

**DOWNTOWN DEVELOPMENT AUTHORITY  
REGULAR MEETING AGENDA  
Wednesday September 9, 2020 at 6:30 pm**

Zoom Meeting

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

1. Call to Order & Roll Call
2. 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?*

Introduction of new DDA members: Kelsey Duda, Jim Witte, Barb Mullaly

*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 there from 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.*

Accept Board meeting minutes of June 10, 2020

Treasurer Report

Public Comments-Citizen comments

TIFA Training (Bill Cooper)

Unfinished Business

- Elk Rapids Internet
- Expense Report for R and R project
- Record Eagle Digital Media Campaign

New Business

- DDA Administrative Contract
- Invoices approval-Elise and Kaitlyn
- Electric Charging Station
- 9-1-2020 Workshop Discussion Results and Next Steps
  - Review workshop notes and themes
  - Review, discuss, and approve proposed next steps by consensus (approval requested)

- Statecraft Scope of Work
  - Review, discuss, and affirm proposed scope of work based on 9-1-20 workshop discussion (approval to enter into contract requested)

#### Board Comments

#### Next Meeting

- Proposed work session, Sept 22, 6P Zoom (DDA Basics training with NLEA)
- Next DDA mtg, Oct, 14, 2020, 6:30pm. Place TBD.

#### Adjournment

## **Downtown Development Regular Meeting Minutes**

**Wednesday, June 10, 2020 at 6:30 pm**

**Due to COVID-19, this meeting was held via Zoom pro webinar**

Called to order 6:30 pm

**Present:** Members- Petersen, Scram, Brubaker, Lancaster, Janisse, Quinn, Wittbrodt.

**Also present:** Village Manager, William Cooper; DDA Director, Elise Craft; DDA Administrative Assistant, Kaitlyn Szczypka.

**Citizens present:** 9

**Conflict of Interest:** None

**Introduction of Elise Craft and Kaitlyn Szczypka**

**Consent Calendar:**

- Motion to add approval expenses for new business (Elk Rapids New \$3,048; Chamber of Commerce \$3,000; Into the Woods \$825) and remove "CDC Compliance" by Petersen, seconded by Lancaster- unanimous ayes, nays-none. Motion carried.
- Motion to approve treasurer's Report and previous minutes by Petersen, seconded by Quinn- unanimous ayes, nays-none. Motion carried.

**Public Comments:** One comment in support of the River Street closure.

**Treasurer's Report:** In packet- no discussion

**Three Part COVID Recovery Plan:** Lancaster, Quinn, and Brubaker presented their progress on the plans. Discussion included an update on signage, as well as finances raised by Patroncity and donation from Village Market owner Rick Young.

- Motion to obtain financial information from the Patroncity grant program and post on the DDA webpage by Petersen, seconded by Quinn. No vote was called.
- Quinn reported that beach signs will be installed when they are and sidewalk stenciling will be done next week

**Unfinished Business:**

- TC to Charlevoix trail-Melissa West gave an update on the in-town route. Scram expressed interest on being part of the team.
- Elk Rapids/Suttons Bay Ferry-no new report
- Elk Rapids Internet-no new report.
- Trail Town-no application available as yet for 2020, team meeting next week.
- Holiday Decorations-no new report.
- River Street Closure-

- Public comments on the proposed River Street closure: 33 inputs, 20 residents, 13 business owners-total of 23 supported closure and 10 did not-7 business owners supported the closure and 6 did not-16 residents supported the closure and 4 did not.
- Motion to withdraw request for River Street Closure to the City Council by Quinn, seconded by Scram- unanimous ayes, nays-none. Motion carried.
- Petersen will get form from village office to withdraw request.

### **New Business:**

- COVID Response Plan- Petersen led discussion, Quinn mentioned that the Health Department has been checking businesses for Preparedness and Response Plans.
- MLCC Guidelines Presentation- Quinn presented the passed legislation and bills in state government regarding liquor licensing. It was mentioned that this information should be made available on the DDA site.
- Approval of MDA membership- Craft, Cooper, and Petersen explained benefits of the membership.
  - Motion to approve membership if under \$300 to renew by Petersen and seconded by Lancaster- roll call vote, unanimous ayes, nays-none.

