

DOWNTOWN DEVELOPMENT AUTHORITY
REGULAR MEETING AGENDA
WEDNESDAY, SEPTEMBER 8, 2021, 6:30 PM
GOVERNMENT CENTER, 315 RIDGE STREET, ELK RAPIDS, MI 49269
IN-PERSON FOR DDA BOARD MEMBERS AND PUBLIC, WITH OPTION FOR PUBLIC TO PARTICIPATE VIA ZOOM

Board Members: Please notify the Chair or Village Office if you will not be attending.

1. CALL TO ORDER, PLEDGE OF ALLEGIANCE, AND ROLL CALL

2. AGENDA APPROVAL

The Agenda may be modified at this point if approved by the DDA. If the DDA does not wish to modify the Agenda, members may approve the Agenda as presented.

3. CONFLICT OF INTEREST STATEMENT:

Any DDA member who believes that they have a conflict of interest regarding any item on the agenda shall so state that conflict. Does any member believe they have a conflict of interest regarding any item on this agenda?

4. CONSENT CALANDER (Voice Vote, even if removed)

The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one Board motion without discussion beyond asking questions for simple clarification. Any Board member may ask that any item on the consent calendar be removed from there and placed elsewhere on the agenda for discussion. Such requests will be granted. If any item is not removed from the consent calendar, the action noted on the agenda is approved by a single board action adopting the consent calendar.

A. ACCEPT MEETING MINUTES

a. Regular DDA Meeting – August 12, 2021

B. TREASURER REPORT

C. PAYMENT OF DDA STAFF INVOICES

5. CITIZEN COMMENTS:

Any citizen who wishes to address the DDA on a matter not listed on this agenda may speak at this time. Persons addressing the DDA may state their name, address, and, if applicable, their affiliation. The DDA Chair should recognize the citizen before speaking. A three-minute limitation applies unless extended by the DDA Chair. Citizens wishing to speak on matters listed on the agenda will be permitted, under the same limitations, to speak when the matter is brought before the DDA.

6. UNFINISHED BUSINESS:

A. AMES STREET

B. TRAIL TOWN

C. VILLAGE EVENTS

D. PURCHASE OF CHAIRS AND FIRE PITS

E. DISCOVERELKRAPIDS.COM

F. 13 WAYS COMMUNITY PROJECT

G. DDA ENGAGEMENT PLAN – PHASE 2

7. NEW BUSINESS

A. NONE.

8. BOARD COMMENTS

9. UPCOMING MEETING DATES AND OTHER EVENTS:

- A. STRATEGIC PLANNING SESSION** – Saturday September 11, 2021, at 8:00 AM, Jack Blesma Harbor Pavilion, 129 N Cedar Street, Elk Rapids, MI 49629
- B. REGULAR DDA MEETING** – Wednesday October 13, 2021, at 6:30 P.M., Government Center, 315 Bridge Street, Elk Rapids, MI 49629.

10. MOTION TO ADJOURN

DDA SEPTEMBER ZOOM INSTRUCTIONS

You are invited to a Zoom webinar.

When: Sep 8, 2021 07:00 PM Eastern Time (US and Canada)

Topic: September DDA Meeting

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/89821496667?pwd=NCtaOVR3M3N4VFZrR2UxRFU3QnpBUT09>

Passcode: 589671

Or One tap mobile :

US: +13017158592,,89821496667# or +13126266799,,89821496667#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 301 715 8592 or +1 312 626 6799 or +1 646 558 8656 or +1 253 215 8782 or +1 346 248 7799 or +1 669 900 9128

Webinar ID: 898 2149 6667

International numbers available: <https://us02web.zoom.us/j/89821496667>

**ELK RAPIDS DOWNTOWN DEVELOPMENT AUTHORITY
REGULAR MEETING MINUTES
AUGUST 12, 2021
THIS WAS A HYBRID MEETING**

CALLED TO ORDER at 6:30 P.M.

PRESENT: Chase Bonhag, Matt Doran, Jim Janisse, Becky Lancaster, Christine Petersen, Doug Van Cura, Kathy Wittbrodt, Jim Witte.

