



**DOWNTOWN DEVELOPMENT AUTHORITY
REGULAR MEETING AGENDA
WEDNESDAY, OCTOBER 13, 2021, 6:30 PM
GOVERNMENT CENTER, 315 RIDGE STREET, ELK RAPIDS, MI 49269**

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 CALENDAR (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. DDA Strategic Planning Session – September 11, 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. DOWNTOWN ELK RAPIDS ASSOCIATION – WINTER EVENTS/ACTIVITIES PROPOSAL

8. BOARD COMMENTS

9. UPCOMING MEETING DATES AND OTHER EVENTS:

- A. **REGULAR DDA MEETING** – Wednesday November 10, 2021, at 6:30 P.M., Government Center, 315 Bridge Street, Elk Rapids, MI 49629.

10. MOTION TO ADJOURN

DDA OCTOBER ZOOM INSTRUCTIONS

You are invited to a Zoom webinar.

When: Oct 13, 2021 06:30 PM Eastern Time (US and Canada)

Topic: October DDA Meeting

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/82050366307?pwd=bklvZGlnVjF4YWRHZWNBYnpBa2lxUT09>

Passcode: 887545

Or One tap mobile :

US: +16465588656,,82050366307# or +13017158592,,82050366307#

Or Telephone:

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

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

Webinar ID: 820 5036 6307

International numbers available: <https://us02web.zoom.us/j/82050366307>

**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.

**ELK RAPIDS DOWNTOWN DEVELOPMENT AUTHORITY
STRATEGIC PLANNING MINUTES
SEPTEMBER 11, 2021
HELD AT THE HARBOR PAVILION, 129 N. CEDAR ST., ELK RAPIDS, MI 49629**

CALLED TO ORDER at 8:00 A.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 and DDA Contractor Elise Crafts.

IN-PERSON CITIZEN ATTENDANCE: 0

AMEND AGENDA:

MOTION by **PETERSEN**, **SECOND** by **DORAN** to amend the agenda to approve the invoice for DDA Administrative Assistant Kaitlyn Szczyпка. Unanimous ayes, nays none. **MOTION CARRIED.**

CONFLICT OF INTEREST: None.

PUBLIC COMMENT: No citizens commented.

STRATEGIC PLANNING SESSION: Discussion about vision, mission, and goals led by DDA Contractor Elise Crafts.

AMEND AGENDA:

MOTION by **WITTBRODT**, **SECOND** by **BONHAG** to amend the agenda to for board approval of a letter of support. Unanimous ayes, nays none. **MOTION CARRIED.**

MOTION by **PETERSEN**, **SECOND** by **WITTBRODT** to recommend and support the alley abandonment adjacent to Ethanology for purposes of business expansion. Unanimous ayes, nays none. **MOTION CARRIED.**

UPCOMING EVENTS:

REGULAR MEETING: Wednesday October 13, 2021, at 6:30 P.M., at the Government Center, 315 Bridge St, Elk Rapids, MI 49629.

MOTION by **WITTBRODT**, **SECOND** by **JANISSE** to adjourn. Unanimous ayes, nays none. **MOTION CARRIED.**

MEETING ADJOURNED at 10:54 A.M.

PERIOD ENDING 09/30/2021

GL NUMBER	DESCRIPTION	2021-22 AMENDED BUDGET	YTD BALANCE 09/30/2021	ACTIVITY FOR MONTH 09/30/2021	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	915.20	915.20	4.80	99.48
791-791-804-100	PROFESSIONAL SERVICES	35,000.00	6,933.39	1,745.00	28,066.61	19.81
791-791-818-500	SOFTWARE	1,250.00	1,485.16	31.78	(235.16)	118.81
791-791-819-000	DDA SMALL BUSINESS RELIEF FUND	1,700.00	1,700.00	0.00	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	0.00	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	0.00	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	754.38	200.00	345.62	68.58
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	5,165.26	600.00	2,834.74	64.57
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	32,577.36	3,491.98	118,244.64	21.60
TOTAL EXPENDITURES		150,822.00	32,577.36	3,491.98	118,244.64	21.60
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	32,577.36	3,491.98	118,244.64	21.60
NET OF REVENUES & EXPENDITURES		147,148.00	22,238.82	(3,491.98)	124,909.18	15.11

PERIOD ENDING 09/30/2021

GL NUMBER	DESCRIPTION	2021-22 AMENDED BUDGET	YTD BALANCE 09/30/2021	ACTIVITY FOR MONTH 09/30/2021	AVAILABLE BALANCE	% BDGT USED
TOTAL REVENUES - FUND 791		297,970.00	54,816.18	0.00	243,153.82	18.40
TOTAL EXPENDITURES - FUND 791		150,822.00	32,577.36	3,491.98	118,244.64	21.60
NET OF REVENUES & EXPENDITURES		147,148.00	22,238.82	(3,491.98)	124,909.18	15.11

INVOICE #2021-65

STATECRAFT

Mailing address:

571 Bellows Avenue

Frankfort, MI 49635

(231) 313-7116 | elise@statecraftmi.com

October 4, 2021

BILL TO

Kaitlyn Szczyпка, Administrative Assistant
Elk Rapids Downtown Development Authority
(702) 353-2925

FOR

Strategic Planning & Board Development
August and September 2021 Activities

Details

	AMOUNT	HOURS
Meetings & Communications	\$906.25	7.25
Deliverables Development	\$625.00	5
	SUBTOTAL	\$1,531.25
	TAX RATE	0.00%
	OTHER	\$0.00
	TOTAL	\$1,531.25

Thank you for your business.

If you have any questions concerning this invoice, please contact Elise at elise@statecraftmi.com.

INVOICE

DATE

10/5/2021

SEPTEMBER DDA**INVOICE****KAITLYN SZCZYPKA**

4046 Grass Lake Road

Bellaire, MI 49615

269.270.5835

kait.szczypka@gmail.com

ELK RAPIDS DDA

315 Bridge Street,

Elk Rapids, MI 49629

HOURS	WORK	UNIT PRICE	LINE TOTAL
N/A	SEPTEMBER REGULAR MEETING	\$100	\$100
N/A	SEPTEMBER SPECIAL MEETING	\$100	\$100
12	SEPTEMBER WORK - phone meetings, emails, assigned tasks, etc.	\$20/HOUR	\$240
N/A	SEPTEMBER Adobe Acrobat monthly subscription	\$15.89	\$15.89
Total			\$455.89

Elk Rapids Downtown Development Authority

DDA Board Strategic Planning Session Notes, September 11, 2021

Introduction

The following exercises were completed by the DDA board at the September 11, 2021, strategic planning session.

Part 1: Mission and Vision Exercise (30 minutes)

Goal: Gather board input on mission and vision.

Current Vision and Mission:

According to the 2015 strategic plan, the vision of the DDA is: *Creating a vibrant sustainable place where people and business thrive.*

And the mission of the DDA is: *The DDA will be the catalyst for enhancing the overall health of the business community...and supporting commerce in Elk Rapids.*

Question for Board:

- 1. What words or phrases would you edit, remove, or add to describe your desired vision for Elk Rapids?**

Notes (Vision):

- Add community instead of place. We must be economically sustainable and vibrant.
- Reference other local DDA examples that include their specific goals in their vision/mission statements (Traverse City, Charlevoix, Petoskey).
- Not just about enhancing the businesses that are already here, but thinking about who do we want to be?
- There is some confusion between the DDA vision/mission and how the Village Council views the DDA. We should be marching to the same beat.
- Should be very brief—don't need to be so descriptive. Sustainable is a word that I stumble over. Viable is a better word. Community character is what comes up in most conversations regarding best fit for Elk Rapids.
- The DDA has a role to do some creating, but our role is really in collaboration, facilitation, developing, and nurturing. We're here as a resource and support. How do we help? How do we serve as the conduit to benefit our community?
- Need to be clear about how our investment in downtown benefits the rest of the community.

Notes (Mission):

- We should be working in concert with other agencies, supporting year-round and sustainable growth of the business community. We should also support year-round and sustainable growth of the residential community.
- We should be a leader and a partner with other communities like us, who also were once waterways of commerce and are now tourist communities. Partner with, learn from, and lead with other communities
- Mission should be clearer to incite excitement and point to objectives within them.
- Our business district is unique compared to other DDAS. We share in regional issues, but Elk Rapids also has specific issues and opportunities. For example, Elk Rapids is very green, compared to the surrounding regional communities.
- Increase level of awareness regarding our relationship with Council and other commissions.
- Are we responsible for growth? We are a catalyst, but we are not the catalyst for all growth in this area. We are currently a dozen volunteers and while we have influence, it truly is a collaboration between a much larger group to get things done. If we are the catalyst, are we allowing others to participate?
- How do we know if we are successful and how do we measure success?
- We want to reposition ourselves as the champion for positive efforts.
- We need additional staff capacity to support our vision and mission.