Next meeting: July 8, 6:30pm, place TBD

Meeting adjourned at 8:00.

REVENUE AND EXPENDITURE REPORT FOR ELK RAPIDS VILLAGE  
 PERIOD ENDING 09/30/2020

GL NUMBER	DESCRIPTION	2020-21 AMENDED BUDGET	YTD BALANCE 09/30/2020	ACTIVITY FOR MONTH 09/30/2020	AVAILABLE BALANCE	% BDGT USED
<b>Fund 791 - DDA TIFA DISTRICT</b>						
<b>Dept 000</b>						
791-000-671-400	MISCELLANEOUS	0.00	177.20	0.00	(177.20)	100.00
791-000-671-700	DONATIONS	0.00	22,655.00	0.00	(22,655.00)	100.00
791-000-672-000	INTEREST	150.00	151.30	0.00	(1.30)	100.87
791-000-690-700	FROM/101/204/228/DDA TIFA D2	64,964.00	0.00	0.00	64,964.00	0.00
791-000-691-100	COUNTY TIFA TAX D2	40,907.00	38,814.52	0.00	2,092.48	94.88
791-000-691-113	TOWNSHIP TIFA TAX D2	7,075.00	6,716.08	0.00	358.92	94.93
791-000-691-200	LIBRARY TIFA TAX D2	2,772.00	2,624.15	0.00	147.85	94.67
791-000-692-300	FROM/101/204/228/DDA TIFA D3	27,230.00	0.00	0.00	27,230.00	0.00
791-000-693-000	TOWNSHIP TIFA TAX D3	2,265.00	2,785.06	0.00	(520.06)	122.96
791-000-693-200	LIBRARY TIFA TAX D3	895.00	1,087.99	0.00	(192.99)	121.56
791-000-699-000	PRIOR YR/ENDING CASH BALANCE	100,000.00	0.00	0.00	100,000.00	0.00
<b>Net - Dept 000</b>		<b>246,258.00</b>	<b>75,011.30</b>	<b>0.00</b>	<b>171,246.70</b>	
<b>Dept 791 - DDA TIFA DISTRICT</b>						
791-791-801-000	ATTORNEY	500.00	0.00	0.00	500.00	0.00
791-791-803-000	AUDITOR	950.00	0.00	0.00	950.00	0.00
791-791-804-100	PROFESSIONAL SERVICES	24,000.00	975.00	0.00	23,025.00	4.06
791-791-818-500	SOFTWARE SUPPORT	1,200.00	677.13	0.00	522.87	56.43
791-791-819-000	DDA SMALL BUSINESS RELIEF FUND	0.00	17,919.34	0.00	(17,919.34)	100.00
791-791-864-000	TRAINING/CONFERENCES	500.00	0.00	0.00	500.00	0.00
791-791-884-000	ECONOMIC DEVELOPMENT	7,000.00	0.00	0.00	7,000.00	0.00
791-791-885-200	DDA - INFRASTRUCTURE	8,000.00	0.00	0.00	8,000.00	0.00
791-791-885-300	DDA - EVENTS	6,000.00	3,868.00	0.00	2,132.00	64.47
791-791-885-400	DDA - BUSINESS DEVELOPMENT	4,000.00	0.00	0.00	4,000.00	0.00
791-791-900-000	PRINTING & PUBLICATION	200.00	19.00	0.00	181.00	9.50
791-791-954-100	STATE EMERGENCY RECOVERY EFFO	55,000.00	18,064.89	0.00	36,935.11	32.85
791-791-956-000	MISCELLANEOUS	1,000.00	1,554.36	0.00	(554.36)	155.44
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.	2,990.00	0.00	0.00	2,990.00	0.00
791-791-966-510	ATT.16 REIMB.LIBRARY	449.00	0.00	0.00	449.00	0.00
791-791-967-520	ATT.16 REIMB.COUNTY	4,026.00	0.00	0.00	4,026.00	0.00
791-791-968-530	TO/GEN/101/ATTACHMENT 16	7,104.00	0.00	0.00	7,104.00	0.00
791-791-968-540	TO/MUNI STR/204/ATTACHMENT 16	2,719.00	0.00	0.00	2,719.00	0.00
791-791-968-550	TO/WASTE COLLECT/228/ATTACHMENT	965.00	0.00	0.00	965.00	0.00
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	10,875.00	5,437.50	0.00	5,437.50	50.00
<b>Net - Dept 791 - DDA TIFA DISTRICT</b>		<b>(183,478.00)</b>	<b>(48,515.22)</b>	<b>0.00</b>	<b>(134,962.78)</b>	
<b>Fund 791 - DDA TIFA DISTRICT:</b>						

