







# Village of Elk Rapids










## VILLAGE COUNCIL DASHBOARD PROGRESS ON STRATEGIC GOALS & OTHER INITIATIVES






Goal 1: Create housing choices for village residents.				
OBJECTIVE	SOURCE	PROGRESS	STATUS	NEXT STEPS
<b>O1: Conduct housing market inventory and analysis.</b>	2019 Strategic Plan		<ul style="list-style-type: none"> <li>Completed housing inventory and analysis in 2019.</li> <li>Housing Task Force is working on a housing strategy.</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>O2: Identify desired housing types and potential housing development sites.</b>	2019 Strategic Plan		<ul style="list-style-type: none"> <li>Housing Task Force working on Request for Proposals (RFP) for the Bridge Street Housing Project next to the Police Station.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support the Bridge Street project and look for other opportunities within the village for attainable housing.</li> </ul>
<b>O3: Consider developing short-term rental regulations.</b>	2019 Strategic Plan		<ul style="list-style-type: none"> <li>Completed in 2020. Caps for STRs in the village raised from 50 to 61 in 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Amend regulations as needed.</li> </ul>
<b>O4: Review zoning ordinance to reduce obstacles to housing development.</b>	2019 Strategic Plan		<ul style="list-style-type: none"> <li>Planning Commission reviewing several zoning codes to aid in workforce housing projects in the village.</li> </ul>	<ul style="list-style-type: none"> <li>Planning &amp; Zoning Administrator along with Planning Commission to review ordinances to consider housing development obstacles.</li> </ul>
<b>Support development process for Bridge Street Housing Project.</b>	2022 Council Vote		<ul style="list-style-type: none"> <li>Council approved RFP. The RFP is due January 20, 2023.</li> <li>Rezoning may occur based on proposals from developers.</li> <li>In preliminary conversations with the county on recycling relocation and community garden representatives on relocation in partnership with the Elk Rapids Public School system.</li> </ul>	<ul style="list-style-type: none"> <li>Review RFP submissions after deadline.</li> <li>Continue discussions on recycling alternatives and the future of the community garden with relevant stakeholders.</li> </ul>





Goal 2: Improve Ames Street Corridor				
OBJECTIVE	SOURCE	PROGRESS	STATUS	NEXT STEPS
<b>O1: Develop multi-phase sidewalk plan for north side of Ames Street.</b>	2019 Strategic Plan		<ul style="list-style-type: none"> <li>Conversations during budget time may prioritize residential and business district sidewalks.</li> </ul>	<ul style="list-style-type: none"> <li>Update sidewalk plan and focus on North Ames Street development and funding.</li> </ul>
<b>O2: Create a corridor plan for Ames Street that includes lighting, landscaping, and signage.</b>	2019 Strategic Plan		<ul style="list-style-type: none"> <li>Ames Street Plan approved in 2021, waiting on funding options.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding through a grant, borrowing, etc. to start the project.</li> <li>See if MDOT funding is available.</li> </ul>
<b>Foster a consistent Village character and incentivize commercial investment.</b>	2019 Strategic Plan		<ul style="list-style-type: none"> <li>Ames Street Plan approved in 2021, waiting on funding options.</li> </ul>	<ul style="list-style-type: none"> <li>Secure funding through a grant, borrowing, etc. to start the project.</li> </ul>

<b>Goal 3: Enhance trail connectivity and walkability throughout the village.</b>				
<b>OBJECTIVE</b>	<b>SOURCE</b>	<b>PROGRESS</b>	<b>STATUS</b>	<b>NEXT STEPS</b>
<b>O1: Support construction and maintenance plan for Nakwema Trail.</b>	<b>2019 Strategic Plan</b>		<ul style="list-style-type: none"> <li>• Council approved proposed trail route in 2019.</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 legal “authority” or district.</li> </ul>
<b>O2: Assess involvement in water trail project – secure funding for Rotary Park Paddle Antrim.</b>	<b>2019 Strategic Plan</b>		<ul style="list-style-type: none"> <li>• Council approved water trail project as presented by Paddle Antrim in 2022. Grant was submitted for the project in March/April 2022, awaiting results.</li> </ul>	<ul style="list-style-type: none"> <li>• Wait to see if the village was awarded the DNR grant that Paddle Antrim applied for.</li> </ul>
<b>O3: Develop a sidewalk construction plan for the entire Village.</b>	<b>2019 Strategic Plan</b>		<ul style="list-style-type: none"> <li>• Sidewalk assessment completed by Gosling Czubak. Need to create a plan with parameters for construction and timelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider hiring an engineer to complete a Village Sidewalk Construction Plan.</li> <li>• Update Capital Sidewalk Plan.</li> <li>• Have a traffic consultant look at places to “calm traffic” where people walk (e.g.: narrow lanes and bump outs).</li> </ul>
<b>Improve safety of bike and pedestrian path on South Bayshore.</b>	<b>2019 Council Vote</b>		<ul style="list-style-type: none"> <li>• Chief Dave Centala is working with a traffic study company to assess safety on South Bayshore.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the traffic study company to determine the best path forward.</li> </ul>