Part 2: DDA Toolbox Brainstorm (30 minutes)

Goal: Gather board input on available tools and resources of the DDA and discuss.

Question for Board:

- 1. What tools, resources, relationships, etc. can the DDA leverage to achieve its vision and mission?**
 - Redevelopment Ready Community certification
 - Relationships (MEDC, Schools, Green ER, Trail Alliance, Paddle Antrim, Art Rapids)
 - What role can we play in tax incentives?
 - We can champion ideas and proposals
 - We can provide educational resources
 - Our ability to listen and share information
 - Pending Village of Elk Rapids CARES act money
 - 13 Ways Project

Part 3: Strategy Session Goals and Actions Brainstorm (90 minutes)

Goal: Work with the board to confirm 2022 goals, add missing action steps, identify stakeholders for each strategy session, and identify metrics for each goal.

Proposed Strategic Plan Goal Areas & October Stakeholder Strategy Session Topics

- Relationship Building (Christine, Doug, Becky, Matt)
- Economic Development (Christine, Doug, Kathy, Matt, Chase)
- Placemaking (Christine, Doug, Kathy, Kelsey)
- Marketing and Events (Christine, Doug, Chase, Jim)

Desired October Stakeholder Strategy Session Outcomes

- Understand stakeholders' level of support and agreement with proposed action steps.
- Understand stakeholders' preferred role(s) with proposed action steps.
- Identify resources available and resources needed for each action step.

Proposed Goals and Actions

September 11, 2021 Board Discussion

1. What actions are missing?
2. What stakeholders should be at the table to discuss these?
3. Designate DDA representative(s) to attend this session. (see listed above)

GOAL: Relationship Building—Deepen relationships with constituents and stakeholders, including DDA district businesses, community development organizations, Elk Rapids public schools, local governments and agencies, and regional initiatives.

Proposed Action Recommendations:

- Create actionable communication strategy for sharing information and resources with DDA district businesses.
- Designate a representative to participate in the Rural Roundtable Initiative, led by Rotary Charities.
- Designate representatives to intentionally connect with community partners, including the Chamber, School, Village, Library, etc., regarding shared priorities between the partners and the DDA.

Discussion:

- What actions are missing?
 - Revisit with businesses that we engaged with in 2020 to check in on how they are doing and whether or not they would like to participate in our strategic plan development as a stakeholder?
 - Share DDA progress/ideas with Village Council. Currently 2x a year, but 4x a year could be helpful.

- Develop relationships with regional stakeholders, including DDAs, NMC, Career Tech, and other groups who could be interested in partnering with Elk Rapids.
- Coordinate moving business happy hours (monthly or quarterly) held at various businesses in DDA districts.
- Support social and educational opportunities with businesses, around specific topics such as marketing 101, online sales, etc.

- **What stakeholders should be at the table to discuss these?**

- All DDA businesses that we engaged with in 2020 (each board member will be responsible for inviting their slate of businesses; Matt and Chase will be responsible for inviting regional stakeholders).
- Village of Elk Rapids: Village Council, Parks and Recreation, Planning Commission, Harbor Commission, Beautification Commission
- NLEA
- Elk Rapids nonprofits: Art Rapids, Library, Green ER
- Elk Rapids school district
- Downtown Merchants Association
- Elk Rapids Chamber of Commerce
- MEDC
- Antrim County
- Elk Rapids Township

GOAL: Economic Development—Implement policies, programs, and projects that support a year-round, sustainable, and diverse economy.

Proposed Action Recommendations:

- Create actionable and collaborative economic development strategy for the DDA districts, including district-specific analysis and goals.
- Communicate with businesses and entrepreneurs in the DDA districts about available financing and technical assistance.
- Identify parcels available for development and redevelopment in the DDA districts.
- Work with local stakeholders to encourage new housing development in the Elk Rapids area.
- Improve and expand broadband capability throughout the DDA districts.
- Implement façade grant and/or loan program for businesses located in the DDA districts.
- Provide and market easy to access directory of local businesses.
- Allocate funding and set clear expectations for DDA board members' participation in community and economic development continuing education.
- Identify educational opportunities to support local business, including marketing, e-commerce, other topics?

Discussion:

- What actions are missing?
 - In first action, include in strategy desired types and mix of businesses necessary to sustain the Elk Rapids community, which is aging.
 - How are we helping business owners be better business people? Mentorship, education, technical resources, financial resources?
 - Redevelopment Ready Community Certification
- **What stakeholders should be at the table to discuss these?**
 - All DDA businesses that we engaged with in 2020 (each board member will be responsible for inviting their slate of businesses; Matt and Chase will be responsible for inviting regional stakeholders).
 - Specifically invite owners of Shorts and Ethanology
 - NLEA
 - Karen Simpson
 - Dr. Radke, Dr. Lintz
 - Alden Bank
 - Gilroy's
 - Burnham Foods
 - Elk Rapids Engineering
 - Traverse Bay Manufacturing
 - Elk Rapids Chamber of Commerce

GOAL: Placemaking—Create public spaces that promote health, happiness, connectivity, and community within the DDA districts.

Proposed Action Recommendations:

- Create visual gateway and wayfinding element linking the Traditional Downtown District, Ames Street District, and US-31 Corridor.
- Beautify the Ames Street District with art, plantings, street furniture, etc.
- Improve wayfinding signage and directories throughout the DDA districts.
- Improve nonmotorized infrastructure, including biking, paddling, and trail connections in the DDA districts.
- Improve pedestrian infrastructure, including sidewalks, bridges, crosswalks, and intersection improvements in the DDA districts.
- Maintain DDA properties, public spaces, and facilities and ensure continued maintenance funds are allocated.

Discussion:

- What actions are missing?
- **What stakeholders should be at the table to discuss these?**
 - Paddle Antrim
 - Green ER

- Art Rapids
- Downtown Merchant Association
- Norte
- Village of Elk Rapids DPW
- Garden Club
- Trail Alliance
- Elk Rapids Schools
- Ames Street Businesses
- Antrim County
- Elk Rapids Township

GOAL: Marketing and Events—Support marketing and event campaigns that align with the DDA vision and mission.

Proposed Action Recommendations:

- Amplify and support marketing initiatives that are measurable and align with the DDA vision and mission.
- Amplify and support the downtown business association’s work to coordinate and promote events in the DDA districts.

Discussion:

- What actions are missing?
 - Explore creation of “coastal community” brand and marketing effort and identify experiences, events, and activities that align with these values and vision.
 - Support creation of business/amenity directory updated locally and shared with DDA business districts stakeholders
 - Promote QR code stickers that link to Discover Elk Rapids website in local Elk Rapids businesses
 - Implement wayfinding signage in downtown Elk Rapids that is consistent with Paddle Antrim wayfinding signage
 - Continue supporting Discover Elk Rapids website and increase investment to make marketing more robust
 - Consider forming a downtown ambassador program
 - Consider developing “24/7” website for “after-hours” questions regarding realtor, transportation, etc.
- **What stakeholders should be at the table to discuss these?**
 - Business Merchant Association
 - Elk Rapids Chamber of Commerce

Guidelines for funding requests through the Downtown Development Authority (DDA) which support marketing efforts for events that are based in the Elk Rapids Village

Mission Statement:

The DDA is empowered to study the economic conditions and trends in the defined district, analyze the causes of those trends, and undertake the community long-range planning to envision future economic vibrancy of their downtowns and the defined DDA plan area. We are committed to prepare plans and undertake improvement projects to catalyze economic development toward that envisioned future.

Objective

To create a strong and vibrant community to attract business, talent and ideas — the Village of Elk Rapids.

Who may request funding support

Organizations and businesses that are planning events within the Downtown Development Authority (DDA) boundaries which promote increased visitor traffic and activity, and the positive image of the Village of Elk Rapids.

Making a request

An overview of the event that outlines

- Date(s)
- Target audience – type and number
- Planned marketing/advertising communications
- Who will be involved (businesses, organizations)
- Potential participation, how other businesses, organizations or the village might be involved
- Approval of any/all applicable permits or special variances required for the event
- Detailed budget estimate
- Submit report of event results with itemized expenses

Timeline for a request

All funding requests must be submitted in writing and presented to the DDA for review/approval during the regular scheduled DDA meeting, or at least 45 days before the planned event. It is understood that the amount awarded/approved by the DDA may not be the full amount requested.

