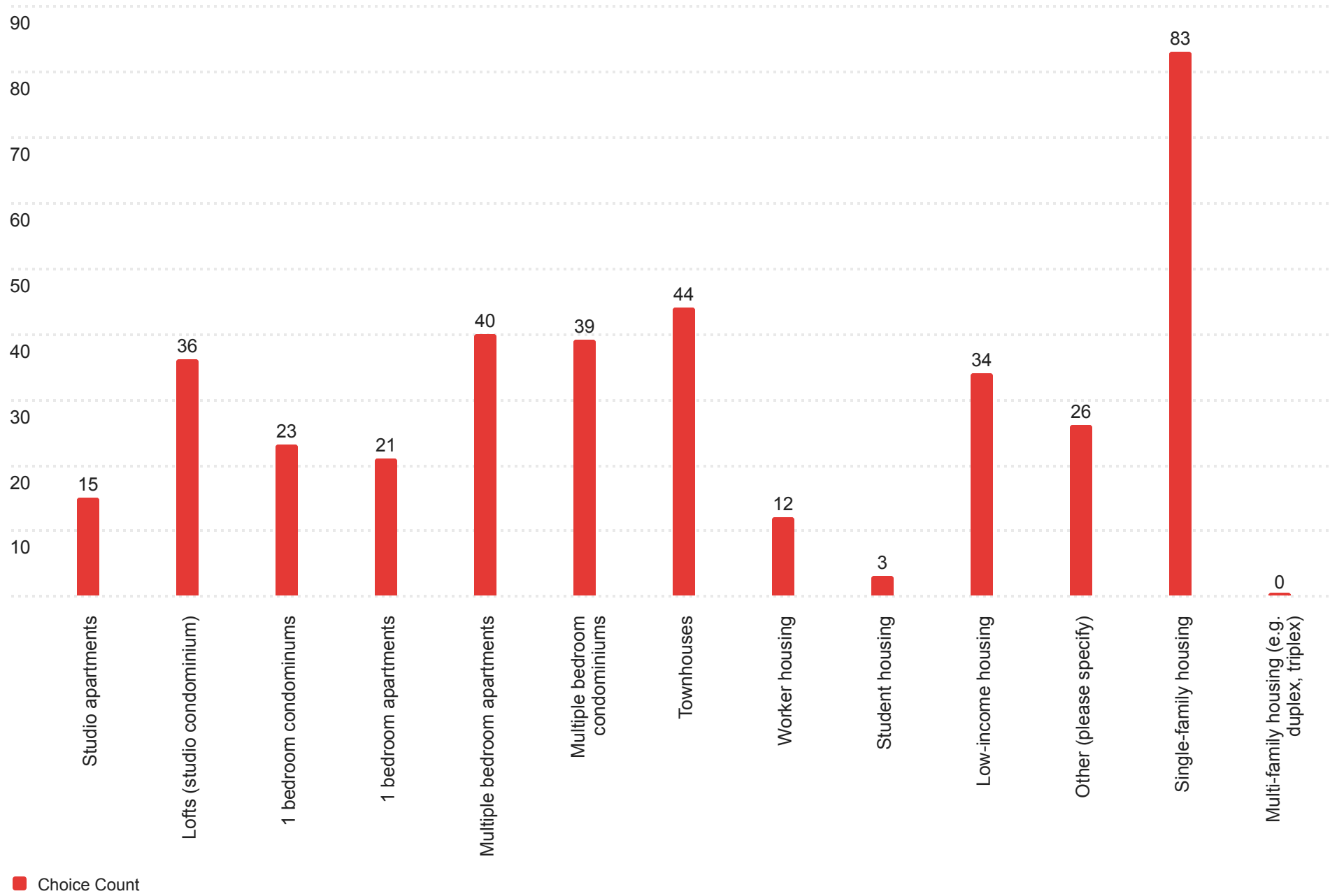
Question 4 - What are the top 3 improvements you would recommend to make the M-66 corridor better for non-motorized travel (walking or biking)?



Question 5 - What types of businesses or services would you like to see introduced or expanded along the M-66 corridor? (choose all that apply)

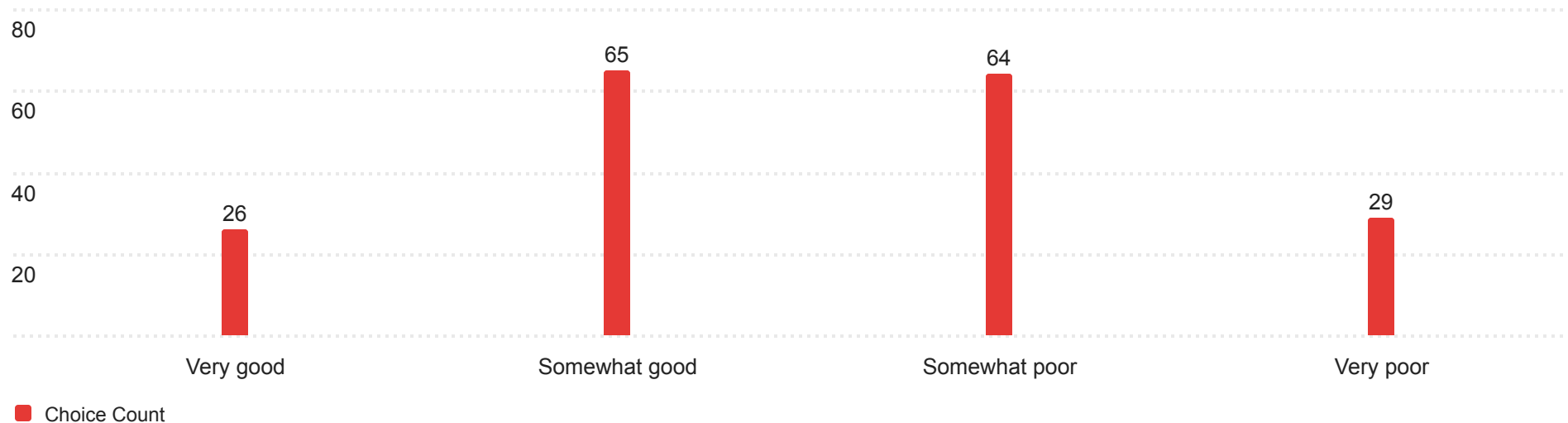


Question 6 - What type(s) of housing would you like to see along the M-66 corridor?