REVENUE AND EXPENDITURE REPORT FOR ELK RAPIDS VILLAGE  
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GL NUMBER	DESCRIPTION	2020-21 AMENDED BUDGET	YTD BALANCE 09/30/2020	ACTIVITY FOR MONTH 09/30/2020	AVAILABLE BALANCE	% BDGT USED
<b>Fund 791 - DDA TIFA DISTRICT</b>						
<b>TOTAL REVENUES</b>		<b>246,258.00</b>	<b>75,011.30</b>	<b>0.00</b>	<b>171,246.70</b>	<b>30.46</b>
<b>TOTAL EXPENDITURES</b>		<b>183,478.00</b>	<b>48,515.22</b>	<b>0.00</b>	<b>134,962.78</b>	<b>26.44</b>
<b>NET OF REVENUES &amp; EXPENDITURES</b>		<b>62,780.00</b>	<b>26,496.08</b>	<b>0.00</b>	<b>36,283.92</b>	<b>42.20</b>

Date	JNL	Type	Description	Reference #	Debits	Credits	Balance
Fund 791 DDA TIFA DISTRICT							
Revenues							
03/01/2020			<b>791-000-671-700 DONATIONS</b>				0.00
					BEG. BALANCE		
05/08/2020	CR	RCPT		102842		6,000.00	(6,000.00)
05/27/2020	JE	JE	DDA SMALL BUSINESS RELIEF FUND 2020	1440		13,155.00	(19,155.00)
06/12/2020	CR	RCPT		104233		500.00	(19,655.00)
07/20/2020	CR	RCPT		106373		3,000.00	(22,655.00)
09/30/2020			791-000-671-700	END BALANCE	0.00	22,655.00	(22,655.00)
TOTAL Revenues						22,655.00	(22,655.00)
TOTAL FOR FUND 791 DDA TIFA DISTRICT						22,655.00	(22,655.00)
GRAND TOTALS:						22,655.00	(22,655.00)

Date	JNL	Type	Description	Reference #	Debits	Credits	Balance
Fund 791 DDA TIFA DISTRICT							
Expenditures							
03/01/2020			<b>791-791-819-000 DDA SMALL BUSINESS RELIEF FUND</b>		BEG. BALANCE		0.00
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	1500	1,500.00		1,500.00
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	1500	1,500.00		3,000.00
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	1500	1,500.00		4,500.00
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	2200	2,200.00		6,700.00
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	1500	1,500.00		8,200.00
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	890	890.00		9,090.00
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	1500	1,500.00		10,590.00
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	1500	1,500.00		12,090.00
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	959.20	959.20		13,049.20
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	5000	500.00		13,549.20
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	1000	1,000.00		14,549.20
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	570.14	570.14		15,119.34
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	500	500.00		15,619.34
05/27/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND	800	800.00		16,419.34
06/08/2020	AP	INV	DDA SMALL BUSINESS RELIEF FUND 2020	1500	1,500.00		17,919.34
09/30/2020			791-791-819-000	END BALANCE	17,919.34	0.00	17,919.34
TOTAL Expenditures					17,919.34		17,919.34
TOTAL FOR FUND 791 DDA TIFA DISTRICT					17,919.34		17,919.34
GRAND TOTALS:					17,919.34		17,919.34