Financial parameters for requested funds

The DDA will have \$___ funds available each fiscal year for special events. A maximum amount of \$___ or ___% of the project's marketing communications budget for the event will be considered for funding support. It is understood that funds are not to be used for food, door prizes, gifts or entertainment. These funds will be distributed through the DDA when receipts for the event are submitted.

Promoting the Village of Elk Rapids

By acceptance of requested funds, it is understood that the "Elk Rapids Downtown Development Authority" will be listed as a supporter/sponsor of the event, and use of current marketing graphics, wordmarks and slogans will be incorporated into all promotional materials as provided by the DDA.

DERA Calendar of Events – Fall/Winter 2021-22

Request for Funding from DDA

The following are events that we are requesting assistance with and are larger in scale. Other events listed here will run to build traffic and interest. These are mostly shopping events or may include an interactive piece. Also, the Chamber has offered to pay for us to get our 501c3. I am starting work on that after Tax Day this month. This will allow us to apply for grants and run crowdfunding for projects.

Saturday, October 23rd – Boo Fest! At this point this may just be a shop local marketing event with a Halloween theme.

Saturday, October 30th – MSU vs U of M game day CommUnity Tailgate party downtown. Marching band, food and drink, music camaraderie!

Saturday, November 13th – World Kindness Day! Kindness garden downtown and generic, inclusive, love your local businesses marketing for ER. Businesses will have individual giveaways, features, etc.

Saturday, November 27th – National Shop Local Day. We are producing our own Elk Rapids Shop Local Marketing and Swag. It will not be dated so that we can use it all year. The total will be \$3000. We are asking for \$1500 from DDA for shopping bags and \$400 for full page ad. Normally every year we apply for marketing materials from American Express in October. When I applied in September, they had no more product left so we looked at this as an opportunity to produce our own with Elk Rapids on it and no dates. We can use these materials all year for shop local events. We will have these produced locally.

Saturday, December 4th – Downtown Polar Express event. This will be our kickoff holiday event. A miniature train display will be housed at Bayfront and a downtown event will develop around it including the Polar Express movie shown by Joe and a visit by Santa's reindeer (just one of them!). Sponsors will pay for set up supplies and the reindeer. We will supply hot chocolate. We would like \$400 for full page ad.

December 14th, 16th, and 18th – Holiday week in ER! Three events including, giving Tuesday (food pantry), Ladies Night, and Santa comes to town. Ladies' night will feature chocolate covered everything! Santa will make his appearance downtown on the 18th and then he will travel to the middle school parking lot to visit the east side. We are asking for \$800 for marketing, \$200 for hot chocolate, and \$400 for Santa. Total \$1400.

January – Nothing scheduled yet.

February 19th – 5th annual Chili cookoff. Fundraiser for events.

At the last Master Class, hosted by Doug Griffiths and 13 Ways, he stated that events are a “powerful” tool for Economic Development. They are great marketing and moral boosting. They breathe life into small business and bring prosperity and value to the community. All good reasons to support the Downtown Elk Rapids Association visibly and consistently. If the DDA does not intend to host events, please consider adding a line item to support major DERA events in your budget on a yearly basis.

Thank you for your consideration.

Shaun, Alissa, and Karen

COVID-19 Response:

WINTER STRATEGIES

FOR DOWNTOWNS & BUSINESS DISTRICTS



MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION

prepared by:

NORTH OF 45, LLC



SRP DESIGN STUDIO, LLC



[this document is formatted to encourage 2-sided printing]

TABLE OF CONTENTS

FORWARD.....	4-5
INTRODUCTION.....	6-9
PRINCIPLES OF WINTER CITY PLANNING	10-19
WINTER STRATEGIES FOR BUSINESS DISTRICTS	20-33
ORGANIZATION	21
DESIGN	24
ECONOMIC VITALITY	29
PROMOTION.....	31
HELPFUL LINKS & RESOURCES	34-35

FORWARD

October 2020

As snow begins to fly in Michigan, our Michigan Main Street communities are uniquely situated to provide innovative solutions in their communities during the upcoming winter season. Our communities are no stranger to winters in Michigan, but this year with the COVID-19 Pandemic and the need to socially distance, winter may increase the pressures felt by small businesses, community organizations, municipalities and the community at large.

The Winter Strategies guide will provide communities with ideas to give them a jumpstart on preparing for winter. This guide is an introduction to creative solutions, dialogue with community stakeholders and a foundation for embracing winter as a season of prosperity.

The guide is organized around the Main Street Four Point Approach. As with everything Main Street communities focus on, Organization, Promotion, Design, and Economic Vitality as the foundational elements to incrementally make downtowns and communities strong

In 1980, the Main Street 4-point approach was founded and as your state coordinating program, Michigan Main Street is here to foster creative solutions and positive downtown/neighborhood district development no matter the season.

If this is your first introduction to Michigan Main Street and the Main Street program, this guide and the ideas contained herein will still work for your community. In addition to this guide, Michigan Main Street launched our Michigan Reopen Main Street website during the height of the pandemic. The website contains COVID-19 response and recovery strategies for business owners and downtown/district management organizations. This winter guide builds off from and expands some of the ideas contained on the website, and we encourage you to visit the website for more resources.

2020 has been a year history books will remember for a long time! What small business owners and members of your community will remember are the innovative solutions implemented. Stay creative, stay focused, and most importantly stay innovative!

*The Michigan Main Street Team
(Laura, Leigh, Joe & Tony)*

COVID-19 Response:
WINTER STRATEGIES
FOR DOWNTOWNS & BUSINESS DISTRICTS



INTRODUCTION

The global COVID-19 pandemic has created unprecedented challenges for all levels of government and businesses, large and small, as they attempt to protect public health and support economic recovery. Following an initial stay at home order, Michigan businesses have been allowed to reopen following a changing set of guidelines and parameters as we learned more about the virus and as safety protocols have been developed.

The pandemic has resulted in a surge of interest in being outdoors for socializing, family recreation, biking, camping, hiking, fishing and other outdoor pursuits. It has also created demand for and reliance on outdoor public space for restaurants and bars: patios and parklets, using closed streets and parking lots for pop-up patios and outdoor seating that has allowed many restaurants and bars to operate while indoor facility capacities are greatly reduced.



COVID-19 Response: WINTER STRATEGIES FOR DOWNTOWNS & BUSINESS DISTRICTS

These demands will not decrease in winter, in fact, the need to get people outdoors will be more important than ever this coming winter season. What actions can cities and downtown districts take to help their business district better respond to the upcoming winter season? One approach is to find opportunities to celebrate the winter in Michigan with a positive response and strategic actions to make the best of this uncharted territory we are all navigating.

WINTER IN MICHIGAN

Michigan's climate is greatly influenced by the surrounding Great Lakes, and its northern location. Winter climatic conditions vary widely from the mild winter conditions experienced in the southeast to lake effect snowfalls off Lake Michigan and Lake Superior. The Great Lakes also create cloudy weather for much of the State,

The table lists selected Michigan cities and average January low and high temperatures, snowfall, and sunshine (for cities where data was available).



JANUARY TEMPERATURE AND SNOWFALL AVERAGES FOR SELECTED MICHIGAN CITIES

HIGH	LOW	PLACE	SNOWFALL IN INCHES	SNOWY DAYS	% SUN
31	18	Ann Arbor	16.4	14.5	
32	19	Detroit	12.5	10.2	40
29	15	Saginaw	11.7	7.2	
32	16	Battle Creek	14.4	12.5	
31	18	Holland	25	10.5	
33	19	Grand Rapids	20.8	14.9	28
30	17	Lansing	13.8	12.5	36
27	12	Alpena	21.4	16.8	36
25	10	Gaylord	27.2	15.4	
27	14	Petoskey	36.6	14.6	
28	15	Traverse City	33.2	17.0	
26	6	Escanaba	13.1	7.0	
22	9	Houghton	68.8	23.2	
20	3	Ironwood	44.2	18.4	
25	13	Marquette	29.5	18.4	37
23	8	Sault Ste. Marie	31.6	19.1	36

Source: Current Results, Weather and Science Facts

INTRODUCTION



CALUMET, MI 1914

A growing number of communities across the northern tier of the United States and in Canada are embracing the winter season and finding the opportunities it offers: economically, socially and culturally. These cities are transforming themselves with year-round bicycling lanes, snow management innovations, festivals, ice skating plazas and all-season town squares, winter markets and other business opportunities. People want to shop, walk, bike and socialize outside year-round, as long as they can do so with relative ease and comfort. It only makes sense to plan and design our city for winter as much as we do for summer. Especially now during the COVID pandemic.