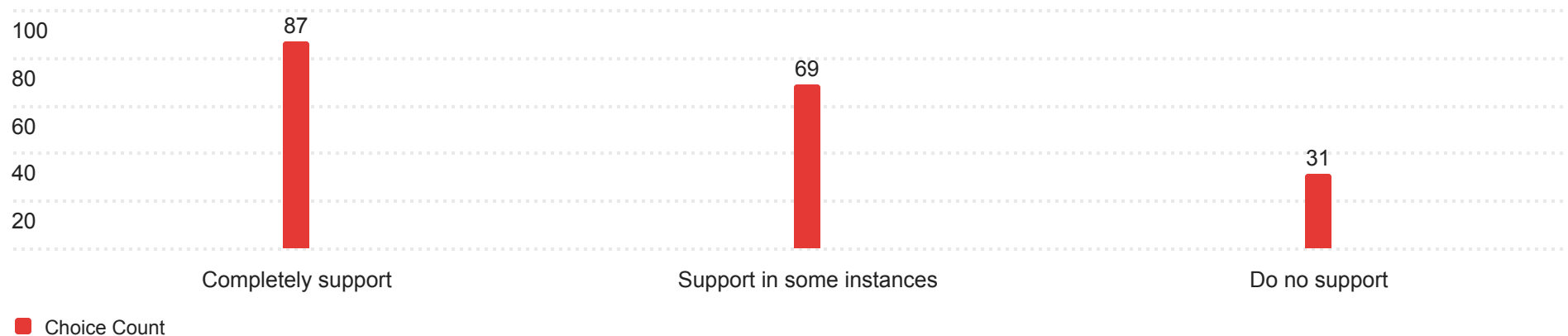




### Question 7 - How would you rate parking along the M-66 corridor in the project area?



### Question 8 - Mixed-use development in denser areas often refers to buildings that have commercial uses on the first floor and residential uses on the upper floors. Do you support this type of development along the M-66 corridor in Lake City?



# Question 8A - In what instance(s) would you support mixed-use development along the M-66 corridor?

In what instance(s) would you support mixed-use development along the M-66 corridor?

Depends on what area... in town would be best.. or even along the area across from the lake

Banning marijuana stores from downtown, letting small businesses be priority and offices

If a business/building owner wants to live above their business/in their building, I totally support that, or even if they want to rent a space out. I do NOT support condos/lofts/multi-unit housing in town; town being from the tennis courts north to M-55 East.

In the right areas. The former Willard House property and the former motel property near Wesco

Off-street parking for residences; residences affordable for middle income

Not trashed. Do not bring big companies here. Dollar General, Mcdonalds and Bigby is enough.

Depends on where / what areas.

If the apartments were nice affordable apartments, and if their location did not hinder from the public's ability to see the lake. Certain towns, you cannot even see the lake at all because of the amount of buildings along it.

Useful lower businesses, attractive low density housing

would depend on the space and existing buildings downtown

in some instances

Traffic improvements

Updated buildings that would improve look of area

If retail stores on first floor with apartments above

Only if they were new buildings, not taking down businesses downtown & making them condos. (Per major Ardis & his terrible ideas)

Tasteful and firs into the town feel

Not above a business that sells alcohol or marijuana

Housing that is actually affordable

If housing was affordable and not short term rentals

If the building faces were nice and the tenants followed strict guidelines for appearances

Need more rentals, except for parking should not be on main Street

Small business or family owned

If it is affordable, nice place. Not low housing, not luxury

Not on the lake side

As long as they dont block the view of the lake

No section 8 housing

Senior housing with grocery, pharmacy, beauty & barber shop. Low-income housing for the elderly with food and medicine is very needed.

Upper level residential apartments, retail front below

If it is existing I would support it.

most of down town lake city was like that at one time. I would like to see the downtown area developed more so in this manner with some more face lifts of the older building that are there

Low income

Most times the apartments turn to junk, I would support more business in town and mixed development homes outside of town. In general mixed-use is fine but there are better alternatives

If it makes it viable for businesses like boutiques, restaurants, a craft brewery to open.

Business on 1st level - Condos on 2-3rd floors - No Air B&B and No Low Income Housing.

If end result was a reasonable rent cost.

If person owns or runs the business



I think it's fine for the established buildings. I don't think this area of town is suitable for new housing projects.

Locally owned business.

Not blocking lake view

Only businesses that could be supported year round by the community.

Affordable housing

Love the lake view and I would hate to see that covered by high buildings, so one story on lake side but multi use on the other side of 66

Slow the big trucks down and let businesses build if there is room for them. I don't see if there is room so probably best just to leave it alone because there's too much traffic now. Focus on changing the highway east of town around lake city

Residential on 2nd floor above business on 1st floor.

Downtown area needs more mixed use development

the mix of buisness and housing, two benifits

Anywhere other than existing residential areas.

Retail/apartments or lodging above

RETAIL SHOPS ON LOWER LEVEL IN CITY LOCATIONS WITH IMPROVED LIVING ABOVE

Not an eyesore and is functional

If it included housing

Would depend on location - would support between James Dr and Randall Rd

Question 9 - Part of this project will be identifying areas for redevelopment along the corridor. These are areas that are obsolete, in need of great repair, or are not being used to their highest potential. Are there any places in the project area that you would like to see redeveloped?

Part of this project will be identifying areas for redevelopment along the corridor. These are areas that are obsolete, in need of great repair, or are not being used to their highest potential. Are there any places in the project area that you would like to see redeveloped?

All the old buildings including the auto parts store

The 3 buildings between the Lakeview Motel and Miltner Beach force the sidewalk dangerously close to M-66. Can they move/remove the buildings (or the highway & probably tennis courts)?

from Jennings north to town add city water sewer to spur development

The mall @Jennings Rd. Shall have apartments

Empty buildings in disrepair by the old Dog and Suds

The park

The roads need to be repaired badly.

Any areas/homes along this corridor with junk in yard..