Date	JNL	Type	Description	Reference #	Debits	Credits	Balance
Fund 791 DDA TIFA DISTRICT							
Expenditures							
03/01/2020			<b>791-791-954-100 STATE EMERGENCY RECOVERY EFFOR!</b>		BEG. BALANCE		0.00
05/15/2020	AP	INV	HAND SANITIZER REIMBURSEMENT	1893	1,431.00		1,431.00
05/27/2020	AP	INV	COVID 19 SIGNS - DDA - DEPOSIT	4673	2,500.00		3,931.00
05/27/2020	AP	INV	3 PLY EARLOOP FACE MASKS	100931	301.00		4,232.00
05/27/2020	AP	INV	3 PLY EARLOOP FACE MASKS	100896	301.00		4,533.00
05/27/2020	AP	INV	ALL PURPOSE CLEANER CONCENTRATE	13-6825612-5631446	99.62		4,632.62
05/27/2020	AP	INV	SPRAY WATER BOTTLES	12-0137059-3249061	531.84		5,164.46
05/27/2020	AP	INV	SPRAY WATER BOTTLES	12-7811834-3141814	556.15		5,720.61
06/11/2020	AP	INV	APRIL/MAY 2020 ADS	APRIL/MAY 2020	3,048.00		8,768.61
06/18/2020	AP	INV	REOPENING ER CAMPAIGN VIDEO	20-0513	1,200.00		9,968.61
07/08/2020	AP	INV	SITE & RETARGETING AD	546141	600.00		10,568.61
07/08/2020	AP	INV	JUNE 2020 ADS	JUNE 2020	1,546.00		12,114.61
07/22/2020	AP	INV	DDA AD	41356	499.88		12,614.49
07/22/2020	AP	INV	DDA AD	41734	1,499.64		14,114.13
07/22/2020	AP	INV	TOILET RENTAL 5/22-5/31 DDA	37473	190.00		14,304.13
07/22/2020	AP	INV	3 PLY EARLOOP FACE MASKS	AMAZON	709.00		15,013.13
07/28/2020	AP	INV	JULY ADS - DDA	41883	999.76		16,012.89
08/11/2020	AP	INV	AD - DDA	547299	600.00		16,612.89
08/11/2020	AP	INV	AD - DDA	7/31/20	1,452.00		18,064.89
09/30/2020			791-791-954-100	END BALANCE	18,064.89	0.00	18,064.89
TOTAL Expenditures					18,064.89		18,064.89
TOTAL FOR FUND 791 DDA TIFA DISTRICT					18,064.89		18,064.89
GRAND TOTALS:					18,064.89		18,064.89

## EMPLOYMENT AGREEMENT

This employment agreement dated this twenty-fourth day of June 2020

Between:

**Employer**

**Elk Rapids Downtown Development Authority  
315 Bridge Street, Elk Rapids, MI 49629  
(The "Employer")**

**Employee**

**Kaitlyn Szczypka  
4046 Grass Lake Road  
(“The Employee”)**

### **BACKGROUND:**

- A. The Employer is of the opinion that the Employee has the necessary qualifications, experience and abilities to assist and benefit the Employer in its business.
- B. The Employer desires to employ the Employee and the Employee has agreed to accept and enter such employment upon the terms and conditions set out in this Agreement.

IN CONSIDERATION OF the matters described above and of the mutual benefits and obligations set forth in this Agreement, the receipt and sufficiency of which consideration is hereby acknowledged, the parties to this Agreement agree as follows:

### **JOB TITLE**

1. The initial job title of the Employee will be the following: Administrative Assistant.
  - a. The Employee began job duties on June 10, 2020.
2. The initial job duties of the Employee will be the following:  
Responsibilities:
  - a. Attend DDA meetings and take minutes.
  - b. Gather information and coordinate with Village personnel to compile and distribute meeting packets and send them to board members one week prior to the meeting.
  - c. Review the existing DDA webpage on the Village of Elk Rapids site and suggest changes in order or content. Provide the appropriate Village personal with approved changes and minutes, agendas, meeting packets and other items to post to the web site.
  - d. Other miscellaneous duties assigned.

3. The Employee agrees to be employed on the terms and conditions set out in this agreement. The Employee agrees to be subject to the general supervision of and act pursuant to the orders, advice and direction of the Employer.
4. The Employee will perform any and all duties as requested by the Employer that are reasonable and that are customarily performed by a person holding a similar position in the industry or business of the Employer.
5. The Employer may make changes to the job title or duties of the Employee where changes would be considered reasonable for a similar position in the industry or business of the Employer. The Employee's job title or duties may be changed by agreement and with the approval of both the Employee and the Employer or after a notice period required under law.
6. The Employee agrees to abide by the Employer's rules, regulations, policies and practices, including those concerning work schedules, vacation and sick leave, as they may from time to time be adopted or modified.