This guidebook provides ideas to make the most of winter's opportunities and to create a culture shift so that your city is considered one of best places to live, work and play in winter and year-round. The strategies, when implemented, will minimize winter's negatives and create a more livable city, where the realities of our northern location—snow, ice, and darkness—are resources we use both to make it easier and more fun to go play outside, transforming your city into a prosperous community.



MICHIGAN AND THE WORLD

It is also possible to compare Michigan winter conditions to cities around the world. While Detroit is the only Michigan city included on this list, we can assume Marquette and Houghton compare well with Montreal and Quebec City, due to having similar latitudes and snowy conditions. This index was developed by David Philips, Environment Canada, 1988, in order to compare winter climatic conditions. Weighting is assigned in four major factors; discomfort (wind chill, length of winter, mean daily temperature; psychological, (darkness, wet days, cloudiness, sunshine); hazardous conditions (strong winds, winter precipitation); and outdoor immobility (fog, winter precipitation).

It may be safe to assume that many residents of the Upper Peninsula snow belts are better adapted to winter than residents of SE Michigan, as a result of the duration and severity of winter. Likewise, the UP and northern part of the lower peninsula are presented with more opportunities to get out and enjoy winter, such as skiing, snowmobiling, and ice fishing. And know how to dress for it.

At the same time, the areas of Michigan with moderate winter conditions (less snow and warmer temperatures) may need fewer interventions and effort to adapt cities to winter outdoor activity, such as walking, ice skating, and maintaining public space.

WINTER SEVERITY INDEX FOR SELECTED WINTER CITIES

Anchorage	42
Buffalo	48
Chicago	36
Copenhagen	25
Detroit	36
Edmonton	49
Harbin	51
Helsinki	48
Milwaukee	44
Minneapolis	46
Montreal	49
Moscow	52
Oslo	42
Ottawa	50
Quebec City	54
Sapporo	41
Stockholm	36
Toronto	43
Winnipeg	56

PRINCIPLES OF WINTER CITY PLANNING



Improving livability in “winter cities” requires a creative, innovative approach that addresses the problems of snow and cold while enhancing the advantages, opportunities and beauty of the winter season. A positive approach benefits the attitudes of residents, and bolsters the community’s ability to retain and attract new business and residents. The following general winter city planning principles define this approach. While these guidelines are directed towards the city overall, many can be applied to business districts and downtowns.

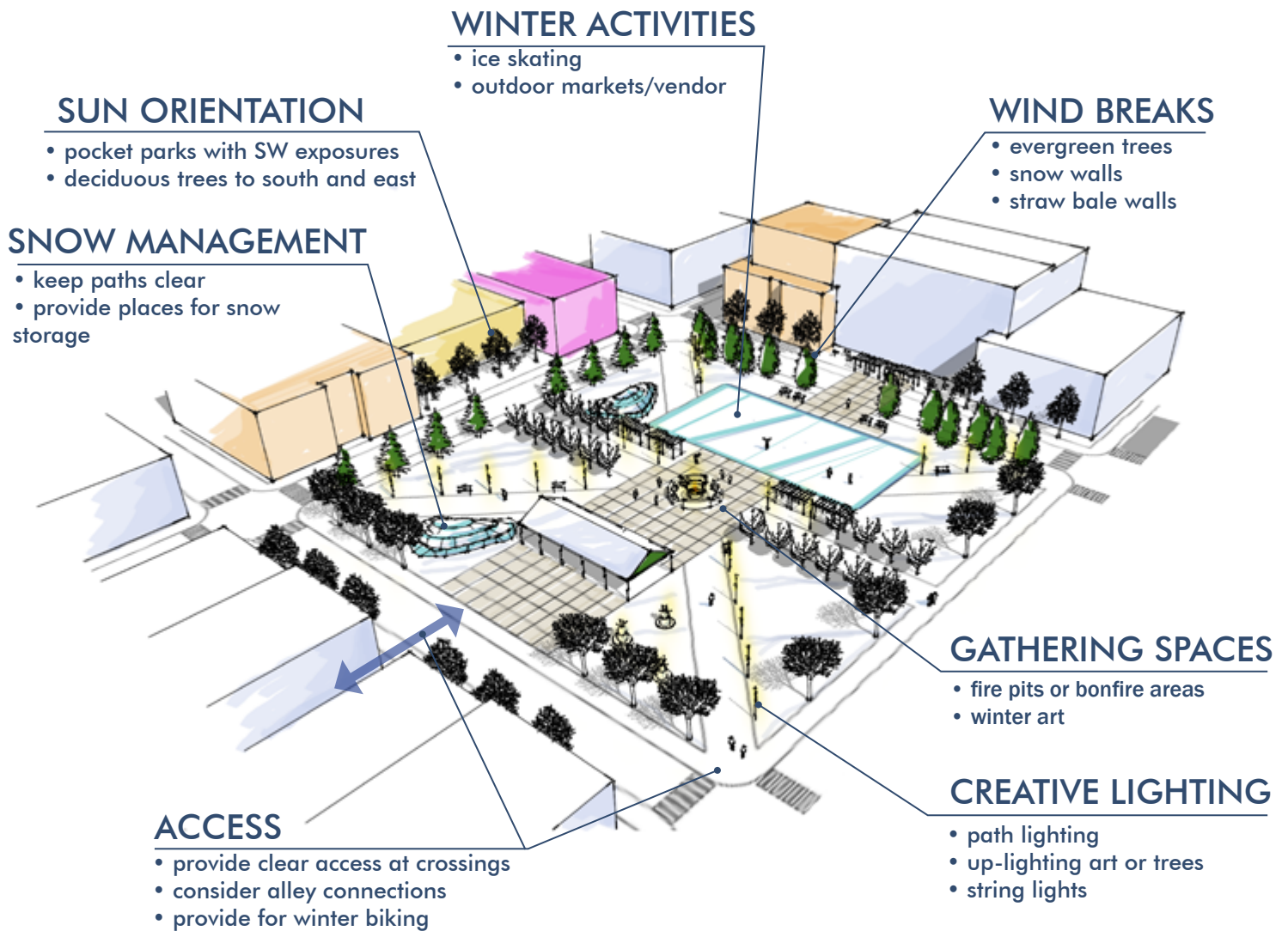
PROVIDE OR ENHANCE OPPORTUNITIES FOR WINTER OUTDOOR ACTIVITY

- Consider ways to use existing city parks and open space for additional winter activities, such as a sledding hill, an ice skating rink or pathway, outdoor gathering area with a fire pit and creative warming hut.
- Create winter trails within the city on old rail grades. Where possible, connect existing trails and walkways.
 - Maintaining/grooming the snow for a multi-purpose skiing, running and walking path is possible where below freezing temperatures predominate.
 - Communities that experience extended above freezing temperatures may find it better to plow the trail for walking/running/biking.

IMPROVE WINTER TRANSPORTATION FOR PEDESTRIANS, CYCLISTS AND PUBLIC TRANSIT USERS

- Designate critical pedestrian areas that should receive priority when clearing sidewalks and walkways.
- Consider recruiting the assistance of local residents, such as business owners, neighborhood groups, or other organizations to maintain critical areas.
- Ensure that transition areas such as curb-cuts and bus stop platforms are properly plowed to ensure pedestrian safety, as these areas are often a collecting point for large mounds of icy snow due to street plowing.

TOWN SQUARE WINTER DESIGN STRATEGIES



The ideal town square would include some of these design features to provide both comfort from the elements and interactive pedestrian spaces during the the cold winter months.