EXCUSED: Kelsey Duda.

ABSENT: Katy Caddy.

ALSO PRESENT: Village Manager Bryan Gruesbeck, DDA Administrative Assistant Kaitlyn Szczypka, and DDA Contractor Elise Crafts (via Zoom).

IN-PERSON CITIZEN ATTENDANCE: 1

VIRTUAL CITIZEN ATTENDANCE: 2

AGENDA APPROVAL:

MOTION by **JANISSE**, **SECOND** by **PERTERSEN** to approve Agenda as presented. Unanimous ayes, nays none. **MOTION CARRIED.**

CONFLICT OF INTEREST:

None.

CONSENT CALENDAR:

MOTION by **PETERSEN**, **SECOND** by **WITTBRODT** to approve consent calendar. Unanimous ayes, nays none. **MOTION CARRIED.**

PUBLIC COMMENT: No citizens commented.

UNFINISHED BUSINESS:

DDA Engagement Plan – Phase 2

DDA Contractor Elise State Craft updated the board on the next phase of the engagement project, including the proposed budget and project description.

MOTION by **PETERSEN**, **SECOND** by **VAN CURA**, to spend no more than \$7,380.00 on phase 2 of the DDA Engagement Plan out of the professional services line item of the DDA budget.

Roll Call Vote: Ayes – Petersen, Witte, Lancaster, Bonhag, Wittbrodt, Van Cura, Doran, Janisse; Nays – None; Excused – Duda; Absent – Caddy. **MOTION CARRIED.**

Ames Street

Village Manager Gruesbeck made contact with State agency that handles safety grants for pedestrians and road travel. Scheduling meetings with C2AE to revisit next steps. Looking into funding options for all three phases of the 1.5 million project.

Trail Town

PETERSEN doing presentation for Village Council to ask for approval. In version 8 of the application. Planning on submitting at the first two weeks of September.

Village Events

WITTE reported on Village events.

Purchase of Firepits and Chairs

Fire pits are ready to go, chairs have not been delivered yet.

MOTION by WITTBRODT, SECOND by PETERSEN, to spend no more than \$600.00 from the Small Business Equipment fund for branding plate, a one-time fee to mark Village property.

Roll Call Vote: Ayes – Witte, Lancaster, Bonhag, Wittbrodt, Van Cura, Doran, Janisse, Petersen; Nays – None; Excused – Janisse; Absent – Caddy, Wittbrodt. **MOTION CARRIED.**

Patronicity Funds

WITTE reported funds have been distributed.

Discoverelkrapids.com

WITTE updated board on this matter.

13 Ways Project

DDA checks have been cut for the 13 Ways Community Project. Doug Griffiths will be in town soon.

OMA Presentation

Village Clerk and DDA Administrative Assistant Szczyпка gave a presentation on the Open Meetings Act to the DDA members.

BOARD COMMENTS: Received.

UPCOMING EVENTS:

REGULAR MEETING: Wednesday September 8, 2021, at 6:30 P.M., at the Government Center, 315 Bridge St, Elk Rapids, MI 49629.

MOTION by PETERSEN, SECOND by LANCASTER to adjourn.

Unanimous ayes, nays none. **MOTION CARRIED.**

MEETING ADJOURNED at 7:23 P.M.