Old hotel, empty lot next to Hammers, strip mall at cross street of Jennings road

South end of the corridor. Finding use for empty buildings. Public green space!

The properties mentioned previously and the areas in the Southern portion of the area near Jennings Rd. The strip mall there.

Existing old buildings downtown with unused upper floors or those not in use for extended period of time

The old Willard lot, but not a concrete park with a useless splash pad

The intersection at Jennings road is underutilized, specifically the old strip mall and 5/3 building

No

In front of the road commission area.

Downtown Lake City; M66 sanborn road area.

every empty business building.

The far north end of town. Downtown could use a facelift, but businesses may need some financial assistance to make that happen. It's hard to afford that on their own.

Yes, a lot of old buildings like old sport shop and mid downtown corner next to Pancho Villas

Where the old Northcrest Motel used to be, which was taken down

Yes, the old strip mall on the corner of M-66 and Jennings Road. After Carter's Grocery Store closed, it has had a bunch of used item stores and video gaming. The building was empty for several years. It needs to be sold to a private owner who will develop it as a bowling alley, or a roller or ice rink with an indoor archery range. Something for families to enjoy, and something to bring up the property values, not tear them down.

reroute truck traffic around town. other answer failed on questions

The old strip mall Jennings Rd and M66.

I'd like to see the old Willard Hotel lot developed into a park. I'd like to see bike lanes and more recreational opportunities for bicyclists/pedestrians.

Seek occupancy on currently vacant buildings

Fix the low income homes behind main corridor of M-66

Vacant lot at corner of M-55 & Main Street medical offices. Vacant lot on lake (old Willard House) public park for picnics and beach development

beach front in the downtown area as well old fire station including open air pavilion

The corner of park and Houghton lake rd

The block that has the legion, sentinel and BBQ trailer and the old auto value building

The area from wesco to the end of the corridor needs developed

Jennings road/ m66 intersection

I leave that to the experts

Hammers and Pancho Villa restaurants; the buildings their connected to should be removed ,with both restaurants being relocated

Not redeveloped but many of the building need a complete update on the front facing

More outdoor activites for kids/teens.

North of m55

Nope! I like 66 the way it is!!!

No

No. I'm against making our small country town into a crowded city.

NO

Some buildings in the downtown area are in need of repair and/or updating.

Pancho Villa to the corner where the eye glasses place used to be. It looks incredibly junky. Also the open area next to Hammers to be turned into housing or a nicer park with trees, splash pad, playground equipment. Also the city park behind the city stage, I miss how it used to have the big sandy hill. I wish it could go back to how it was.

Not sure, where , but keep the small town feel.. Don't change the business district a lot.

The beach, more parking

No

No less development the better

Downtown. Better welcome signage, new light poles, banners out with town info.

All the empty storefront.

If land ownership belongs to individuals, then how can you force improvements?

Sidewalks don't extend south along M66 far enough.



Ardis-sucks and his plan will do nothing but raise taxes and ruin our town.

Need for low income apartments, park for children and picnic tables bathrooms...

Empty storefronts and dillapidated buildings right in the city

No

Downtown would benefit from loft apartments and condos over nice attractive retail at street levellevel

Absolutely not

City park with better access to lake and more inviting for families. Also, being outside the corridor but with increase travel to the area would like to see round about at 55/66 intersections

Downtown

I think providing MORE parking would be a benefit as well as FLASHING pedestrian cross walks!

North of poncho villa storefronts-awful! Some residential -awful! No parking spot identifying lines-people park crazy all over parallel parking!

Several empty buildings and storefronts need tenants or at least dressed up to look occupied.

There are vacant storefronts that could be filled

Don't know

Areas with blight overgrown yards trash in yards

fix the road. plus limited heavy truck traffic.

Shell gas station looks dingy, Rustic Hogs unused food truck area looks abandoned

Vacant lot north of Wesco,and vacant buildings in the downtown area

Better parking and traffic flow

The sidewalk around the motel n of the beach is too small. A thinking farmers market.

A dispensary would bring the m66 corridor into the booming legal marijuana business

Manholes brought up kevel to pavement

NW corner of Jennings & M-66 -former shopping center that is no longer competitive since arrival of Meijers & Walmart in Cadillac. This would be a great multi-unit housing opportunity

No leave downtown alone!! Bring in some new little business in the empty buildings thats all ready there!

The strip mall on jennings

The area between tasty treat and the old chemical bank.

Bike trails

I don't see a need for a splash pad. Also a few building in town that businesses have been in and out that could be tore down.

2 houses next to tennis courts ugly backyards right on M66 near downtown—vacant or for sale business not showing adequate showing value or upkeep. Older buildings updated or taken down. Vacant lot On Lakefront next to Hammers restaurant is a prime property ON THE LAKEFRONT and is totally underutilized. Apartments above with retail spaces below, and parking.

I do not want any developement or more housing, I want it to remain a small town, you liberall nut jobs!

All of the downtown area needs work. Too many empty buildings.

Expand sidewalks at north and south ends

No

No

I would like to see the downtown park developed to be more of a natuaral park with trees nice paths brick possibly and I'm all for getting rid of the exsiting city building on the north end of the park

Beach and beach parking

The lot that was the Williard House, and next to the old bakery

The empty lot area across from the old hardware store that is being remodeled. Maybe a camping area for the major holidays

Open areas developed for immigrants

The old mall, and surrounding areas on the south side of lake city. This is all run down and not what it should be. We need to reconnect this area with the rest of town. There is a cut off on the 4 lanes where town turns to a junky place in my opinion

Don't want it done

Make Main Street a great street. It is full of shuttered buildings, tired and depressing. I feel sorry for the occasional business bright spots who are trying to thrive. Thank you SO much for reaching out for input on our picturesque town on Lake Missaukee.

The entire South side f the Proposed Area

All vacant any poorly maintained businesses

Vacant business buildings on main street through town.

Car wash & sports sign store

No they all look fine

Splash pad

Public access to the lake downtown

Definetly south of town needs an overhaul

Do not re develop for low income housing. We don't need our small town to turn into a mini urban coty

Parking along the beach area in front of lake misaukee

The lot to the south of Hammer's

other roads for semi and quiet streets

Those who are trying to change Lake City I should have their brains redeveloped

Most of towns old buildings

Would like so see existing buildings that aren't in use cleaned up and utilized

No just leave it alone it's fine

The old hotel site north of NAPA. The shopping center at. M66 and Jennings road.