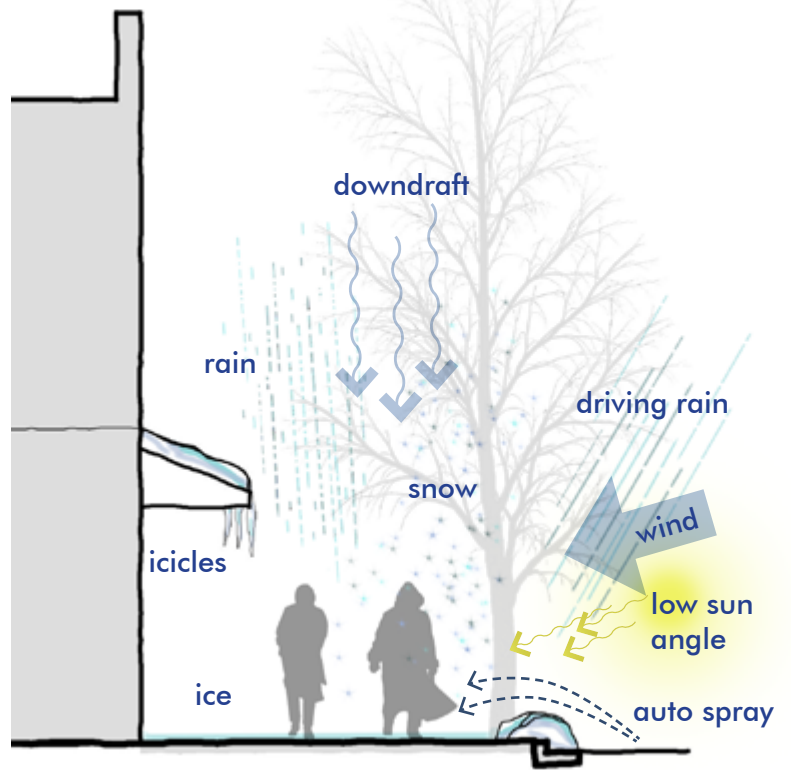
PRINCIPLES OF WINTER CITY PLANNING



DESIGN FOR WINTER SAFETY AND COMFORT

- Take advantage of solar radiation in the orientation of buildings and outdoor spaces to provide a southern exposure to heat and sunlight.
- Use buildings and vegetation to protect outdoor spaces, such as vest pocket parks, from prevailing winter winds.
- Avoid building orientations which will create a wind tunneling effect.
- Avoid creating public spaces for winter use in areas that are shaded from the sun.
- Provide shelters or wind blocks in areas that serve as outdoor gathering spaces.

ELEMENTS OF PEDESTRIAN DISCOMFORTS IN WINTER CITIES



- Use technology and materials appropriate for a “winter city”. Outdoor furniture should be constructed using appropriate materials such as wood, polyethylene, or vinyl-coated metal.
- Cover ramps or stairs to protect them from snow and ice.
- Provide handrails for all public and private walkways that exist on slopes. Particularly hazardous areas, such as steps and ramps, may need to be heated to prevent snow and ice from accumulating.
- Design roofs to account for snow and ice accumulation. and also prevent snow and ice from shedding onto parking areas or pedestrian walkways.
- Create transition areas at building entrances to provide patrons with an area to shed snow prior to entering the building.

WINTER ACTIVITY

The **Marquette Commons** is a town square designed for all season use. In Spring, Summer and Fall, the plaza is used as a Farmers Market. In winter, it is transformed into an ice skating rink



Anchorage, Alaska, with a climate similar to northern Michigan and the Upper Peninsula, grooms their extensive bike / walking / running trails for winter use. People walk, run, bike, and ski on the packed snow surface.



Eau Claire, Wisconsin, began clearing snow from a natural area bike and walking path as a pilot project in their Wintermission Eau Claire program. The pilot project has been an overwhelming success.



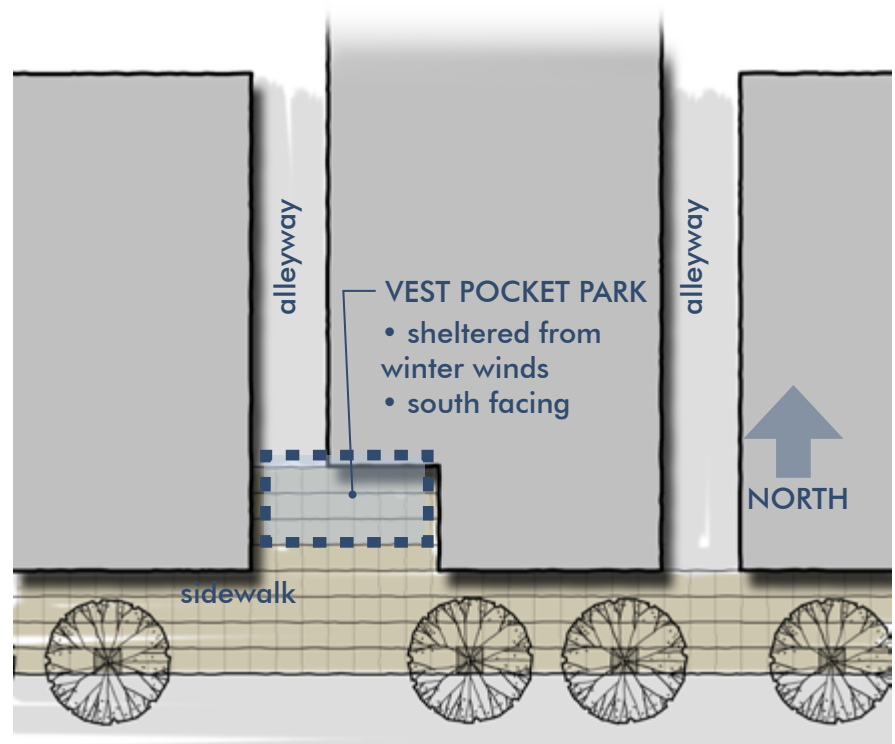
PRINCIPLES OF WINTER CITY PLANNING



SNOW MANAGEMENT

- ❑ Consider snow plowing and removal in the design of road improvements such as curb extensions/bumpouts, to allow for easy maneuverability of equipment around such areas.
- ❑ Design road cross-sections to provide an area for snow storage to prevent snow from being plowed onto the sidewalks when the street is cleared of snow.
- ❑ Bike lanes should not be used for snow storage, as more people are using bicycles for transportation year-round.
- ❑ Bike lanes should be maintained to the same standard as streets in order to encourage more people to commute by bicycle.
- ❑ Bike parking racks should not be put away for the winter season.
- ❑ Map out snow management problem areas and issues to evaluate the impacts of winter winds and drifting snow on city streets and walking paths.
- ❑ Redesign areas where wind is problematic to use earth forms and vegetation to reduce wind and drifting snow.
- ❑ Investigate the use of new equipment or innovative technology for snow removal.

VEST PARKS IN WINTER CITIES

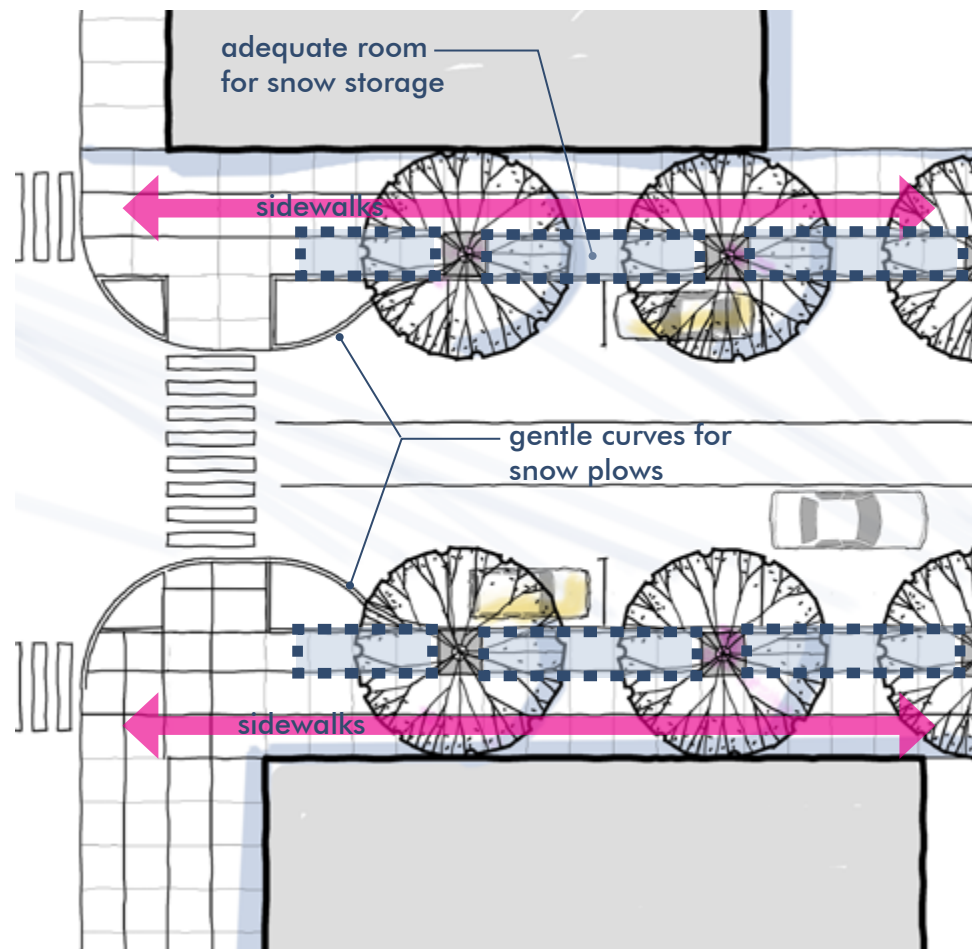


SNOW MANAGEMENT

CONTINUED...