#### **EMPLOYEE COMPENSATION**

1. Compensation paid to the Employee for the services rendered by the Employee as required by this Agreement will include \$75 for each meeting attended and preparation of notes thereof, as well as an hourly rate of \$16 per hour for other tasks such as website maintenance or preparation of board packets.
2. The Employee will be paid for 7 hours of work per month and will not exceed this amount unless agreed upon with the Employer.
3. Employee shall submit a monthly invoice that will be reviewed and approved by the DDA Board at their regular monthly meeting
4. This Compensation will be payable once per month while this Agreement is in force.
5. The Employer is entitled to deduct from the Employee's Compensation any applicable deductions and remittances as required by law.
6. The employee's performance shall be reviewed annually and a raise equivalent to raises given to Village employees may be approved by the DDA Board.

#### **TERMINATION OF EMPLOYMENT**

1. The Employee and the Employer agree that reasonable and sufficient notice of termination of employment by the Employer is the greater of two (2) weeks or any minimum notice required by law.
2. If the Employee wishes to terminate this employment with the Employer, the Employee will provide the Employer with the greater of two (2) weeks and the minimum required by law.

3. The Termination Date specified by either the Employee or the Employer may expire on any date of the month and upon the Termination Date the Employer will forthwith pay to the Employee any outstanding portion of compensation.
4. Once notice has been given by either party for any reason, the Employee and the Employer agree to execute their duties and obligations under this Agreement diligently and in good faith through to the end of the notice period.

**Employer Signature & Date**

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**Employee Signature & Date**

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**INVOICE #2020-37**

# STATECRAFT

425 Boardman Avenue, Suite C  
Traverse City, MI 49684

(231) 313-7116 | [elise@statecraftmi.com](mailto:elise@statecraftmi.com)

**August 31, 2020**

## BILL TO

Christine Petersen, Secretary  
Elk Rapids Downtown Development Authority  
(702) 353-2925

## FOR

Strategic Planning & Board Development

Details	AMOUNT	HOURS
Board Survey	\$360.00	4
Board Meetings	\$90.00	1
Communications	\$135.00	1.5
	<b>SUBTOTAL</b>	
	\$585.00	
	<b>TAX RATE</b>	
	0.00%	
	<b>OTHER</b>	
	\$0.00	
	<b>TOTAL</b>	
	<b>\$585.00</b>	

**Thank you for your business.**

If you have any questions concerning this invoice, please contact Elise at [elise@statecraftmi.com](mailto:elise@statecraftmi.com).

# INVOICE

**DATE**

8/31/2020

**INVOICE NO 1****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	JUNE MEETING	\$75	\$75
4	JUNE WORK - phone meetings, emails, training, etc.	\$16/HOUR	\$64
7	JULY WORK - phone meetings, emails, training, contract creation, etc.	\$16/HOUR	\$112
2	AUGUST WORK - correspondence, planning for September meeting	\$16/HOUR	\$32

Total

**Village of Elk Rapids Downtown Development Authority  
Workshop  
September 1, 2020**

**Workshop Attendees:**

Katie Caddy, DDA  
Jim Janisse, DDA  
Christine Peterson, DDA  
Jim Whitte, DDA (official 9/9)  
Barb Mulally, DDA (official 9/9)  
Kathy Wittbrodt, DDA  
Kelsey Duda, DDA (official 9/9)  
Steve Thomas, DDA  
Becky Lancaster, DDA  
Meryl Cole, Chamber of Commerce  
Laura Savoie, Chamber of Commerce  
Tom Kern, Chamber of Commerce  
Trisha Perlman, Village Council

**Discussion Topics**

Going around the room, asked each attendee to share:

- What excites you about the future of downtown Elk Rapids?
- What do you personally feel energy towards and want to work on with the DDA?  
Where do you want to plug in?