S of 55

The corner of M-55 and M-66, the former Willard Hotel property, the old barbershop and its neighbor, the former Rustic Hogg si

East side of m-66 in the downtown area

utilize empty buildings

Downtown

Lot next to Wesco

Downton City of Lake City

Vacant store and car wash, old motel, downtown park and city hall area.

Yes

Yes. Old video store, old rustic hog spot and the vacant lot next to hammer's

Question 10 - Are there any other ideas you can share that may be helpful in reimagining the M-66 corridor?

Are there any other ideas you can share that may be helpful in reimagining the M-66 corridor?

Branding. Similar to M22

Its the Green Route of Michigan transportation. No roundabouts, do not limit the parking on the streets, no change on parralel parking

Re-route large truck traffic! Perhaps a bypass.

Reduce Semi-Truck Traffic and Noise



I try to imagine if I were going through a town, what would entice me to stop? A nice store, ice cream shop, beautiful lake, accessible parking, and accessible bathrooms. Especially the parking and bathrooms. Very simple, but imagine if you have a camper or a child in stroller or wheelchair.

This is a small town with seasonal businesses/income. If you are planning to re-route traffic away from town, you will destroy these businesses and once again be left with vacant buildings that become eyesores, as well as losing extensive tax revenue.

Make a dedicated bike lane that goes along the whole corridor. Extend sidewalk along both sides of street.

Convert long standing empty buildings to green space. Having a more walk-bike friendly presence along the corridor with a park/playground. Slower speed in the heart of the corridor with better crosswalks. Grayling has a fun paddle design on their crosswalks to celebrate their river town and it would be fun to see something like that in Lake City to celebrate our local watershed. Signage that identifies local/regional watershed to help make a connection between land use and watershed health. Storm drain signage that state where the water goes to help promote between environmental stewardship.

It would be great to have an expanded local farm market in the area

Apply for State ORV Connector Route between Broadway north to Sanborn Rd. so locals and seasonal people don't need to trailer or break laws to get fuel, go to stores, and eat at restaurants.

Think green, safe, appealing

EV Charging stations, bike/kayak rentals,

I love the variety of restaurants. I think the crime is low

North of the light at M66/M55 is rundown and could use some beautification.

Like the idea of a boutique hotel on corner next to Pancho Villas

Only privately owned single family homes for people who contribute to the tax base, and not those who are perpetual takers. Additionally, Lake City officials do not seem to understand how to attract privately-owned businesses/employers to the area. People need good-paying full time jobs with benefits, not more government agencies taking and giving away our hard-earned tax dollars.

fix the road through town. reroute truck traffic east toward airport. maintain rural atmosphere.

No

goal should be to create a safe and walkable downtown with an easy and accessible lake front

I would like to see more healthy food restaurants. Parking will be an issue for downtown.

General color guidelines on current exteriors, power wash n clean surfaces, update and repair lighting

No townhomes, condominiums, keep natural and open to the public. More sidewalks, bike lanes, pedestrian crossing

Keep the quaint character, flowers are terrific!

coordination of updating all store fronts. repair, repaint, refresh

Bike lane, bed and breakfast

The lot south of hammers could use something as well as the west side of the restaurants parking lot and north of forest areas parking lot would be a great place for I retail first floor and lcondos on 2nd and 3rd style building. A bi or tri level parking structure behind hammers would allow for the parking along main to be eliminated and a turn lane added. During busy weekends, a single car needing to turn left in the downtown area of the corridor leads to huge back ups.

There needs to be a turning lane for holiday traffic

Taco Bell

M66 should have wider shoulders for walking and cycling

There is a lot of thru traffic on weekends, as the popularity of EV vehicles increases having EV chargers convenient would increase people stopping for a charge and customer traffic

We need to focus on the youth and what will keep them active & outside.

More focus on nature and outdoor activities not building

Nope keep it the same and all will be happy!!!

No

I moved to the country to get away from the rush of more populated areas. No more!

Old Auto Parts, Miltner Park, 3-Lanes, Old motel by Wesco, Old Roots Repair

None

I would love to ride my bike into town but it feels dangerous due to the space provided for walkers and bikers and speeding vehicles.

Just that the city needs to have someone that can pick up trash more within the city or make businesses clean up regularly outside their establishment and that also goes for weeds in the sidewalk or just in their area to make downtown cleaner and nicer. Thank you.

Are you appealing to the part-time people or the full-time residents?

Can big trucks be diverted around town to keep noise and traffic down., at least during summer months. Also moe parking on town.

MSP should ticket big trucks flying through town. County police won't

I'm okay with the way it is now. If there is an overwhelming desire to expand leave the corridor alone

The Commission on Aging is a gathering place for senior citizens that is currently hard to see from M66 until you are right there, potential for accidents, would love to see signs leading up to our location.

Transporter. (Beem me ???)

Install a bypass "around" Lake City or the money to "reimagine" the current corridor will just be a waste, as always happens when ""complete" planning is not implemented. The current corridor is not wide enough within downtown Lake City to accommodate commercial truck traffic safely.

Consider adding an alternative route for M55 to bypass the city

Leave out town alone

Something for everyone..not just for Lake City Schools...as in the ropes course.. never been a good public park for families...with swings etc...

Parking by lake, more trees by lake, bike lanes

No, leave it alone

Tie in lake envisioned businesses in the corridor. Ie, hotels, boat rentals, sporting goods specialist retailers.

Leave things alone.

Bringing business to town versus just driving through

Enforce the speed limit! Identify pedestrian crossings.

Reroute traffic making downtown more pedestrian and outdoor dining friendly. Lake City could use a dog park.

Open up the waterfront with public parks as much as possible

Maybe more billboards out side of town to invite vistors into town

Enforcement of the speed limit in town. It's a huge problem especially with the big trucks.

Maybe an activity room. If you're wanting to make the park and stuff downtown have weekend activities like resorts do.d

Better crosswalks

Make areas for snowmobiles to park near restaurants.