<b>Goal 4: Maintain and expand parks and recreation facilities at high quality standards</b>				
<b>OBJECTIVE</b>	<b>SOURCE</b>	<b>PROGRESS</b>	<b>STATUS</b>	<b>NEXT STEPS</b>
<b>O1: Implement Five-Year Community Recreation Plan.</b>	<b>2019 Strategic Plan</b>		<ul style="list-style-type: none"> <li>• Parks &amp; Recreation Commission is working collaboratively with other boards and commissions to create the Plan, due in 2023.</li> </ul>	<ul style="list-style-type: none"> <li>• Parks &amp; Recreation to hire a consultant to help guide them through the planning process.</li> </ul>
<b>Introduce new opportunities for recreational programming.</b>	<b>2019 Strategic Plan</b>		<ul style="list-style-type: none"> <li>• Offering open water safety lessons in Summer 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider other recreational programming throughout the year and fund it through the Parks &amp; Recreation budget.</li> </ul>
<b>Improve Memorial Park infrastructure and recreational opportunities.</b>	<b>2019 Strategic Plan</b>		<ul style="list-style-type: none"> <li>• New play equipment has been budgeted for and being selected by the Parks and Recreation Commission.</li> </ul>	<ul style="list-style-type: none"> <li>• Parks &amp; Recreation Commission is selecting equipment in 2022.</li> </ul>
	<b>Five-Year Community Recreation Plan</b>		<ul style="list-style-type: none"> <li>• Tennis and basketball courts are sinking, and alternative plans need to be considered.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the courts at Veterans Memorial Beach and come up with attainable proposals.</li> </ul>
<b>Upgrade open areas, e.g., picnic tables in Upper Harbor.</b>	<b>Five-Year Community Recreation Plan</b>		<ul style="list-style-type: none"> <li>• Harbor Commission decided not to do anything with the Upper Landing when last discussed. May be up for discussion during their five-year plan which is in progress.</li> </ul>	<ul style="list-style-type: none"> <li>• Harbor to consider options during their five-year plan for their operations, facilities, and assets.</li> </ul>

Goal 5: Increase informed citizen participation in the policy process of the village.				
OBJECTIVE	SOURCE	PROGRESS	STATUS	NEXT STEPS
<b>O1: Work collaboratively to develop community participation plan.</b>	<p>2019 Strategic Plan</p> <p>RRC Requirement</p>	  	<ul style="list-style-type: none"> <li>Village government has been more active than ever in engaging with community members through events such as coffee with council, citizens academy, outreach events, etc.</li> <li>Public Participation Plan was approved in 2019 but needs to be reevaluated and improved upon in order to achieve better results.</li> </ul>	<ul style="list-style-type: none"> <li>Village government will continue to attend community events and create opportunities for community members to understand and participate in the decision-making process.</li> <li>Staff to review Public Participation Plan to make sure everything is still relevant.</li> </ul>
<b>O2: Build upon Village summaries in local newspaper - distribute quarterly newsletter, post notifications.</b>	<p>2019 Strategic Plan</p>		<ul style="list-style-type: none"> <li>Staff have worked on several press releases which have been published in the Elk Rapids News.</li> <li>Seasonal newsletter has been produced since Spring 2021. Each edition there is new information, including information on the fiscal year 2022-2023 budget and RV Ordinance in the summer 2022 mega issue.</li> </ul>	<ul style="list-style-type: none"> <li>Staff will continue to create and share press releases via elkrapids.org and by sharing with relevant media sources.</li> <li>Newsletter will continue to be created and distributed on a quarterly basis.</li> </ul>
<b>O3: Actively utilize Village website and social media accounts.</b>	<p>2019 Strategic Plan</p>		<ul style="list-style-type: none"> <li>Village website was redesigned and launched in March 2021. With this, a robust announcement system on the homepage has been used to post notices, information on operations, press releases, general news, and more. Over 100 announcements have been posted in 2022 at the half-year mark.</li> <li>Staff has shared many announcements to the village's Facebook page in addition to sharing other important information from other local government pages. Engagement is up with posts that have pictures attached.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve upon the current website.</li> <li>Continue to post announcements from the village government on elkrapids.org and on the village's facebook page.</li> </ul>
<b>Conduct Citizen Satisfaction Survey</b>	<p>13 Ways Recommendations</p>		<ul style="list-style-type: none"> <li>No progress from staff. Council may want to direct staff on parameters or hire a third party to conduct a citizen satisfaction survey for best results and analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Council could consider having staff look into this or hiring a third party to oversee the process.</li> </ul>
<b>Reach agreement on selection process for new commission appointments.</b>	<p>RRC Requirement</p> <p>Prop. Ord. #2022-04</p> <p>13 Ways Recommendations</p>		<ul style="list-style-type: none"> <li>A subcommittee of three trustees was appointed at the July 18, 2022 regular council meeting to suggest amendments to the current proposed ordinance regarding the board &amp; commission member appointment process.</li> </ul>	<ul style="list-style-type: none"> <li>Subcommittee to meet and discuss improvements for the policy.</li> </ul>
<b>Educate boards and commission on communication practices.</b>	<p>13 Ways Recommendations</p>		<ul style="list-style-type: none"> <li>Staff organized a good governance training for all public board and commission members in May of 2022. More trainings being organized on DEI, ethics, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Staff will continue to seek educational opportunities for board and commission members.</li> </ul>
<b>Complete 2023 Collaborative Master Plan by 12/23</b>	<p>State Requirement</p>		<ul style="list-style-type: none"> <li>Planning Commission is working on the plan and has hired a third party to assist with the planning and engagement process.</li> </ul>	<ul style="list-style-type: none"> <li>Planning Commission will hire a consultant to aid in this process.</li> </ul>
<b>Welcome new people into the community</b>	<p>13 Ways Recommendations</p>		<ul style="list-style-type: none"> <li>No initiatives started. Council may want to provide direction to staff as how to accomplish this.</li> </ul>	<ul style="list-style-type: none"> <li>Council could give staff direction or hiring a third party to oversee this process.</li> </ul>