**Round Robin #1: What excites you about the future of downtown Elk Rapids?**

- We have an opportunity to rebuild and redefine Elk Rapids, with retention of existing businesses and new businesses. We get to work together and be on the same page. Trail Town designation is a good opportunity.
- My excitement is broader than just downtown. We have opportunities on 131 corridor and main street district. Lots of demand for our local real estate, which provides an opportunity to recruit young families and full-time residents to support both tourism and year-round amenities.
- Fiber/internet and trail town are both opportunities. Lots of positive things can happen when small towns pull together.
- The brainpower of our people is an opportunity. Six months ago we weren't thinking outside the box and now we are forced to. We can redefine what our

community/businesses can look like.

- The opportunity to put Elk Rapids on the map.
- No one has the town that we do with the infrastructure that we have. We need to make the most of it. Anybody who has ever had a connection with Michigan is trying to find a place here. It will be interesting to see who is here year-round and who is seasonal. Hopeful that some businesses that are closed will reopen and we need to focus on consistent wins: farmers market and trail town are huge opportunities.
- Covid-19 has forced us to think outside the box. The kids are learning remotely and we need better wifi/fiber which will also support telehealth opportunity. We can tap into companies and employees who work remotely. Housing is going to be a big challenge to attract remote workers. They don't need more roads, sewer and infrastructure, they need housing. We need to keep in mind that the "downtown district" far exceeds the downtown core. We need to expand beyond the events and development that is solely downtown focused.
- To be honest, I'm not very excited because it feels like we're stagnant right now. I see a lot of opportunity with TART, Paddle Antrim, fiber, and new Library.
- I'm excited that people are willing to take a look at this again. That we're all here. This is not the first attempt in trying to get the DDA in a structure that works for this community and there is always someone that doesn't want this done. That voice gets very loud. Yet, people are willing to step up and continue to try. We have lots to do here but it takes courage—community courage. We have to focus on what is in the best interest of the community as a whole. We have to have civility and reconcile with the fact that we've tended to only bring the people that agree with us under the tent and we don't hear the naysayers until we've gone so far that their voices aren't heard or are perceived as negative (library is a good example). This disenfranchises the community. We have to ask, "what do you want to see?", find common alignment, and work on those shared goals first. There is a lack of trust from the community without this.
- It's been tough. The opportunities here are unreal—we have a great downtown and a great beach. We're between Traverse City and Charlevoix. We got sidetracked on marketing that message and we need to get back to our brand awareness.
- The projects that we're excited about are going to happen. For the DDA, I'd like to strive to find out more about the members in our district (not just downtown) and connect with them regarding what the DDA is/does and how they can plug in. It's time to reach out and create an intimate and collaborative network with the businesses that we are here to serve. Within 1-2 years of this relationship building, we could tap ideas, talent, resources, and support that we don't know even exists yet. We need to pull in people and make them feel a part of the DDA and our community. We need to review local leadership (commissions, council,



DDA) and our ability to create collaborative relationships. List stakeholders in our goals and follow through with our goals. We should be collaborating and networking a lot more with key stakeholders; the Chamber is a big one. How do we create collaborative relationships?

- **Connectivity.** This group is disconnected. Our district is disconnected. Jumping into projects right away without managing internal strategy is going to get us nowhere. It's weird to me that we're still talking about this action plan without addressing the tension in the room. It is tense in this room right now. I've been observing the body language and it feels tense to me. Imagine that this group is connected within ourselves and within our community is really powerful to me. Kingsley DDA hosts a community coffee hour (with social distancing in place during COVID) and the reception from the business community has been tremendous. Businesses can share their individual struggles and opportunities.. Connectivity is important to me and I love being here because of the connection I feel in this community. How can we foster connectivity within the DDA and with the DDA and our community?

#### **Reactions to Round Robin #1 Discussion:**

- We need to heal the group. We had a really bad division recently, within the DDA and between the DDA and our business owners. It's extra difficult because no one can just pop into a place see each other now due to COVID. A coffee hour might help. We are all missing the interaction and business owners are feeling like no one is listening to them. We need to do some healing.
- People are flocking to this community. We want them to be engaged, connected, and contributing, including financially.
- Yes, there are divisions. But we've learned a big lesson over the last 4 months: honesty, honesty, honesty. If you don't have the answer, you don't have the answer and you don't make it up.
- We're not just serving the downtown core, we have Ames Street and US-31 corridor to consider.
- The needs of our district are different, including the downtown, Ames Street corridor, and manufacturing district. No one from DDA has ever sat down with manufacturing users and asked for their needs and objectives. We have 700 people that work in manufacturing in Elk Rapids township. We have world class manufacturers here (medical, CNC, brewery) and they're not on the DDA's radar. They are on the chamber's radar and it's critical that we approach these stakeholders together, collaboratively.
- That last point is so important—engaging collaboratively with manufacturing

stakeholders.