This town was amd is run and occupied by lower income hard working folks who shouldnt be treated poorly or be run out of our town

None

Pavilion with grills and picnic table (about acre in size).

Predominant traffic pattern is N/S M66 to M55 east of town. With such a high volume of trucks & seasonal recreational vehicles traversing tis route, a bypassing link similar M32 at Hillman should be considered. Current flow rates cannot be safely accommodated thru downtown LC.

Nice little sport shop with bait

Legend containing walking areas around town

Bike trails around the lake

Better sidewalks.

Downtown needs updating, removal of cheaply put together retail options, and the Lakefront sharing the corridor should be Highlighted

Yes, keep it the way it is! Politicans always become power hungry an want to turn great amall cities into liberal dumps.

No

KISS



Remove shell station and utilize property better

Yellow flashing pedestrian light at M-66 at Prospect St., John St., and Russell St.

Re-route traffic from skipping town and using Vander Meulen rd

No

Bulldozing the whole area down and start over

More affordable housing, apartments!!!!!! More business and less taxes to subsidize more business in the area. If property taxes are high for business, locals can't support themselves outside of busy season when people come up north.

Yah don't waste my hard earned money on a stupid project like this. Thanks

A craft brewery would be a destination spot AND a local gathering place. Very popular for years now.

Higher end Restaurants, Professional Businesses, Retail Clothing and Professional Automotive Sales and Service

Ordinance allowing golf carts down town

Create a complete by-pass for Lake City with the connection of M66 with M55 east of town.

4 lanes,

Activities for the kids of all ages year round

W

Lake City boasts on a sign down by the lake that it is the Christmas Tree Capital. I would think they could make MUCH greater use of this. Perhaps "Christmas Trees" planted along the corridor. I don't mean to turn it into a Christmas town, but perhaps "celebrate the Christmas Trees" with white lights after dark all year around. Maybe designate a small "park" area with lite trees benches and signage that tells a little bit about how we became the Christmas Tree Capital and the history of the business and the science involved in growing the trees. I believe this would be a nice little

Bike lanes and hotels

Peopleneed to be able to walk and ride bikes without being sandblastedby speeding cars and trucks.

Walking or bike lanes with maps for non locals to know where to go

Housing- rental cottages would be great- and business wise I think stores or businesses that appeal to kids-like an arcade, go carts, roller skating,bowling etc.

Keep our small town feel. We are a conservative community and are not in favor of DEI projects

Keep the home town look and feel.

If there was a marijuana store put in it could bring in so much revenue for the city

reroute semis

New leadership who want to savor Lake City and not destroy it

more developement of town beach area

Love the outside patio at the Rusic Hog and The Pump and Hammers. Would like to see some upstairs open on the east side of 66 that aren't being used

# Focus Group Results

## “Re-Imagine the M-66 Corridor” Focus Group Results

### Focus Group 1 Summary - March 25, 2024

What would make the M-66 Corridor better for businesses and the local economy?

- More access to parking - 3
- More overnight lodging
- Reason to stop (retail or public space)
- Commercial vehicle enforcement
- Retail and wayfinding signage
- Parking
- Speed limit and limiting semi-truck traffic
- Lake improvements (boat launch, dredge canal, fish population, replace/improve drain)
- Ongoing collaboration between city, twps, school, county, etc.
- Marina system, better dock
- Get boaters downtown
- More advertising for businesses
- Tax break for new small businesses
- Beautify existing structures - tax break to incentivize
- Mixed uses - commercial below, housing above

What would make the M-66 Corridor more enjoyable for non-motorized travel?

- Marked walking trail
- Speed enforcement - 2
- More sidewalk crossings - 2
- Fix/repair sidewalks
- Extend sidewalks north and south - 4
- Add visual aesthetics (plantings, facade improvements) - 2
- Benches
- More parking
- Bike lane
- Improve shoulders and bike trail
- Wider sidewalks
- Access & safety (access management)

- Safety bollards

Describe a perfect public space along the M-66 Corridor.

- Multi-use all-season park with fire pits
- Community center - 2
- Improve amphitheater - 2
- Redevelop City Hall and adjacent Grand Central Park with pavilion
- Splash pad
- Dock improvements to reduce waves
- Incorporate Missaukee County trail plan
- Park sections distinguished by age and use
- Spawning area by dock? - DNR
- Move City Hall
- A gathering space
- Family area
- Play structure
- Improved public restrooms
- Public pier larger than the one at the drain

### **Focus Group 2 Summary - April 23, 2024**

Attendees discussed the prospect of establishing a social district in Lake City, which has been requested by various local businesses. The facilitator showed 2 videos on social districts and then broke participants into 2 groups. Working individually, each attendee listed their perceived positive benefits of a social district, concerns and any infrastructure updates, policy changes, strategic partnerships and/or programs that would have to be implemented for the social district to be successful. Each participant shared their thoughts with the rest of their group and key findings were reported out to the room. The following were the results:

Positive benefits of a social district along M-66:

- People consume beverages at a slower rate, no rush
- Increased business for downtown merchants
- Atmosphere of friendliness
- Increased attendance at outdoor parks, events, activities



- Less permitting needed for events downtown
- Build network/partnerships among businesses
- Probable that members of the community want a social district
- Positive outcomes have been seen from other communities and their businesses

### Concerns:

- People drunk in public
- Street crossing safety
- Potential for trash outside
- More expenses for waste management
- Liability issues
- Short on law enforcement currently/public safety during the summer
- Exposure of alcohol to minors and their safety
- Some citizens are very opposed
- Questions on how to get support for implementation
- Zone needs to be small - excluding some businesses
- Money needed for additional costs

### Infrastructure updates, policy changes, strategic partnerships and/or programs that would have to be implemented:

- Law enforcement input
- Seasonal law officers, if possible
- Updating cameras
- Identify strategic partners
- Is it possible to do a trial run first before committing?
- Define the area - away from family centers? - start small
- Research and ideas led by merchants
- Update public restrooms
- More trash receptacles
- Limit to dates/times district is active
- Businesses knowing that this program can be revoked if detrimental

*If, Then Exercise*

Participants were asked to think about If, Then scenarios if the Grand Central Park project is developed in full. This is a full park redevelopment along Lake Missaukee in downtown Lake City, paid for by a \$935,000 grant from MEDC. The following are the results from the two groups of 5-7 participants:

If Grand Central Park is developed in full...

