

REVIEW OF 2019-2020 GOALS & OBJECTIVES

Goal 1: Create housing choices for Village residents.

Objective	Tasks & Resources Needed	Benchmarks	Intended Start Date	Progress to Date	Next Steps
Conduct housing market inventory and analysis.	<ul style="list-style-type: none"> • Staff to gather data sources, existing reports, and other information. • Analyze data. • Provide initial recommendations to Planning Commission and Village Council on current housing issues and needs. 	<ul style="list-style-type: none"> • Completed report 	2019	<ul style="list-style-type: none"> • 2019 Elk Rapids Employee Housing survey conducted. PowerPoint of results available upon request. 	<ul style="list-style-type: none"> • Revisit survey results with Housing Committee and Planning Commission. • Consider reissuing survey to compare today's results vs. the 2019 survey.
Identify desired housing types and potential housing development sites.	<ul style="list-style-type: none"> • Utilizing housing market inventory and analysis, Staff, Planning Commission, and Village Council to decide on desired housing types and potential development sites. • Use information to market the community. 	<ul style="list-style-type: none"> • Identify housing types and potential development sites • Marketing information 	2019 - 2020	<ul style="list-style-type: none"> • Housing committee created; currently inactive. • Bill Clous Project ongoing. • Single family housing deemed most desirable for the community. 	<ul style="list-style-type: none"> • Continue Bill Clous project. • Eventually create Village marketing strategy.
Consider developing short-term rental regulations.	<ul style="list-style-type: none"> • Utilizing housing market inventory and analysis, staff to provide alternatives to managing and regulating short-term rentals. 	<ul style="list-style-type: none"> • Recommendations from staff • Adopted regulations 	2020	<ul style="list-style-type: none"> • Short-Term Rental Ordinances (502 & 503) approved by Council in 2020. 	<ul style="list-style-type: none"> • Amend regulations as needed.
Review zoning ordinance to reduce obstacles to housing development.	<ul style="list-style-type: none"> • Staff and Planning Commission to study the current zoning regulations that may inhibit housing and provide recommended changes. 	<ul style="list-style-type: none"> • Completed and approved recommendations 	2019	<ul style="list-style-type: none"> • Housing committee needs to review. 	<ul style="list-style-type: none"> • Planning Commission to review ordinances to consider housing development obstacles.

Goal 2: Improve Ames Street corridor to develop a consistent Village character and incentivize commercial investment.

Objective	Tasks & Resources Needed	Benchmarks	Intended Start Date	Progress to Date	Next Steps
Develop multi-phase sidewalk plan for north side of Ames Street.	<ul style="list-style-type: none"> • Staff drafts sidewalk plan, including preliminary design and financing options. • Village Council adopts plan and finances project. 	<ul style="list-style-type: none"> • Approved plan • New sidewalk on north side of Ames Street 	2019	<ul style="list-style-type: none"> • 2020 Sidewalk assessment for residential areas complete. • 2021 Council created sidewalk committee to review related ordinances. 	<ul style="list-style-type: none"> • Sidewalk committee meets to consider ordinances discusses funding options.
Consider creating a corridor plan for Ames Street that includes lighting, landscaping, signage, etc.	<ul style="list-style-type: none"> • Staff to evaluate options for developing a corridor plan and make recommendations to Village Council. 	<ul style="list-style-type: none"> • Options presented to Village Council • Determination on whether to proceed with planning process 	2020	<ul style="list-style-type: none"> • 2021 C2AE Ames Street Plan approved by Council. 	<ul style="list-style-type: none"> • Now funding must be secured to complete the project as presented to Council.

Goal 3: Enhance trail connectivity and walkability throughout the Village.

Objective	Tasks & Resources Needed	Benchmarks	Intended Start Date	Progress to Date	Next Steps
Support construction and maintenance plan for Traverse City to Charlevoix Trail.	<ul style="list-style-type: none"> • Staff, in concert with trail partners, will be developing a construction and maintenance plan. 	<ul style="list-style-type: none"> • Completed report 	2019	<ul style="list-style-type: none"> • Trail Alliance has been meeting to discuss this project. 	<ul style="list-style-type: none"> • Complete remaining links in trail from TC to Charlevoix.
Assess involvement in water trail project.	<ul style="list-style-type: none"> • Staff presents information on project for consideration of support from Village Council. 	<ul style="list-style-type: none"> • Financial support for project • Completion of project. 	2019	<ul style="list-style-type: none"> • 2021 Council approved plan as presented by Paddle Antrim to redo kayak launch at Rotary Park. 	<ul style="list-style-type: none"> • Secure financing for the Rotary Park improvements. • Village Manger work with Paddle Antrim to develop strategy to improve the project forward for construction.
Develop a sidewalk construction plan for the entire Village.	<ul style="list-style-type: none"> • Staff drafts initial sidewalk construction plan, including preliminary design, prioritization of locations, and financing options. • Village Council considers and adopts plan. 	<ul style="list-style-type: none"> • Completed plan • Adoption and financing of plan • New sidewalks. 	2020	<ul style="list-style-type: none"> • 2020 Sidewalk assessment plan outlines priority repairs and financing for existing sidewalks. 	<ul style="list-style-type: none"> • Consider hiring an engineer to complete a Village Sidewalk Construction Plan (according to DPW Superintendent).