- We need education on DDA basics—what is the DDA, what does it do, what can it do for the community and businesses—and what does the community and businesses need the DDA to do?
- We need to consider our that local population is only about 50% year-round residents and these are the individuals voting in leadership. We need to balance tourism and year-round needs.
- It's all about relationships.
- We need coordination between the Village and DDA and both need to be singing the same tune, asking “what can we do to help you?” with business and retail owners.
- When I first moved here, the Chamber contacted me immediately. It felt so inclusive and that's what I want the DDA to feel like.
- We should include Village staff in this conversation.
- There are ood resources for economic development within a DDA toolbox. It's really about getting people to understand how these can be used and what different stakeholders need. Someone like Jean Derenzy, DDA Director in Traverse City, would be an excellent resource for us.
- Every business owner should be asked “what limits you from growing your business in Elk Rapids?”. They will all have an answer.
- There's a lot of new faces in the business community and we need to tour each of these businesses and get an idea of who these folks are. We might hold a socially distanced business after hours?
- I see what we are saying about connectivity and the need to focus on Ames Street. I feel a sense of urgency and want a multi-pronged approach.
- There is a tension between getting started and getting educated but we can't start projects without sense of where the community is at.
- Suggest that we add a workshop meeting like this in between our regular DDA board meetings, at least for now. This provides an opportunity to discuss more informally without making decisions and allows us to continue to get to know one another and build trust.
- The DDA needs to start from the ground and build back up. You have to build trust with the community before you move forward with anything.
- The DDA needs to be really firm on what you are about with the community. Need brand identity.

**Round Robin #2: Given this discussion and acknowledgement that we have a lot of internal and external relationship and trust building to do...**

**What do you personally feel energy towards and want to work on with the DDA?**

## Where do you want to plug in?

- Katie: Connection. Starting at the bottom and growing it up.
- Becky: Networking; I enjoy making people feel that they matter and learning more about them and what their businesses are.
- Meryl: Marketing, brand rebuilds, and brand communications.
- Laura: Providing community information and communication. We're (Chamber) here to help.
- Trisha: Rules and guidelines for DDA are complicated. Finding the synopsis about what the DDA is going to do is going to be helpful. Talking with residents and building empathy. There seems to be a division between people who live here and the economics. Letting residents and business owners try on each others perspective is important.
- Barb: Individual communications and particularly in a non-downtown geography, like connecting with manufacturers and other businesses.
- Kelsey: Still working this question out, as I'm new to this community and DDA.
- Kathy: I have a lot of information from being on the street every single day and meeting with various people. I like the creative side of what we do, and I like visuals. I have a million ideas. We need to market our unique assets, like the fact that we have 5 bridges in town.
- Jim: Connectivity means bringing people together that have likenesses and differences. Not having a plan for the DDA yet might be a good thing because by first asking questions we can develop that plan. And by pollinating the different groups together, we can start opening eyes and ideas. We need to identify each businesses strength and how they can contribute. I enjoy finding out what makes people tick and discovering how to turn that into a positive for the community and DDA and move forward.
- Steve: I enjoy helping on the connectivity between different people and helping with planning and implementing projects. People want to know what's going on around here.
- Christine: I'm excited about working on the trail town designation. I would also like to meet with some of the office businesses on Ames Street; I think that's a really important project and don't feel like the Ames Street stakeholders feel like they're included in the community.
- Jim: I want to start bringing people together. We're missing this whole social aspect right now and there's so much anger going on. We need to come together to reduce animosity.