- There will be more traffic and it's difficult to see to cross to the green space
- As a result, Lake City could respond by: A crosswalk or light will be needed for safe street crossing
- Lake City will become a destination and a reason to stop to participate in the park activities or businesses
- As a result, Lake City could respond by: Providing more parking and law enforcement required
- More maintenance of the green space and facilities will be required
- As a result, Lake City could respond by: There will be more jobs available and/or more work for city employees will be required
- Our tax base will go up
- Need enforcement of traffic speed through town
- As a result, Lake City could respond by: May need additional law enforcement, cameras
- Connect current parks
- As a result, Lake City could respond by: Look at safety plan to connect Miltner Park to Grand Central Park. Look at improvement plan for Miltner.
- Need safety plan for waterfront and boats, need additional regulations
- As a result, Lake City could respond by: Study no wake zone, possible, water safety pla for dock area

# Design Session Results - Meeting 1

## QUESTION 1: WHAT ARE YOU PROUD OF REGARDING THE PROJECT AREA?

Response
Proud of progress going on DownTown
Proud of the downtown walkability especially in the summer
Ability to keep traffic flow
Docking downtown
Promote the beautiful lake
Business owners who invest in the town
Always looking to make the city a great place
A small town atmosphere
The lake, greenspaces, & small town atmosphere
Passion of individuals & business owners in the town
Walkable downtown & shops
Small downtown (very cute)
Lots of public beaches
Generational families committed to the city
Nice to see a good amount of people here planning for the future for the vision of the people in the town
Wonderful restaurants
Lake view
Variety of businesses
Mayor for initiating projects
Flowers during the summer
Beautiful library
Beautiful homes in Lake City
Memorial park (downtown)
Tennis/pickleball, basketball courts
Well kept cementaries
Cute lamp posts
The parks & flowers on Main Street
High school/Recreation center
Multiple thriving businesses & growth
Environment/beauty of the lake
Pickleball courts

Community working together
Improvements downtown/flowers
Women's club
Library, Veterans memorial park, flowers, city park, & lake
Placement of crosswalks
Volunteers & community support & involvement
Beautiful lake & quaintness of town
Enormous potential for Lake City to be a destination
Small community charm
Flowers & cornstalks to enhance the community look
Only 2 traffic lights
Tennis, pickleball, library, park boardwalk, & restaurants
Flowers on Main
View of the lake
Tennis & pickleball courts
Park is wonderful
Anticipation of Grand Central Park
Care that is taken of the lake
Successful businesses
Safety (law enforcement)
Boardwalk & the free sailing lessons
Festivals

## QUESTION 2: WHAT ABOUT THE PROJECT ARE YOU SORRY FOR OR CONCERNS YOU?

Response
Large amount of traffic
Parking
No connection between paths, sidewalks, & downtown
Not a lot of biking areas in the corridor
Empty buildings & loss of businesses
Traffic is loud and fast
Concerned we will turn into a resort town w/ franchises & tacky buildings
Lake City residents will be paying for the future improvements, more people, take away greenspaces



Overuse of the lake, too many large boats, & wildlife concerns
Speed & traffic downtown, pedestrian safety, loss of tax revenue with the new park
People who use 66 as through traffic but don't stop to visit our businesses
Lack of local control over 66
Limited boat access
No sidewalks north of the city where speed limit is high
Composite pavement shall be replaced
Safer crossings across 3 lanes to city beach
Too fast & too loud traffic in the downtown
Reroute trucks
Not enough law enforcement for speeding
Cameras @ intersection for speeding
Landlords keep up with improvements to buildings
Additional parking
Dependent on state for road repairs downtown
Access to/from the lake
Docks/marina
Traffic speed
Not a safe walkway to Miltner Beach
Ugly bathrooms in city park
Street
Sidewalk improvement
Volume & size of comm vehicles
Dated & blighted structures (esp. southern)
No play structures/fam friendly parks
Structural updating of buildings
Signs (both ends lighted signage)
Boutique hotel
More police patrols
Racing ATV's & bikes
Water & debris that drains from street to lake
Update & enhance unkept storefronts
Vacant buildings & off street blight

Lack of biking trails & paths
End of beach roads need clean up
Outdated boardwalk (safety)
Traffic flow (12,000 per day MDOT semis jake breaking)
Traffic speed & noise
Truck traffic (noise & speed)
Buildings that need repair
Keep excellent quality in expansion
Condition of sidewalks & streetlights
Lack of community support for projects like this (naysayers)
Lack of variety of accommodation
Empty houses
Pedestrian crossings need to be made more visible with lights

**QUESTION 3: WHAT WOULD YOU LIKE TO SEE AS YOU FLOAT OVER THE DOWNTOWN IN A HOT AIR BALLOON 15 YEARS FROM NOW?**

Response
A safe bike lane to travel the corridor
The town is busy
A park to watch the sunset in
I want to see people walking more, enjoying beaches, & shopping downtown
A small town feel & elegance
Nature everywhere & no hassle feel
Mature trees
A thriving city
Clean lake & big fish
Minimal light pollution
Slower car speeds
Flowers, new trails, & extended sidewalks
Connected paths & walkways between areas of the city
Vibrant town
Activities & festivals on our streets
A higher level of inclusivity in our city
Greenspace & parks

People shopping
No trucks downtown
New road
Beautiful updated buildings
One way traffic on Canal & Main
Vibrant
Vibrant green space & business district
Lodging
More trees/lands
No blight & semis
Storefronts
Uping our game in the winter/skating rink
Signs up (slogan for Lake City)
Parks (safe for children & family)
Enhance beauty of town (historical sense)
Safe walking sidewalks/more flowers
Mural of Lake City
Update current structures (to code)
Heated sidewalks
In park (fairy lights on one or more trees)
Take over place like old bar. Place (crafts for kids, farmers market)
Small old time movie theatre
Candy store/flower store
Pharmacy that is open every day
Bathroom @ Miltner Park
Inviting city
Cobbleston area filled with businesses
More industry
Beautiful parks, beaches, bike trails
Pedestrian traffic & beautiful flowers
Clean water, healthy greenery, & well kept buildings
Grand Park family friendly
Attractive storefronts