Goal 6: Strengthen the Village's economy and employment base.				
OBJECTIVE	SOURCE	PROGRESS	STATUS	NEXT STEPS
O1: Obtain Redevelopment Ready Communities certification.	2019 Strategic Plan RRC Requirement		<ul style="list-style-type: none"> <li>• Planning &amp; Zoning Administrator working on filing the paperwork to promote the village from essential to certified status for the RRC program.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning &amp; Zoning Administrator is waiting on a few documents, including the board &amp; commission proposed ordinance, so that the village can be a certified Redevelopment Ready Community and be eligible for funding and other RRC opportunities.</li> </ul>
O2: Develop economic development strategy to engage local businesses and others to support economic development activities.	2019 Strategic Plan		<ul style="list-style-type: none"> <li>• The DDA approved an action plan to engage with local businesses and provide support within the districts.</li> </ul>	<ul style="list-style-type: none"> <li>• DDA to use action plan in conjunction with the DDA strategic plan to facilitate economic development activities.</li> </ul>
Improve broadband access.	13 Ways Recommendations		<ul style="list-style-type: none"> <li>• Peninsula Fiber is bringing broadband to Elk Rapids.</li> </ul>	<ul style="list-style-type: none"> <li>• Hook up necessary village government systems to established fiber network.</li> </ul>
Create free co-working areas.	13 Ways Recommendations		<ul style="list-style-type: none"> <li>• The village government allows the public to use the old council chambers to meet and work.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to allow and support meeting space in old council chambers.</li> </ul>
Improve childcare services in partnership with other agencies.	13 Ways Recommendations		<ul style="list-style-type: none"> <li>• Conversations with the Elk Rapids School system on how this can be accomplished.</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss options with representatives of the school system.</li> </ul>

Goal 7: Protect the natural environment by supporting eco-friendly initiatives				
OBJECTIVE	SOURCE	PROGRESS	STATUS	NEXT STEPS
O1: Identify and implement an improved storm-water demonstration project.	2019 Strategic Plan		<ul style="list-style-type: none"> <li>• Village Government continues to work with the Watershed Project of the Grand Traverse Region on raingardens and other stormwater management projects, such as the one being installed on Cedar Street in September 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the Watershed Center of Grand Traverse Bay and other stakeholders to find additional projects and funding.</li> </ul>
O2: Review zoning ordinance standards to improve storm-water requirements.	2019 Strategic Plan		<ul style="list-style-type: none"> <li>• Planning Commission may consider these standards sometime in the future.</li> </ul>	<ul style="list-style-type: none"> <li>• Zoning ordinance review from Staff, Planning Commission, as well as third-party professional.</li> </ul>
Secure funding for Mitchell Street Sewer and Water Project.	Council		<ul style="list-style-type: none"> <li>• Council is still considering potential funding options to complete the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Council to decide on funding options.</li> </ul>
Implement Monarch City USA by expanding efforts to support pollinators and decrease toxic pesticides.	Monarch City Proc.		<ul style="list-style-type: none"> <li>• Council passed a proclamation declaring their intent to be a Monarch City and to encourage the community to support pollinators while reducing and eliminating use of neonicotinoids and other toxic pesticides.</li> </ul>	<ul style="list-style-type: none"> <li>• Village government to continue supporting these efforts.</li> </ul>