- ❑ Locate snow storage areas where they will receive sufficient solar radiation to encourage melt-off and provide adequate drainage.
- ❑ Store snow in a number of smaller sites, rather than one large area in order to speed up the melting process.
- ❑ Balance the need for efficient snow removal with other considerations such as walkability, aesthetics, and parking.
- ❑ Explore and implement appropriate “best practices” for snow management that will improve service, reduce inconvenience and increase citizen satisfaction.

SNOW PLOWING & STORAGE



PRINCIPLES OF WINTER CITY PLANNING

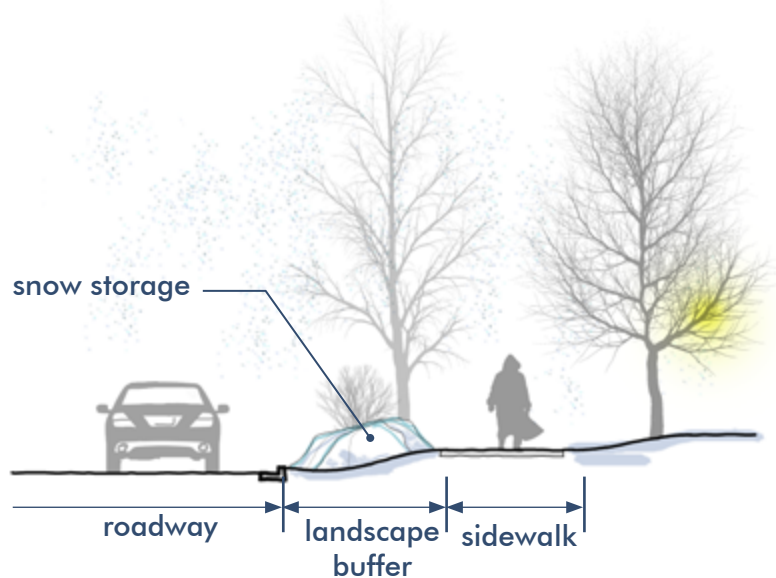


VEGETATION AND LANDSCAPING

- ❑ Plant deciduous trees on the southern face of a building or outdoor area to provide cooling in the summer (when leaves are present), while still allowing sunlight to filter in during the winter (when leaves have fallen).
- ❑ Coniferous vegetation should be used on the north and west sides to protect the area from prevailing winter winds.
- ❑ Use berms and vegetation to direct snow drifts away from building entrances.
- ❑ Select appropriate landscaping for snow storage areas to minimize damage and poor growth due to compaction, pollutants, and poor drainage.
- ❑ Consider using vegetation as snow fences to protect open roadways and other areas from prevailing winter winds.
- ❑ Create “outdoor rooms” using trees and vegetation to shelter exposed areas from prevailing winds.
- ❑ Use landscaping plant species that offer attractive or useful winter characteristics such as twig color, fruit, and salt-tolerance.



LANDSCAPE BUFFERS & SETBACKS

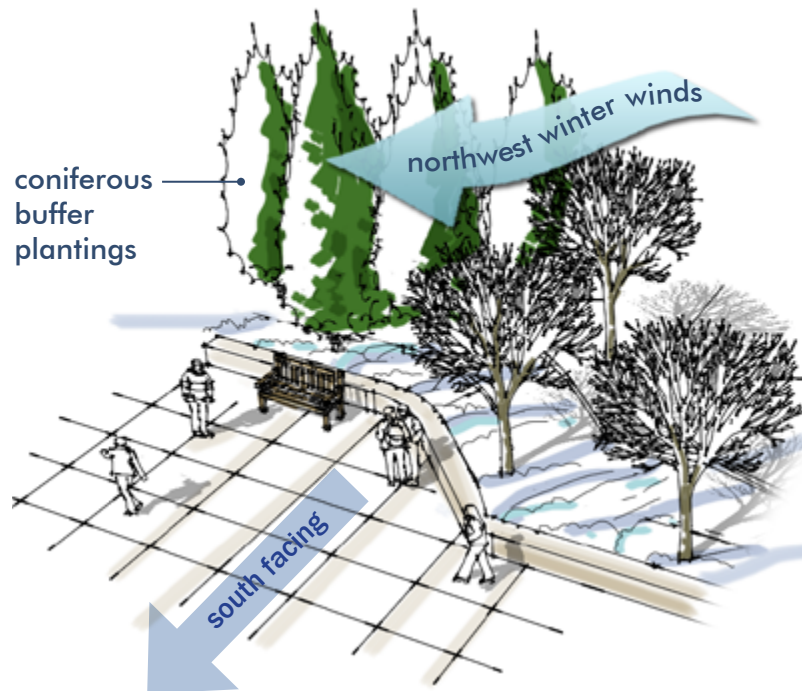


LIGHTING AND COLOR

- Consider color and lighting treatments for public spaces and buildings, in order to offset the darkness and monotony of the winter season.



OUTDOOR ROOMS



PRINCIPLES OF WINTER CITY PLANNING



MAKE WINTER A POSITIVE ASSET TO ATTRACT BUSINESS, TOURISM AND NEW RESIDENTS

- ❑ Collaborate with other area organizations to create a sustainable annual winter festival featuring family outdoor activities, snow/ice sculptures, winter market, food and music.
- ❑ Consider implementing a “winter market” to capture a greater share of winter tourism.
- ❑ Dress up downtown with lighting, public art, and snow/ice sculptures for the entire winter season, not just the holidays.



Houghton, Michigan takes advantage of steep grades and snow for this event.

LIGHT UP THE DARK

Lighting public space and buildings brightens up dark days and nights and creates winter beauty.

The **Place D'Youville** in **Quebec City** is an historic public square that features lighting of the surrounding buildings and a winter ice rink.



Tiny **Copper Harbor**, the northernmost community in Michigan lights up their town park with a beautiful display.



CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

Celebrate Winter by adapting businesses, winter-themed placemaking, improved snow management and activities that can be experienced while social distancing and draw people to downtown! This section of the guidebook provides ideas and best practices for adapting downtowns to winter, in order to help keep them economically viable during the global COVID-19 pandemic. These ideas will also help Michigan communities foster more of a “winter culture” that can continue to provide benefits in coming winters and all seasons.

This past summer Michigan experienced unprecedented demand for outdoor recreation. It is expected that demand will continue this winter, as people will want to find things to do that can be done in a socially distanced manner. Downtown and business districts can provide some of these opportunities for people, including shopping, walking, dining/drinking, and socialization.

The strategies are organized following the Main Street Four Points. It is recognized there is considerable overlap with specific strategies fitting into more than one point.

THREE STEPS TO GET STARTED WITH WINTER STRATEGIES:

These three steps will assist any community with establishing a Winter Strategy initiative.

1. ESTABLISH A LOCAL WINTER STRATEGIES TASK FORCE

- Discuss snow removal, outdoor seating time extensions, and other initiatives.
- This task force should include a DPW representative, Main Street Director/Chair, Municipal Manager, and business owner.
- This task force should identify and create winter strategies for all Four Points.

2. TAKE AN INVENTORY OF WINTER ASSETS

- Attractions
- Partnerships
- Opportunities

3. IDENTIFY LOCAL ORDINANCES, ZONING, AND POLICIES TO DETERMINE IF ANY UPDATES ARE NEEDED TO SUPPORT AND ACCOMMODATE CREATIVE EFFORTS AND NEW INITIATIVES.

- Examples of new initiatives that may require policy changes include:
 - Social districts
 - Outdoor consumption policies
 - Outdoor seating/patio seating

ORGANIZATION

As with other initiatives, partnerships are going to be important to implement winter improvement strategies.

REGULATORY

- Work with the municipality/community to extend public consumption order/waivers/permits/social districts and outdoor seating permits into the winter months so that parklets, patios and outdoor seating on sidewalks can be extended through the winter season
- Identify local ordinances and policies that need updating to support and accommodate creative efforts and new initiatives.



SNOW MANAGEMENT

- Downtown has the opportunity during the pandemic to become a destination for walking, and having good walking conditions downtown is critical to attract shoppers.
- Downtown sidewalks, crosswalks and corner ramps must be kept clear of ice and snow.
- Promote the use of good winter walking footwear and wearing yaktraks, spikes and other slip-on traction devices.
- Work with property/business owners to incentivize snow removal/winter maintenance in front of their businesses.

CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

VOLUNTEER OPPORTUNITIES

- ❑ Enlist a volunteer work crew for improving snow removal, particularly for those areas needing extra attention, such as corners and public walkway connectors, and consider paying them in gift cards, downtown dollars, etc.
- ❑ Enlist volunteers to decorate downtown for the holiday/winter season.
- ❑ Enlist volunteers for winter specific events.



SNOW MANAGEMENT

Frequent snowfalls in **Marquette, Michigan** make it expensive to remove all snow from downtown after each snow event. Instead, the DDA creates more gaps in the snow berm enabling shoppers to reach the cleared sidewalk conveniently.

Some downtowns, such as **Tromso, Norway** and **Holland, Michigan** have heated sidewalks.

FUND DEVELOPMENT

- Consider a special millage or assessment to fund enhanced snow removal (long-term)/or allocate DDA or Main Street budget line item for snow management.
- Consider creating a co-operative agreement between local business owners and private contractors for snow removal (where business owners share the cost equally of snow removal via a private contractor).
- Consider funding the purchase of snow removal equipment through sponsorships/donations.
- Create a micro-grant for business owners to help fund expanded curb-side pick-up, outdoor patio winterization and other business solutions for the winter.
- Develop a sponsorship campaign to solicit donations for your organization to implement outdoor/winter activities (winterizing pocket parks, parklets (where permitted), lighting, public art, winter events, etc.).

ORGANIZATION

TO DO:

- a.) Identify An Action
- b.) Assign A Leader
- c.) Determine The Correct Official, Staff Person, Or Department Leader To Connect With

ACTION ITEM	LEADER	CONNECTIONS
1.		
2.		
3.		
4.		
5.		

CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

DESIGN

The general winter cities guidelines and best design practices in previous section identify ways to better adapt the city for the winter season. Many of these can be applied specifically to downtown.

STRATEGIES FOR THE MAIN STREET ORGANIZATION

- Develop winter city design guidelines. The Cities of Houghton, Marquette, Bessemer, and Calumet have chapters in their Master Plans addressing winter cities design. Edmonton, Alberta has developed a detailed winter design guideline book. **(see *Helpful Links & Resources*)**.
- Consider using parking decks, parking lots, plaza areas and other public spaces that are underutilized in the winter to host entertainment, activities and events.
- Retrofit existing pocket parks, patios and parklets by using surplus Christmas trees or shrubbery to act as a wind barrier. Wind breaks can also be made with snow walls, or straw bale walls.
- Consider sponsoring a winter decorating contest for the patios.
- Consider the addition of fire pits and heaters to patios and public spaces.
- Use “warm”, appropriate materials, such as fabric seat cushions, wood, or plastic, for benches/outdoor seats instead of metal.
- Consider sun orientation and wind direction for patios, pocket parks, parklets, and outdoor seating areas.
- Install awnings and canopies over outdoor seating areas and outdoor retail areas.



STRATEGIES FOR THE MAIN STREET ORGANIZATION
CONTINUED...

- Install festive lighting throughout the district and public outdoor spaces. Think of creative ways to light spaces (Edison bulbs, Christmas twinkle lights, etc.).
- Find opportunities to partner with arts groups on winter-theme displays, snow and ice sculpture, and on small scale outdoor/street theatre performances.
- Strategically install heated sidewalks in high pedestrian traffic areas and sloped walkways.
- Maintain winter biking facilities, including protected bike lanes to encourage winter biking. Keep bike racks out and cleared of snow for winter use.
- Consider opportunities to create ski trails, skating paths, skating rinks, and sledding hills in existing parks.
- Consider a window display competition driven through social media.

INTRODUCING CROKICURL

Find a place in or near your downtown for socially distanced winter recreation, such a town square, underutilized parking lot, or nearby park and make a Crockicurl game. Crockicurl is a new outdoor winter game invented in Winnipeg, Manitoba, combining the game of crokinole and curling. It is a life-sized version of crokinole played on ice using smaller, lighter curling rocks made of plastic. Plastic curling rocks are used because they are easier to use and have less distance to travel. Like the crokinole board, the play area of crokicurl has posts around the inner ring to make it a little more challenging.



CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS



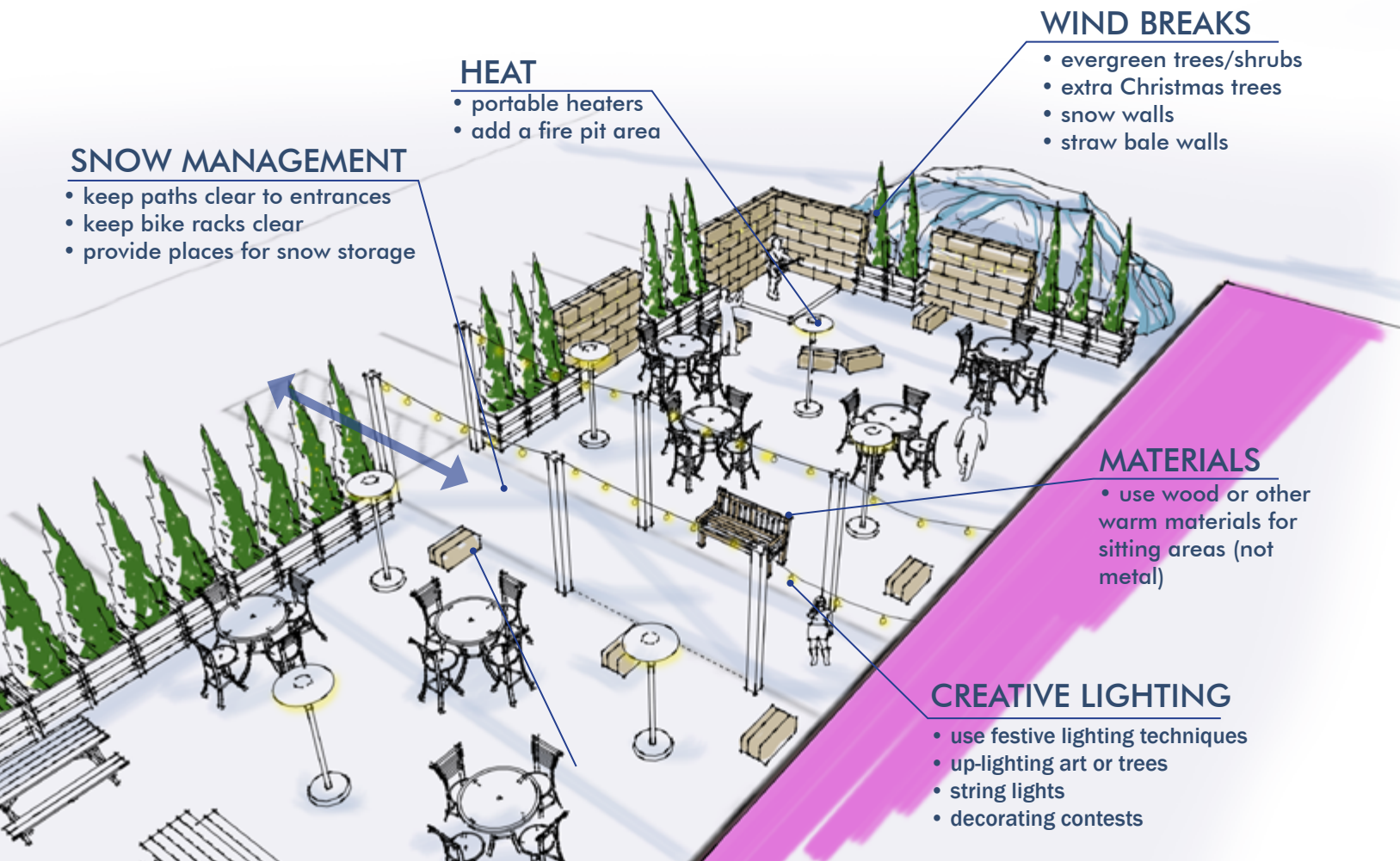
WINTER PATIOS

In northern Europe and a few places in Canada, patios for dining and drinking are used year-round. Michigan can encourage a winter patio culture by providing an exciting outdoor environment with a few basic necessities.

- A simple awning, canopy or shelter will provide protection from snow or rain yet provide plenty of fresh air flow.
- Portable patio heaters and a fire pit can provide some warmth and temper even the coldest temperature.
- Install festive, soft lighting.
- Protect the patio space from prevailing winter winds with a wall made of snow, straw bales, or a row of discarded Christmas trees with twinkle lights.
- A south orientation and sunshine will make the space feel warm even on cold days, if the prevailing wind is blocked.
- Encourage patrons to provide their own blankets and to dress appropriately.

