



Village of Elk Rapids

STRATEGIC GOALS & OBJECTIVES

UPDATED NOVEMBER 1, 2021

Goal 1: Create housing choices for Village residents.

Objective	Tasks & Resources Needed	Progress to Date	Next Steps
Conduct housing market inventory and analysis.	<ul style="list-style-type: none"> • Staff to gather data sources, existing reports, and other information. • Analyze data and provide initial recommendations to Planning Commission and Village Council on current housing issues and needs. 	<ul style="list-style-type: none"> • 2019 Elk Rapids Employee Housing survey conducted. PowerPoint of results available upon request. 	<ul style="list-style-type: none"> • Revisit survey results with Housing Committee and Planning Commission. • Consider reissuing survey to compare today's results vs. the 2019 survey.
Identify desired housing types and potential housing development sites.	<ul style="list-style-type: none"> • Utilizing housing market inventory and analysis, Staff, Planning Commission, and Village Council to decide on desired housing types and potential development sites. • Use information to market the community. 	<ul style="list-style-type: none"> • Housing Task Force dissolved then reappointed in September, 2021. • Bill Clous Project ongoing. • Single family housing deemed most desirable for the community. 	<ul style="list-style-type: none"> • Continue Bill Clous project. • Eventually create Village marketing strategy.
Consider developing short-term rental regulations.	<ul style="list-style-type: none"> • Utilizing housing market inventory and analysis, staff to provide alternatives to managing and regulating short-term rentals. 	<ul style="list-style-type: none"> • Short-Term Rental Ordinances (502 & 503) approved by Council in 2020. 	<ul style="list-style-type: none"> • Amend regulations as needed.
Review zoning ordinance to reduce obstacles to housing development.	<ul style="list-style-type: none"> • Staff and Planning Commission to study the current zoning regulations that may inhibit housing and provide recommended changes. 	<ul style="list-style-type: none"> • Housing Task Force needs to review. 	<ul style="list-style-type: none"> • Planning & Zoning Administrator along with Planning Commission will review housing related ordinances. • Consider third-party review of Zoning Code of Ordinances for recodification.

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
Develop multi-phase sidewalk plan for north side of Ames Street.	<ul style="list-style-type: none"> • Staff drafts sidewalk plan, including preliminary design and financing options. • Village Council adopts plan and finances project. 	<ul style="list-style-type: none"> • 2020 Sidewalk assessment for residential areas complete. • 2021 Council created sidewalk committee to review related ordinances. • June 21, 2021 Council approved sidewalk ordinance that allows for sidewalk maintenance outright from budget or levy half the costs from property owners. 	<ul style="list-style-type: none"> • Update sidewalk plan and focus on North Ames Street development and funding.
Assess involvement in water trail project.	<ul style="list-style-type: none"> • Staff to evaluate options for developing a corridor plan and make recommendations to Village Council. 	<ul style="list-style-type: none"> • 2021 C2AE Ames Street Plan approved by Council. 	<ul style="list-style-type: none"> • Secure funding through a grant, borrowing, etc. to start the project. • Looking into the MITTIN Coalition to get funding.

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

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

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
Implementation of current Five-Year Community Recreation Plan.	<ul style="list-style-type: none"> Implementation of current Five-Year Community Recreation Plan. 	<ul style="list-style-type: none"> Will be assessed by Parks and Recreation Commission. 	<ul style="list-style-type: none"> Parks and Recreation Commission review the 2018 5-Year Community Parks and Recreation Plan to assess progress and form next steps. Evaluate future use and location of tennis courts in Memorial Park. Begin process for the upcoming Five-Year Community Recreation Plan.

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
Develop community participation plan.	<ul style="list-style-type: none"> Staff drafts community participation plan as required by Redevelopment Ready Communities (RRC) program. 	<ul style="list-style-type: none"> Public Participation Plan Approved by Council in 2019. Plan available upon request. Staff is working on Communication Plan to address other communication strategies. 	<ul style="list-style-type: none"> Review Public Participation Plan to make sure everything is still relevant. Council will review Strategic Communication Plan and eventually approve it. Develop “Citizen’s Academy” for residents and students to increase knowledge of local government and develop future leadership.
Build upon Village summaries in local newspaper.	<ul style="list-style-type: none"> Develop and issue press releases on newsworthy Village activities. 	<ul style="list-style-type: none"> Quarterly Village newsletters produced. Staff asked for quotes from the ER News for publishing summaries. Council will need to consider these costs in the budgeting process. Staff asked for quotes from the ER News for publishing summaries. Council will need to consider these costs in the budgeting process. 	<ul style="list-style-type: none"> Staff will create press releases and other content to pass along to the newspaper and to post on elkrapids.org. Staff creating more blog posts (announcements) to post on website and share on Facebook.

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"> Utilize press releases as posts on the website and social media accounts. 	<ul style="list-style-type: none"> Website redesign launched March 31, 2021. Regularly posting blogs and linking to Facebook. Working on Strategic Communications Plan. 	<ul style="list-style-type: none"> Build upon current social media communication strategy. Utilize Strategic Communications Plan to further Village communication efforts. Continue to improve redeveloped website. Create space on website for “green” initiatives. Conduct more frequent informal public workshops.

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"> Village Council and staff commit to the training and actions needed to obtain certification. 	<ul style="list-style-type: none"> Halfway through the process, need to evaluate remaining requirements to obtain certification. Planning & Zoning Administrator has met with RRC rep to discuss what needs to be done to complete process. Clerk completed RRC Best Practices Training, and Planning & Zoning Administrator has almost completed the program. 	<ul style="list-style-type: none"> Staff works with Council, Commissions, and other community stakeholders to obtain RRC Certification. Planning & Zoning Administrator is compiling necessary documents and working toward other requirements for the Village to be RRC certified.
Develop economic development strategy to engage local businesses and others to support economic development activities.	<ul style="list-style-type: none"> Village Council and staff reach out to local business leaders to develop strategy. Utilize strategy as part of requirement for RRC. 	<ul style="list-style-type: none"> DDA conducting a business listening plan, results could be used as a basis for the Economic Development Strategy. DDA held a Strategic Planning Session in September, 2021 to discuss DDE Economic Development Strategy. 	<ul style="list-style-type: none"> 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. Increase broadband capacity.

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