



# STRATEGIC GOALS & OBJECTIVES

## Goal 1: Create housing choices for Village residents.

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

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

Objective	Tasks & Resources Needed	Progress to Date	Next Steps
<b>Develop multi-phase sidewalk plan for north side of Ames Street.</b>	<ul style="list-style-type: none"> <li>• Staff drafts sidewalk plan, including preliminary design and financing options.</li> <li>• Village Council adopts plan and finances project.</li> </ul>	<ul style="list-style-type: none"> <li>• 2020 Sidewalk assessment for residential areas complete.</li> <li>• 2021 Council created sidewalk committee to review related ordinances.</li> </ul>	<ul style="list-style-type: none"> <li>• Sidewalk committee meets to consider ordinances discusses funding options.</li> </ul>
<b>Assess involvement in water trail project.</b>	<ul style="list-style-type: none"> <li>• Staff to evaluate options for developing a corridor plan and make recommendations to Village Council.</li> </ul>	<ul style="list-style-type: none"> <li>• 2021 C2AE Ames Street Plan approved by Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure funding through a grant, borrowing, etc. to start the project.</li> </ul>



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

Objective	Tasks & Resources Needed	Progress to Date	Next Steps
<b>Support construction and maintenance plan for Traverse City to Charlevoix Trail.</b>	<ul style="list-style-type: none"> <li>• Staff, in concert with trail partners, will be developing a construction and maintenance plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Trail Alliance has been meeting to discuss this project, Village Manager and Trustee in attendance.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete remaining links in trail from TC to Charlevoix.</li> <li>• Potentially develop collaboration and multijurisdictional involvement by establishing a legal “authority” or district.</li> </ul>
<b>Assess involvement in water trail project.</b>	<ul style="list-style-type: none"> <li>• Staff presents information on project for consideration of support from Village Council.</li> </ul>	<ul style="list-style-type: none"> <li>• 2021 Council approved plan as presented by Paddle Antrim to redo kayak launch at Rotary Park.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure financing for the Rotary Park improvements.</li> <li>• Village Manger work with Paddle Antrim to develop strategy to improve the project forward for construction.</li> </ul>
<b>Develop a sidewalk construction plan for the entire Village.</b>	<ul style="list-style-type: none"> <li>• Staff drafts initial sidewalk construction plan, including preliminary design, prioritization of locations, and financing options.</li> <li>• Village Council considers and adopts plan.</li> </ul>	<ul style="list-style-type: none"> <li>• 2020 Sidewalk assessment plan outlines priority repairs and financing for existing sidewalks.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider hiring an engineer to complete a Village Sidewalk Construction Plan (according to DPW Superintendent).</li> <li>• Update capital sidewalk plan.</li> <li>• Hire a traffic consultant to look at places to “calm traffic” where people walk.</li> </ul>

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

Objective	Tasks & Resources Needed	Progress to Date	Next Steps
<b>Implementation of current Five-Year Community Recreation Plan.</b>	<ul style="list-style-type: none"> <li>• Implementation of current Five-Year Community Recreation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Will be assessed by Parks and Recreation Commission.</li> </ul>	<ul style="list-style-type: none"> <li>• Parks and Recreation Commission review the 2018 5-Year Community Parks and Recreation Plan to assess progress and form next steps.</li> <li>• Evaluate future use and location of tennis courts in Memorial Park.</li> </ul>

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

Objective	Tasks & Resources Needed	Progress to Date	Next Steps
<b>Develop community participation plan.</b>	<ul style="list-style-type: none"> <li>• Staff drafts community participation plan as required by Redevelopment Ready Communities (RRC) program.</li> </ul>	<ul style="list-style-type: none"> <li>• Public Participation Plan Approved by Council in 2019. Plan available upon request.</li> </ul>	<ul style="list-style-type: none"> <li>• Review Public Participation Plan to make sure everything is still relevant.</li> </ul>
<b>Build upon Village summaries in local newspaper.</b>	<ul style="list-style-type: none"> <li>• Develop and issue press releases on newsworthy Village activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Village newsletters produced.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff will consider creating press releases and other content to pass along to the newspaper and to post on elkrapids.org.</li> <li>• Staff creating more blog posts (announcements) to post on website and share on Facebook.</li> </ul>



## Goal 5 Continued:

Objective	Tasks & Resources Needed	Progress to Date	Next Steps
Actively utilize Village website and social media accounts.	<ul style="list-style-type: none"> <li>Utilize press releases as posts on the website and social media accounts.</li> </ul>	<ul style="list-style-type: none"> <li>Website redesign launched March 31, 2021.</li> <li>Regularly posting blogs and linking to Facebook.</li> <li>Working on Strategic Communications Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Build upon current social media communication strategy.</li> <li>Utilize Strategic Communications Plan to further Village communication efforts.</li> <li>Continue to improve redeveloped website.</li> <li>Create space on website for “green” initiatives.</li> <li>Develop “Citizen’s Academy” for residents and students to increase knowledge of local government and develop future leadership.</li> <li>Conduct more frequent informal public workshops.</li> </ul>

## 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	Progress to Date	Next Steps
Obtain Redevelopment Ready Communities (RRC) certification.	<ul style="list-style-type: none"> <li>Village Council and staff commit to the training and actions needed to obtain certification.</li> </ul>	<ul style="list-style-type: none"> <li>Halfway through the process, need to evaluate remaining requirements to obtain certification.</li> </ul>	<ul style="list-style-type: none"> <li>Staff works with Council, Commissions, and other community stakeholders to obtain RRC Certification.</li> </ul>
Develop economic development strategy to engage local businesses and others to support economic development activities.	<ul style="list-style-type: none"> <li>Village Council and staff reach out to local business leaders to develop strategy.</li> <li>Utilize strategy as part of requirement for RRC.</li> </ul>	<ul style="list-style-type: none"> <li>DDA conducting a business listening plan, results could be used as a basis for the Economic Development Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Use ongoing DDA “Listening Plan” and forthcoming “13 Ways” Community Project to create an Economic Development Strategy to identify future business needs in the community.</li> <li>Increase broadband capacity.</li> </ul>

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

Objective	Tasks & Resources Needed	Progress to Date	Next Steps
Identify and implement a stormwater demonstration project.	<ul style="list-style-type: none"> <li>Staff identifies and drafts the design, cost, financing, maintenance for a stormwater demonstration project.</li> </ul>	<ul style="list-style-type: none"> <li>Identified sites such as Cedar Street.</li> <li>Starting bioswale and rain gardens.</li> </ul>	<ul style="list-style-type: none"> <li>Identified sites such as Cedar Street.</li> <li>Starting bioswale and rain gardens.</li> </ul>
Review zoning ordinance standards to improve stormwater requirements.	<ul style="list-style-type: none"> <li>Staff and Planning Commission reviews zoning ordinance regulations related to stormwater.</li> </ul>	<ul style="list-style-type: none"> <li>Planning Commission Chair has recommended to find an environmental consultant to look at issues such as this.</li> </ul>	<ul style="list-style-type: none"> <li>Gather input from Planning Commission.</li> <li>Zoning ordinance review from Staff, Planning Commission, as well as third-party professional.</li> </ul>