Some communities, including **Grand Rapids, MI**, are encouraging a patio culture by providing funding to develop winter patios. The **City of Chicago** conducted a contest for winter patio ideas (**see [Helpful Links & Resources](#)**).

RETROFITTING EXISTING PATIOS



The diagram above shows how various elements can work together to create dynamic and safe outdoor spaces that will provide protection from the winter elements.

CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

STRATEGIES FOR BUSINESS OWNERS

- Consider winter impact on maintaining Curb-side pick-up options.
- Create appealing winter storefront and window shopping displays with lighting and evergreen trees and boughs.
- Consider the ideas presented in this guide for adapting your patio for winter, such as blocking winter winds, heaters, fire pits, and lighting. Economic Vitality
- More downtown activity increases sales for all businesses. Cities and downtowns need to be flexible and allow pop-up businesses and retail activities during the winter season.

DESIGN

TO DO:

- a.) Identify An Action
- b.) Assign A Leader
- c.) Determine The Correct Official, Staff Person, Or Department Leader To Connect With

ACTION ITEM	LEADER	CONNECTIONS
1.		
2.		
3.		
4.		
5.		

ECONOMIC VITALITY

More downtown activity increases sales for all businesses. Cities and downtowns need to be flexible and allow pop-up businesses and retail activities during the winter season.

STRATEGIES FOR THE MAIN STREET ORGANIZATION

- Develop pop-up opportunities in downtown for holiday shopping such as outdoor sidewalk sales and/or a winter market.
- Use a downtown public space, open area, or underutilized parking lot for food trucks and vendors.
- Evaluate and coordinate business hours for winter operations.
- Consider adaptations for Small Business Saturday and other holiday retail events, such as outdoor retail opportunities that allow appropriate social distancing.

WINTER MARKETS

Extend the season of your farmers market or create opportunities for a pop-up winter market. A winter market can add retail diversity to your downtown. A simple shelter or temporary tent with heaters can provide protection for vendors, such as artists, farmers and craftsmen. Special events can be planned around the winter market.

The City of Edmonton, Alberta, has developed a successful winter market in their downtown district.



CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

STRATEGIES FOR BUSINESS OWNERS

- Conduct Facebook Live holiday shopping events.
- Place QR codes on storefront window to promote products and online shopping.
- Expand curb-side pick-up and delivery options for restaurants and retail.
- Develop winter themed specials, sales, and products (restaurants and retail).
- Create positive winter themed marketing for storefronts and sales.

ECONOMIC VITALITY

TO DO:

- a.) Identify An Action
- b.) Assign A Leader
- c.) Determine The Correct Official, Staff Person, Or Department Leader To Connect With

ACTION ITEM	LEADER	CONNECTIONS
1.		
2.		
3.		
4.		
5.		

PROMOTION

More than ever, people are going to be seeking out places and activities that are safe and allow for socially distanced fun! Now is the time to begin a winter branding campaign to draw people to the downtown and benefit your downtown businesses.

EVENT SPECIFIC STRATEGIES

- Consider themed restaurant/pub crawl style events that can take place outdoors.
- For large holiday shopping events, considerations might include:
 - Staging large events over a longer period (i.e. 12 days of Christmas)
 - Encouraging staggered attendance by offering specials based on first letter of first or last name on different days; spreading out events over larger areas (i.e. extended parade routes, vendor exhibit halls/ expo set-ups, etc.)

USE SNOW & ICE AS AN ATTRACTION

Identify locations where CLEAN snow, uncontaminated by road salt, sand and dirt, can be harvested for constructing snow walls, mazes, sculptures, forts and castles. Snow walls to shelter space can be used as an alternative to prefab igloos and other shelter structures in pocket parks, parklets, and other public space. Fill plywood forms with snow, let them sit for a day, remove the form, and shape/carve the snow wall or block. Use snow to create a fun event and/or fun competition for the community. Ice may be harvested from nearby lakes and ponds for sculpture, walls, and outdoor bars.



CELEBRATE WINTER!



STRATEGIES FOR BUSINESS DISTRICTS

EVENT SPECIFIC STRATEGIES CONTINUED...

- Using VIP, invite-only and RSVP events and sub-events that help to control the number of attendees at any given time.
- Consider working with property owners to use larger underutilized or vacant buildings to hold indoor events using social distancing and safety precautions.
- Develop and implement a winter snow or ice festival that includes a variety of events.

- Examples of winter events are:
 - Fire and Ice - Rochester, MI
 - Winterfest - Grand Haven, MI
 - Snowfest - Frankenmuth, MI
 - Winter Carnival – Michigan Tech University, Houghton, MI
 - Hunter Ice Festival - Niles, MI

IDEAS FOR WINTER MARKETING

Using some of the ideas in this guidebook, make your downtown a safe and magical place to visit this winter and develop appropriate marketing efforts to promote it.

- There's no bad weather, only bad clothing! Promote the wearing of appropriate attire.
- Consider opportunities to create and market community-branded winter wear.



IDEAS FOR WINTER MARKETING CONTINUED...

- Create positive winter themed marketing around downtown promotion and attraction.
- Develop winter branding for the district and businesses.
- Promote existing winter attractions in your area, enhance connectivity to existing attractions, and develop partnerships with local and regional winter attractions. Offering visitors discount cards for downtown businesses is one possibility.
- Change perceptions about winter in downtown. Promote a positive winter attitude.
- Promote downtown as a winter destination for walking, shopping, restaurants, etc.
- Create a winter activity guide for downtown highlighting attractions, special retail and dining experiences, outdoor patios, outdoor markets, and anything else your downtown has to offer during the winter season.

PROMOTION

TO DO:

- a.) Identify An Action
- b.) Assign A Leader
- c.) Determine The Correct Official, Staff Person, Or Department Leader To Connect With

ACTION ITEM	LEADER	CONNECTIONS
1.		
2.		
3.		
4.		
5.		

HELPFUL LINKS & RESOURCES

Winter Cities Institute

<https://www.wintercities.com>

Winter Cities Institute Facebook Page

<https://www.facebook.com/WinterCitiesInstitute>

City of Edmonton WinterCity Strategy

https://www.edmonton.ca/city_government/documents/PDF/COE-WinterCity-Love-Winter-Summary-Report.pdf

https://www.edmonton.ca/city_government/initiatives_innovation/wintercity-strategy.aspx

Edmonton Design Guidelines

https://www.edmonton.ca/city_government/documents/PDF/WinterCityDesignGuidelines_draft.pdf

Edmonton Winter Patio Design Guide

https://www.edmonton.ca/city_government/documents/PDF/all-season-patio-design-tips.pdf

8 80 Cities Wintermission

https://www.880cities.org/portfolio_page/wintermission/

City of Houghton Winter City Planning Report (1997)

https://www.cityofhoughton.com/wp-content/uploads/2020/02/City_plans_Winter_City_Planning_Report.pdf

City of Houghton Master Plan 2019

<https://www.cityofhoughton.com/wp-content/uploads/2020/07/Master-Plan-2019-2023.pdf>

Ann Arbor Heated Patios

https://www.mlive.com/news/ann-arbor/2020/10/heated-patios-carryout-what-ann-arbor-area-restaurants-will-do-to-keep-people-coming-this-winter.html?fbclid=IwAR0tCp7ODPL-S27yBBUCH4FgJ08ZisJZG0uVvqeXtxl_OEiXfXWP7vulaQM

Grand Rapids Patio Grant Program

https://www.mlive.com/news/grand-rapids/2020/10/grand-rapids-board-approves-200k-to-help-restaurants-winterize-outdoor-seating-areas.html?utm_campaign=mlivedotcom_sf&utm_source=facebook&utm_medium=social&fbclid=IwAR1Wdcl5bAWoVol5uxE7zfSIODL1WKFBx_J3qb_jFihDTa3C-YbBJ8whJXA

Chicago Patio Design Contest

<https://challenges.openideo.com/challenge/city-of-chicago-winter-dining-challenge/top-ideas>



What AI Fresco Dining May Look Like When It's Cold

<https://www.bloomberg.com/news/features/2020-10-20/what-outdoor-dining-may-look-like-in-winter>

Winter Places: A Design Guide for Winter Placemaking

<https://patronicity.s3.amazonaws.com/static/bench/Winter+Places+-+Design+Guide+for+Winter+Activation+2020.pdf>

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