PERIOD ENDING 08/31/2021

GL NUMBER	DESCRIPTION	2021-22 AMENDED BUDGET	YTD BALANCE 08/31/2021	ACTIVITY FOR MONTH 08/31/2021	AVAILABLE BALANCE	% BDGT USED
Fund 791 - DDA TIFA DISTRICT						
Revenues						
Dept 000						
791-000-672-000	INTEREST	200.00	197.47	0.00	2.53	98.74
791-000-690-700	FROM/101/204/228/DDA TIFA D2	65,340.00	0.00	0.00	65,340.00	0.00
791-000-691-100	COUNTY TIFA TAX D2	40,368.00	39,507.76	0.00	860.24	97.87
791-000-691-113	TOWNSHIP TIFA TAX D2	6,985.00	6,806.77	0.00	178.23	97.45
791-000-691-200	LIBRARY TIFA TAX D2	2,729.00	2,666.57	0.00	62.43	97.71
791-000-692-300	FROM/101/204/228/DDA TIFA D3	28,320.00	0.00	0.00	28,320.00	0.00
791-000-693-000	TOWNSHIP TIFA TAX D3	2,896.00	4,050.83	0.00	(1,154.83)	139.88
791-000-693-200	LIBRARY TIFA TAX D3	1,132.00	1,586.78	0.00	(454.78)	140.17
791-000-699-000	PRIOR YR/ENDING CASH BALANCE	150,000.00	0.00	0.00	150,000.00	0.00
Total Dept 000		297,970.00	54,816.18	0.00	243,153.82	18.40
TOTAL REVENUES		297,970.00	54,816.18	0.00	243,153.82	18.40
Expenditures						
Dept 791 - DDA TIFA DISTRICT						
791-791-757-000	SUPPLIES	1,500.00	66.30	0.00	1,433.70	4.42
791-791-803-000	AUDITOR	920.00	0.00	0.00	920.00	0.00
791-791-804-100	PROFESSIONAL SERVICES	35,000.00	5,188.39	2,000.00	29,811.61	14.82
791-791-818-500	SOFTWARE	1,250.00	1,453.38	0.00	(203.38)	116.27
791-791-819-000	DDA SMALL BUSINESS RELIEF FUND	1,700.00	1,700.00	1,700.00	0.00	100.00
791-791-864-000	TRAINING/CONFERENCES	700.00	50.00	0.00	650.00	7.14
791-791-884-000	ECONOMIC DEVELOPMENT	11,300.00	10,000.00	10,000.00	1,300.00	88.50
791-791-885-200	DDA - INFRASTRUCTURE	8,250.00	0.00	0.00	8,250.00	0.00
791-791-885-300	DDA - EVENTS	6,200.00	0.00	0.00	6,200.00	0.00
791-791-900-000	PRINTING & PUBLICATION	1,000.00	816.00	600.00	184.00	81.60
791-791-954-100	STATE EMERGENCY RECOVERY EFFORT	0.00	232.92	0.00	(232.92)	100.00
791-791-956-000	MISCELLANEOUS	1,100.00	554.38	0.00	545.62	50.40
791-791-960-500	TO/GEN/101/ADMIN	1,000.00	0.00	0.00	1,000.00	0.00
791-791-966-500	ATT.16 REIMB.TWP.	3,110.00	0.00	0.00	3,110.00	0.00
791-791-966-510	ATT.16 REIMB.LIBRARY	467.00	0.00	0.00	467.00	0.00
791-791-967-520	ATT.16 REIMB.COUNTY	4,187.00	0.00	0.00	4,187.00	0.00
791-791-968-530	TO/GEN/101/ATTACHMENT 16	7,388.00	0.00	0.00	7,388.00	0.00
791-791-968-540	TO/MUNI STR/204/ATTACHMENT 16	2,828.00	0.00	0.00	2,828.00	0.00
791-791-968-550	TO/WASTE COLLECT/228/ATTACHMENT 16	1,004.00	0.00	0.00	1,004.00	0.00
791-791-976-350	SMALL EQUIPMENT	8,000.00	4,565.26	0.00	3,434.74	57.07
791-791-992-000	DEBT/PRIN/LAKE/LOOMIS	45,000.00	0.00	0.00	45,000.00	0.00
791-791-992-100	DEBT/INT/LAKE/LOOMIS	8,918.00	4,458.75	0.00	4,459.25	50.00
Total Dept 791 - DDA TIFA DISTRICT		150,822.00	29,085.38	14,300.00	121,736.62	19.28
TOTAL EXPENDITURES		150,822.00	29,085.38	14,300.00	121,736.62	19.28
Fund 791 - DDA TIFA DISTRICT:						
TOTAL REVENUES		297,970.00	54,816.18	0.00	243,153.82	18.40
TOTAL EXPENDITURES		150,822.00	29,085.38	14,300.00	121,736.62	19.28
NET OF REVENUES & EXPENDITURES		147,148.00	25,730.80	(14,300.00)	121,417.20	17.49