Controlled traffic
Many boats parked at a safe marina
Eating at restaurnts & shopping
Permanent housing where all families have a place to live and people can put down roots
Outside family gathering spaces/playareas/other places for families
No trucks in town
Vibrant community (flowers, well kept, friendly people)
Families enjoying the outdoors in all 4 seasons
Vibrant fully occupied well maintained downtown



# Design Session Results - Meeting 2

IMAGINE A VIBRANT STREET YOU HAVE VISITED. DESCRIBE IN ONE WORD OR PHRASE WHAT MADE THAT PLACE UNIQUE?	
RESPONSE	COUNT
Art	6
Vibrant colors/ colorful	4
Plantings/ landscaping	4
Local businesses	3
Seating	3
Architecture	2
Clean	1
Bright	1
Friendly police	1
Music	1
Beautiful landscaping	1
Nice views	1
Water refill stations	1
Festivals	1
Clean, available restrooms	1
Shopping	1
Bumpouts at corners	1
Historical style	1
Signage	1
Bike racks	1
Pedestrian friendly	1
Inviting	1
Sidewalks	1
New blacktop	1
Heated sidewalks	1

CHARACTER IMAGE FEEDBACK	
Street Ammenities	
	
Nice natural, colorful murals on walls or benches (no political)	
Benches, seating, planters... Donated with a family name?	
	
Utilize local artwork?	
Oh yes! Love comical streetscapes. Fun, easy going, relaxing.	
	
Fun Seating	
Community art adds character. It is good to have it also be functional.	

	
Seating is great.	
Plants and seating very welcoming.	
Yes, love it!	
	
Like for seating in town.	
Seating in front of stores is nice.	
Could be made square with trees and electricity.	
Love benches to include contained trees and seating.	
	
Needs easy to take care of plants, flowers, rocks.	



Love flowers, stone "rivers", and grasses.



Like planters.



Love flowers, planters, and benches.

Like the color these flowers add.

Like planting in little places.

Placemaking



Love/like this - less modern and more "historical feel"

Maybe a splashpad?



Love this! Relaxing for adults and kids

Love the idea of being intentional about having winter-time gathering places

Even a few of these would be all season fun.



Murals on both sides of Hammels would compliment the city park.

Yes murals. Pine trees, waves, sun, snowflakes.

Love murals. Maybe two in town?



Love this look.

Love the lights.

This is compact and inviting. That scope works for a town this size.

Lighting is a must and seating with propane firepits.

## Crosswalks and Intersections



Love this historical look!

Love crosswalks and lots of trees.

Love this design vs. multi-color and stripes.



This is art! Like the contrasting walkway to make safe crossing.

## Mixed-Use Development



Do not like. Too fake looking.



Keep the old.

Love this! Blends into "old-town" look.

Like the traditional but vintage look.

Like the brick and vintage feel.

My favorite traditional and vintage mixture.

Like this building and red brick.

Like historical.



Too modern.



Love this! Blends in current storefronts. Needs connectivity, however.





- This streetfront looks inviting!
- Prefer the historical and traditional look.
- Like this hometown look.
- This streetscape honors existing architecture.
- Good mix of flowerpots - hanging and ground.
- Keep historical look. Improve old buildings to keep charm.



I do not care for this design for Main Street.

## DESIGN PROPOSAL FEEDBACK

### Connectivity 1: M-66 South of Broadway St.



Love the sidewalk and crosswalk. Feels fresh and inviting.

A walkway from Jennings Rd. to M-55/ M-66 corner, please!

Like the walkway and lamp posts.

### Connectivity 2: M-66 North of Jennings Rd.



Definite improvement!

Should be first priority.

Beautiful improvement.

Poorly kept corner - love the raingarden, colors, and drainage.


Seems too far out for sidewalk. Like lighting but may be too far.


A good balance of brightness in greenery and sidewalk. A structure to catch attention.

Sidewalks are important. Garden is beautiful, but requires continued maintainance.


Wouldn't plant trees under power lines.

Love sidewalks and rain gardens.

Streetscape 1: M-66 and M-55	
	
Health care is a must!	
I like the colored crosswalk.	
Need trees all along the area/ as much flowers throughout the design.	
More sidewalks will make Lake City a more social place.	
Perhaps wood siding or w/s would look more neutral.	
Would like a more vintage looking building.	
Love the idea of a health facility but not this look or location.	
Love the healthcare facility.	

Streetscape 2: M-66 and John St.	
	
Hope this happens.	
Like apartment with first floor storefronts.	
Like the mixed-use building. Prefer traditional and historical design.	
Corner planters are perfect.	
Post Office could use a paint job.	
Planters create beauty like Holland, MI.	
Defined crosswalks are important.	
Like the defined walkway.	
I like the plants on the corners.	
Planters can supplement and partially replace some hanging baskets.	
There is a maintenance system in place for watering hanging baskets.	
Mixed-use building - lots of possibilities.	
Mixed-use will bring business, residents, and tourists. Great idea.	
I like ground planter, colored crosswalk, and mixed-use building.	
Mixed-use great design.	
Like the mural and corner pots. Don't like the brick but need color difference on walkway.	
Mixed-use is good but only two stories. Good area for mixed-use.	



Streetscape 3: M-66 and Union St.	
	
Flashing light is a good idea.	
Love colored crosswalks and rapid flashing lights.	
Like flashing light and colored crosswalks.	
I like colored crosswalks, rapid flashing light, sidewalk, and street trees.	
Love the rain garden, do as many as possible.	
Need a sidewalk to housing. Possibly add a fence or rail for safety.	
Unsafe sidewalk due to traffic.	

Placemaking 1: Front St. and John St.



Where is the city office?

Hotel looks great.

Love the open space and rain garden. Beautiful walking.

Hotel yes, yes! Circle planters, Murals on side of building, walking trails around the lake.

Love this!

Love this one.

This would be nice only if there is something available in this area for locals.

Hope this happens.

Hotel sidewalk defined.

Tie in the style similar to the library - for any new buildings especially the hotel.

Stone and brick never seem to loose appeal and withstand all kinds of weather.