## Next Steps:

- **TIFA Basics training by Bill Cooper, Village President**—September 9<sup>th</sup> at 6:30P (regular DDA board meeting).
- **Village Council Candidate Forum hosted by the Chamber of Commerce (Zoom)**—September 23<sup>rd</sup> at what time?
- **DDA Basics training by NLEA**—Date, time TBD. Elise contacted NLEA on 9/3 to discuss next steps in terms of content and date. Stay tuned!
- **DiSC assessment training by Lucille Chrisman (or similar)**—Lucille is a well-respected organizational/leadership development consultant who assists individuals and teams develop their unique strengths and work better, together. If the DDA is interested, I think this could be a good opportunity to continue to build trust and understanding among the DDA members and would be happy to obtain a quote/scope from Lucille. DiSC is one example of a personal strengths test and tool, but there are other examples (Strength Finder, Enneagram, etc).
- **Community listening.** Create a list of stakeholders to connect with (including business owners, community leaders, residents, etc.) and make a plan for connection. Who from the DDA will connect with who? When? How? What questions are we asking of these stakeholders and what are the basic talking points each DDA board member will be working from, in terms of what the DDA hopes to do and be in Elk Rapids?
- **Partnership development.** Begin and/or continue regular dialogue with community partners, including the Village, Chamber, and who else? Make a plan for who is responsible for connecting with each partner and how those discussions will be shared with the full DDA board so that everyone is on the same page.
- **What else?** Other next steps to take? Are there existing projects that are in motion and time-sensitive? Other big-picture or healing/trust-building activities to do together?

**Elk Rapids Downtown Development Authority**  
**Statecraft Scope of Work (Proposed)**  
*September 3, 2020*

**Overview:** Based on the recently identified need to develop stronger connectivity and build trust between the DDA Board and between the DDA and its community stakeholders and partners, Statecraft proposes to assist the DDA with 1) coordination of training and organizational development opportunities and 2) developing and implementing a community listening process to inform the DDA's next steps and role in the Elk Rapids community.

**Proposed Scope of Work**

This proposed scope of work details a two-phase process as follows:

- **Phase 1—Connect, Learn, and Listen.** Hire Statecraft on contract basis to support 1) DDA board education and development and 2) develop and implement a community listening process.
- **Phase 2— Phase 2: Strategic Planning?** Hire Statecraft on a contract basis to facilitate strategic planning based on community listening (and including more community listening!). This phase and its desired outcomes should remain flexible until a better understanding of what the community wants from the DDA is obtained in Phase 1.

**Proposed Activities, Costs, Deliverables, Timing:**

*1. Coordinate survey of DDA board members and facilitate board discussion to inform and develop next steps (in process)*

Hours: 10

Cost: \$1,000

Deliverable/Outcome: Board survey, outcomes report to inform next steps, September 1 workshop session of DDA Board

*2. Coordinate DDA member training with NLEA*

Hours: TBD

Cost: TBD

Deliverable/Outcome: Training event, better understanding of how DDAs operate, what DDAs are legally required to do (or not to do); what community and economic development tools exist in DDA toolbox

Timing: September 2020

*3. Coordinate org. development training with professional consultant*

Hours: TBD

Cost: TBD

Deliverable/Outcome: Personal assessments, training event, tools/tips for understanding board members' individual strengths and working effectively together

Timing: October 2020

*4. Support development and implementation of community listening process with DDA Board*

Hours: TBD

Cost: TBD

Deliverable/Outcome: Engagement plan, talking points & questions, interview support, outcomes report to inform DDA next steps.

Timing: September 2020—December 2020

**Total Cost:**

**TBD**

**About Statecraft**

Elise Crafts, owner of Statecraft, LLC, is a professionally certified planner turned community developer, who founded Statecraft in 2018 to help organizations implement their ideas.

Elise works with communities who have expressed a need, vision, or plan, but need backbone support to implement the solution. This work requires a little bit of everything—partnership development, community engagement, project management, communication, fundraising, team building, planning—and the day-to-day is ever-changing. The one constant (and best part) is the relationship-building with the courageous, dedicated, and bright community leaders that Elise works alongside. She is grateful for their partnership and grit as they build connections, resources, and momentum to achieve their community-driven goals.

Elise has a Masters in geography from Western Michigan University and a Bachelors in geography, sociology, and writing from Aquinas College. She lives in Traverse City and works with community, nonprofit, and business organizations in northern Michigan.