INVOICE

DATE

9/1/2021

AUGUST DDA INVOICE**KAITLYN SZCZYPKA**

4046 Grass Lake Road

Bellaire, MI 49615

269.270.5835

kait.szczyпка@gmail.com

ELK RAPIDS DDA

315 Bridge Street,

Elk Rapids, MI 49629

HOURS	WORK	UNIT PRICE	LINE TOTAL
N/A	AUGUST REGULAR MEETING	\$100	\$100
10	AUGUST WORK - phone meetings, emails, assigned tasks, etc.	\$20/HOUR	\$200
N/A	AUGUST Adobe Acrobat monthly subscription	\$15.89	\$15.89

Total

KEY HIGHLIGHTS

Number of individuals interviewed: 37

Groups interviewed: 4

In the community:

- Toured and assessed neighborhoods on the west side of the river on foot and by car
- Toured and assessed the library and island grounds
- Participated in 'Evening on River Street' with a booth, free books, and a lot of conversations
- Visited and talked with vendors and patrons at the Elk Rapids Farmer's Market at Rotary Park and mainstreet businesses
- Toured and assessed the harbor and boat launch
- Toured and assessed Veterans' Memorial Park

OVERVIEW

We brought three members of our team to Elk Rapids for the first round of interviews, engagements, and assessment. Each brings a different area of focus and expertise in our community building work. Heather Thomson specializes in consumer behaviours, retail economics and mainstreets. Stuart Fullarton specializes in economic development and communications strategies. Doug Griffiths brings 20 years of community building experience to the project.

FIRST VISIT SUMMARY & OBSERVATIONS

- **Library:** There are some challenges in the community between organizations and individuals, particularly over the library expansion proposal and fundraising campaign. That has seeped into other work and other initiatives in the community. While those involved in the situation have not let it go because they feel it is important, the majority of the community recognizes the damage being done to the reputation of the community and progress on other issues, and is ready to move on.
- **Reputation:** The negative attention being generated as a result of the library matter appears to be causing considerable harm to the public/external perception of Elk Rapids, and is likely inhibiting the community's present and future ability to attract new businesses, visitors, and residents to the area. In light of a steadily declining population — and to ensure the community's long-term sustainability and success — restoring the community's reputation to achieve growth and sustainability should be treated as non-negotiable.
- **Population Changes:** As full-time residents retire and sell properties, they are purchased by part-time vacationers and retirees. Seasonal residents and visitors don't add to the permanent resident roster, the school population, the available workforce, or the volunteer base. This is supported by a recorded steady decline in the general population of the community and a steady decline in the student population in the schools.
- **Workforce Changes and Business Viability:** With a slow and steady reduction in permanent full-time residents, there is a decline in the available workforce. Businesses find it difficult to provide service during the summer months with such a small available workforce, and struggle for viability the rest of the year with such a small permanent population base. As businesses lose viability those temporary closures can

become permanent.

- **Volunteer Base:** Volunteers create events that continue to attract residents, visitors, and tourists but those volunteer numbers are declining with the loss of permanent residents. That puts the continuation of those events at risk as volunteers retire or face exhaustion. There are a limited number of volunteers and most contribute to multiple events, which means it is not just one event at risk of suddenly not running, but all of them.

With the loss of services, businesses, and events the community will find it more difficult to maintain and attract new permanent residents, but eventually it will also face difficulties attracting tourists. The loss of permanent residents and the potential decline of a robust tourism industry due to a lack of services available would double the negative impact on the community.

The loss of businesses and permanent residents will eventually reduce the resources available to the Village Council to support or fund quality of life and economic growth initiatives, and challenge the sustainability and viability of other organizations like the Chamber of Commerce, the Downtown Development Authority, the Library, and the School Board to provide services to the community's permanent and seasonal residents.