Love hotel size. Would utilize nautical theme.

Love hotel.

Like hotel.

Hotel concept is great - can you include condos or commercial in hotel?

Busy wiring. Love hotel idea - three story max. height.

Like rain garden idea and swing benches. Love this look.

Love hotel location and style.

Placemaking 2: Grand Central Park	
	
Love this!	
Want to keep a pavillion or place for music. Open grass space is good.	
Grand Central Park needs gathering place for families with children.	
Lighting change to reflect a nautical theme.	

**QUESTION 1: What do you like about the designs presented today?****Response**

Placemaking - I love the murals.

Clean. The motel is great.

I love how you used the character images so you can see a variety of designs and show our personal "Likes"

Rain garden, increased seating, openness, native plants - adds interest and freshness, love distinct cross walks. The before and after pics were awesome!

Ideas bring a fresh look to Lake City and enhances what we have.

Areas are inclusive for all ages. Lots of seating throughout city.

Loved the botique hotel and all the walkways and raingardens.

Obviously marked crosswalks throughout the corridor.

Format.

Streetscapes - loved the color and creative seating. Flower bench and y-shaped bench around trees.

I like the way the designs honor the scope of our town. We need to consider what is financially feasible.

Sidewalks with trees, signature lighting and colored x-walks, planters at main intersection, botique hotel, and central park "placemaker".

Trees, sidewalks, colored crosswalks, sidewalk lights, sidewalk planters.

More sidewalks - not brick - use color. Like rain gardens. Love hotel idea.

Love walking through Grand Central Park along our best asset - Lake Missaukee.

Where is funding coming from? Grant? Taxation?

**QUESTION 2: What improvements/ additions would you like to see regarding the designs presented today?****Response**

Have rapid flashing lights at M-55/M-66, Main St/John St, and M-66/Union St.

Donation box for use of tennis and pickleball courts.

Like the designs - like a fun, historical, nature-looking design.

Presenters did a great job! It is a pleasure to listen to professionals.

I would like to see more evergreens in design (without blocking Lake Missaukee). More lake that can be viewed the better.

I remember visiting Naples, FL where they have alligator statues painted all over the street - love that idea.

I am still concerned about the walkway, or lack of, to get from the shops and restaurants to Miltner Park without crossing the street twice.

Street lighting that is wind rated because of winds off of the lake.



Signs designed to direct people to adjacent parking areas.
Continuous sidewalks connecting design areas.
Final plans.
Limit to two story buildings.
Designs need to take into account long term care.
The lake is the main attraction - need to increase the visibility from park/ downtown and the boat dock/ pier.
Sidewalks not as far south as planned.
Like mixed-use (2-3 story max.) and health care center idea (small).
Biking pathways around the lake and downtown area.
More seating - circular seating.
<b>QUESTION 3: Are there any other comments you would like to share?</b>
<b>Response</b>
Like beautification ideas, however, street should be developed to remove trucking from M-66.
No plan for diverting trucks?
This is very exciting. The hotel in the city hall space seems like it would jump start development.
Would like to see more color on crosswalks and lights for all crosswalks.
Loved the raingardens but wonder how much maintainance they require.
It appears like business owners are sprucing up their properties as of late. The initiatives that have been encouraging residents to take care of their property is freat - this must continue to make the city vibrant.
You are doing good - love this process. Build for all four seasons please!
Instead of spending money on special brick style crosswalks use poly poured crosswalks.
With the painted crosswalks I would wonder how often they would need to be repainted.
Streetscape amenities - I like the wooden planters. I don't think people would sit along Main Street.

# Design Session Results - Meeting 3

From the projects depicted in the design recommendations, which would you like to see prioritized in the short-term? What about the long-term?

<u>Short Term Projects</u>	<u>Long Term Projects</u>
Cross walks/sidewalks	flowers/new lighting
Crosswalks over H G Hwy	Park Pavilion
New Park	Crosswalks/sidewalks
Sidewalk expansion	hotel
Park with sidewalks and twinkle lights	boutique hotel
Park	Hotel
Sidewalk/Lighting	Hotels
Park/Docks/Bumpouts/Parking	New Light poles
Sidewalk/Crosswalk	Park/Retail/Hotel/Sale of City Hall
Sidewalks/Traffic Control/in from cemetery	Deck on the lake where the city building is
Northend/southend	Boutique hotel
sidewalks in the town for safety	health care building
Pedestrian safety/spruce up landscape	boutique hotel/multi use building
pedestrian safety/crosswalks/sidewalks	medical services
central station	roundabouts/professional park
sidewalks & crosswalks colored the same all thru city/	control traffic with the use of roundabouts at key areas 66/SC/Look forward
Dumpster pickup and delivery to Hammers Pub & Grub'	Reface of all buildings on M66
Dumpster pickup at Hammers	
Crosswalks	Hotel
Colorful crosswalk and shortterm and flower gardens/plantings	Lakefront redevelopment/ city hall/ tourist center
sidewalks/crosswalks/flower boxes	
safe crosswalks- no brick and blinking lights	sidewalks with bench seating
blinking crosswalks (sidewalks) NOW!	
mixed use building	
crosswalks/sidewalk/vegetation heading south	Health center, reroute traffic
Reroute heavy truck traffic from downtown	Outdoor living areas including outdoor dining
Crosswalks/curbs/sidewalks/landscaping	
sidewalks/lighting	crosswalks
sidewalks and lighting in Miltner Park	Hotel boutique/crosswalks
sidewalks and lighting / crosswalks	New lighting at Miltner Park



# Final Design Renderings



Before



**Connectivity 1: M-66 South of Broadway St.**  
Final Design Recommendation







Before



**Connectivity 2: M-66 North of Jennings Rd.**  
Final Design Recommendation







Before



**Streetscape 1: M-66 and M-55**  
Final Design Recommendation







Before



Streetscape 2: M-66 and John St.  
Final Design Recommendation







Before



**Streetscape 3: M-66 and Union St.**  
Final Design Recommendation







Before



**Placemaking 1: Front St. and John St.**  
Final Design Recommendation







Before



Placemaking 2: Grand Central Park  
Final Design Recommendation





Placemaking 2: Front St. Parking  
Design Proposal (Winter)