Goal 4: Maintain the Village's parks and recreation facilities to high quality standards and expand opportunities for recreational programming.

Objective	Tasks & Resources Needed	Benchmarks	Intended Start Date	Progress to Date	Next Steps
Implementation of current Five-Year Community Recreation Plan.	<ul style="list-style-type: none"> Implementation of current Five-Year Community Recreation Plan. 	<ul style="list-style-type: none"> Completed recreation projects 	2019	• . . .	<ul style="list-style-type: none"> Parks and Recreation Commission review the 2018 5-Year Community Parks and Recreation Plan to assess progress and form next steps.

Goal 5: Work collaboratively to increase informed citizen participation in the policy process of the Village.

Objective	Tasks & Resources Needed	Benchmarks	Intended Start Date	Progress to Date	Next Steps
Develop community participation plan.	<ul style="list-style-type: none"> Staff drafts community participation plan as required by Redevelopment Ready Communities (RRC) program. 	<ul style="list-style-type: none"> Adopted plan 	2019	<ul style="list-style-type: none"> Public Participation Plan Approved by Council in 2019. Plan available upon request. 	<ul style="list-style-type: none"> Review Public Participation Plan to make sure everything is still relevant.
Build upon Village summaries in local newspaper.	<ul style="list-style-type: none"> Develop and issue press releases on newsworthy Village activities. 	<ul style="list-style-type: none"> News articles 	Ongoing	<ul style="list-style-type: none"> Quarterly Village newsletters produced. 	<ul style="list-style-type: none"> Staff will consider creating press releases and other content to pass along to the newspaper and to post on elkrapids.org.
Actively utilize Village website and social media accounts.	<ul style="list-style-type: none"> Utilize press releases as posts on the website and social media accounts. 	<ul style="list-style-type: none"> Website and social media posts 	Ongoing	<ul style="list-style-type: none"> Website redesign launched March 31, 2021. Regularly posting blogs and linking to Facebook. Working on Strategic Communications Plan. 	<ul style="list-style-type: none"> Build upon current social media communication strategy. Utilize Strategic Communications Plan to further Village communication efforts.

Goal 6 : Strengthen the Village’s economy and employment base through the expansion of the current balance of commercial and industrial activity.

Objective	Tasks & Resources Needed	Benchmarks	Intended Start Date	Progress to Date	Next Steps
Obtain Redevelopment Ready Communities (RRC) certification.	<ul style="list-style-type: none"> • Village Council and staff commit to the training and actions needed to obtain certification. 	<ul style="list-style-type: none"> • Approved RRC certification 	Ongoing	<ul style="list-style-type: none"> • Halfway through the process, need to evaluate remaining requirements to obtain certification. 	<ul style="list-style-type: none"> • Staff work with Council, Commissions, and other community stakeholders to obtain RRC Certification.
Develop economic development strategy to engage local businesses and others to support economic development activities.	<ul style="list-style-type: none"> • Village Council and staff reach out to local business leaders to develop strategy. • Utilize strategy as part of requirement for RRC. 	<ul style="list-style-type: none"> • Approved economic development strategy. 	2020	<ul style="list-style-type: none"> • DDA conducting a business listening plan, results could be used as a basis for the Economic Development Strategy. 	<ul style="list-style-type: none"> • Collaborate with DDA and other local economic stakeholders to create Economic Development Strategy.

Goal 7: Protect the natural environment by advancing and supporting eco-friendly initiatives.

Objective	Tasks & Resources Needed	Benchmarks	Intended Start Date	Progress to Date	Next Steps
Identify and implement a stormwater demonstration project.	<ul style="list-style-type: none"> Staff identifies and drafts the design, cost, financing, maintenance for a stormwater demonstration project. 	Approved project; completed project; interest in replicating effort.	2019	<ul style="list-style-type: none"> Identified sites such as Cedar Street. Starting bioswale and rain gardens. 	<ul style="list-style-type: none"> DPW working with the Watershed Center of Grand Traverse Bay and other stakeholders to improve these projects.
Review zoning ordinance standards to improve stormwater requirements.	<ul style="list-style-type: none"> Staff and Planning Commission reviews zoning ordinance regulations related to stormwater. 	Adoption of new regulations.	2019 - 2020	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Gather input from Planning Commission.