From our experience, this process of decline moves slowly until it reaches a tipping point. Then it moves so suddenly it feels instantaneous. This happens because the community is currently bustling, it is beautiful, and it is engaging. The challenges are not easily observable, so they can be easily ignored. People are moved to action when things visually look bad. It is difficult to move people to action when things appear to be good, as they do in Elk Rapids right now.

We believe the community needs to focus its attention on actions and initiatives that can sustain or grow the permanent resident base in the village and the larger region. This work is key to ensuring the sustainability and viability of the village, business and service offerings, events, the local economy, and the quality of life of residents.

**It is important to note these are our initial observations of the situation with Elk Rapids and the region. As we continue meetings and interviews, continue collecting data and information, and continue to analyse the situation our understanding and recommendations will deepen.*

PRELIMINARY RECOMMENDATIONS

1. **Library:** The library expansion and fundraising campaign remains controversial. Continued pursuit of that issue will not bring harmony to the community. Focus should be put on resolving current issues regarding ownership of the property and validity of the contract. The very notion of expanding the library should be put on hold.
2. **Communication and Public Disclosures:** A policy review around communication and public disclosures should be undertaken to identify where gaps exist relative to recent issues that have been identified. This is to ensure the public is aware of what they are entitled to and where to find it, administration is aware of the processes for dissemination of information and decisions, and boards and trustees have a coordinated and deliberate approach to public queries.
3. **Processes and Public Engagement:** A clearly articulated public engagement policy, and a clearly articulated process for making decisions will ensure public confidence in the decision making process,

but also ensure they know when and how to make submissions. This will not ensure individuals will get what they want, but it will ensure confidence they will have input that will be considered. Any existing related policies should be reviewed for validity and effectiveness, and/or a new one(s) developed, where appropriate. Doing so will maximize accountability and understanding in the decision making process.

- 4. Relationships with Neighboring Municipalities:** Elk Rapids is not an island unto itself. It is imperative that the Village begin work immediately to rebuild trust and relationships with neighboring municipalities. The community's future is intertwined with its neighboring municipalities on issues like the library expansion, but also with regard to administrative viability issues like zoning and ordinance enforcement, and potential growth initiatives in housing, economic development, and marketing, to name only a few.

NEXT VISIT

- **Recommendations:** With respect to communication and public disclosures, processes and public engagements, and relationships with neighboring municipalities we will be working with the appropriate organizations to review policies and implement actions that support our recommendations.
- **Housing:** A strategy to sustain or grow permanent residents requires a deliberate housing strategy. We will gather more information on land availability, capacity for growth, and opportunities to improve targeted housing in anticipation of making some recommendations on how to proceed.
- **Library:** We will continue to gather more information as we anticipate making some recommendations on how to proceed.
- **Downtown Development Authority (DDA):** We are aware the DDA has recently initiated a strategic planning initiative. We will meet to share information and coordinate the development of strategies to ensure alignment and a shared vision of a successful Elk Rapids.
- **Interviews and Meetings:** We will meet with individual residents and business owners, as well as small groups of citizens to learn more about the community's challenges and opportunities. We will also meet with community organizations to ensure a common understanding of challenges and opportunities and alignment of strategies. However, we will also seek to diversify those we meet with by adding more residents who have young children, as well as young professionals and entrepreneurs in the community, to our interview roster. If you are interested in participating in this process, please let us know: email info@13ways.ca with your contact information and 'Elk Rapids Interview' in the subject line.
- **Public Meeting:** We anticipate two public meetings open to attendance from anyone in the community or the greater region. We will request pre-registration to ensure the venue has capacity, that we can use an effective process to gather feedback, and to ensure the safety of all participants given the ongoing pandemic. Watch for announcements and registration details soon.

CORRESPONDENCE

Hallmark



GRATEFUL

MADE WITH PAPER FROM
WELL-MANAGED FORESTS

Your help in getting
up and running
again is so appreciated.

With gratitude,
the HERTH Board of
Trustees

Dear DDA Members,

Thank you for your
generous grant of
\$500 to the Historic
EIK Rapids Township
Hall (HERTH).

We are using the
money to thoroughly
clean the building
and to begin opening
our doors to serve
the community.