

# **Traverse City Downtown Development Authority Regular Meeting**

**Friday, January 20, 2023**

**9:00 am**

Training Room, Governmental Center  
400 Boardman Avenue  
Traverse City, Michigan 49684



The City of Traverse City does not discriminate on the basis of disability in the admission to, access to, treatment in, or employment in, its programs or activities. Penny Hill, Assistant City Manager, 400 Boardman Avenue, Traverse City, Michigan 49684, phone 231-922-4440, TDD/TTY 231-922-4412, VRS 231-421-7008, has been designated to coordinate compliance with the non-discrimination requirements contained in Section 35.107 of the Department of Justice regulations. Information concerning the provisions of the Americans with Disabilities Act, and the rights provided thereunder, are available from the ADA Coordinator.

If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator.

The City of Traverse City and Downtown Development Authority are committed to a dialog that is constructive, respectful and civil. We ask that all individuals interacting verbally or in writing with board members honor these values.

Downtown Development Authority:  
c/o Jean Derenzy, CEO  
(231) 922-2050  
Web: [www.dda.downtowntc.com](http://www.dda.downtowntc.com)  
303 East State Street, Suite C  
Traverse City, MI 49684

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# Welcome to the Traverse City Downtown Development Authority meeting

## Agenda

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### 1. CALL TO ORDER

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### 2. ROLL CALL

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### 3. REVIEW AND APPROVAL OF AGENDA

- A. Consideration of approving the agenda as presented.

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### 4. CONSENT CALENDAR

*The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one DDA Board motion without discussion. Any member of the DDA Board, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for individual consideration by the DDA Board; and such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single DDA Board action adopting the consent calendar.*

- A. Approval of minutes of the December 16, 2022 Downtown Development Authority Board of Directors meeting (Approval Recommended) (Jean Derenzy) 7 - 18  
[Downtown Development Authority Regular Meeting - 16 Dec 2022 - Minutes - PDF](#)
- B. Consideration of approving the financial reports and disbursements for DDA, TIF 97, Old Town TIF, Parking Services and Arts Commission for December 2022 (Approval Recommended) (Jean Derenzy) 19 - 25  
[DDA General, TIF 97, Old Town TIF Combined Financials December 2022 - PDF](#)  
[TC Parking Services Financials December 2022 - PDF](#)  
[TC Arts Commission Financials December 2022 - PDF](#)
- C. Traverse Connect Q4 Results & Quarterly Accomplishments 27 - 29  
[Traverse Connect Q4 Results + Quarterly Accomplishments - PDF](#)

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### 5. ITEMS REMOVED FROM CONSENT CALENDAR



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## 6. SPECIAL ORDER OF BUSINESS

- A. Mobility Action Plan (Chris Zull, Progressive AE) 31 - 118  
[Mobility Action Plan Update Memo \(Jean Derenzy\) - PDF](#)  
[Community Engagement Summary Report - PDF](#)  
[Mobility Action Plan Presentation \(Progressive AE\) - PDF](#)
- 

## 7. OLD BUSINESS

- A. Adopt Revised TDM Study Report (Approval Recommended) 119 - 168  
(Nicole VanNess, Jean Derenzy)  
[TDM Final Report Memo \(Jean Derenzy\) - PDF](#)  
[Adopt Revised TDM Management Study Report \(Nicole VanNess\) - PDF](#)  
[TDM Plan Update Recommendations - PDF](#)  
[TDM Plan Update Appendices - PDF](#)
- 

## 8. NEW BUSINESS

- A. West End Property Purchase - City/DDA Fund Transfer (Approval Recommended) (Jean Derenzy) 169 - 174  
[West End Property Purchase - City/DDA Fund Transfer Agreement Memo \(Jean Derenzy\) - PDF](#)  
[West End Parking Structure Parcels Map - PDF](#)  
[DDA City Loan Agreement - PDF](#)
- B. Pedestrian Detour Signage (Approval Recommended) (Jean Derenzy) 175  
[Pedestrian Signage Memo \(Jean Derenzy\) - PDF](#)
- 

## 9. CEO REPORT

- A. Project Updates (Jean Derenzy) 177 - 181  
[Project Updates Memo \(Jean Derenzy\) - PDF](#)  
[Project Map \(Cass Street Bridge Area\) - PDF](#)
- 

## 10. BOARD MEMBER REPORTS

- A. Arts Commission Update (Steve Nance) 183  
[Arts Commission Update Memo \(Steve Nance\) - PDF](#)
- 

## 11. STAFF REPORTS

- A. Transportation and Mobility Director Report (Nicole VanNess) 185 - 187  
[Transportation and Mobility Director Report Memo \(Nicole VanNess\) - PDF](#)
- B. Downtown Experience Coordinator Report (Abby Taylor) 189
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[Downtown Experience Coordinator Report Memo \(Abby Taylor\) - PDF](#)

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**12. RECEIVE AND FILE**

- A. Arts Commission November 2022 Meeting Minutes 191 -  
[November 16, 2022 Arts Commission Meeting Minutes - PDF](#) 192
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**13. PUBLIC COMMENT**

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**14. ADJOURNMENT**



## CITY COMMISSION

# GOALS & OBJECTIVES

### 2022-2023

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#### **HOUSING & HOMELESSNESS**

Increase opportunities for more diverse housing through public and private options.



#### **ACCESS & MOBILITY**

Invest in multi-modal mobility strategies and existing and future infrastructure so that individuals of all ages, abilities and income have a network of complete, barrier free, safe, year round access to our community's amenities and basic needs.



#### **CONNECTING PEOPLE WITH EACH OTHER AND NATURE**

Invest in facilities and amenities in order to create vibrant City spaces that connect all people to nature and to each other.



#### **ECONOMIC DEVELOPMENT**

The City will foster economic development by adopting a growth mentality and by conserving and maintaining natural resources. It will work with partners to invest in and maintain amenities that support a wide variety of industries, build the workforce, and attract well-paying jobs with the region's future in mind.



#### **WATER SYSTEMS**

Proactively and consistently maintain, conserve, and manage water and water systems to reduce harm to the systems themselves as well as public health and safety.



#### **CLIMATE CHANGE**

Address climate within all of our City priorities, goals, policies, and actions.





**Minutes of the  
Downtown Development Authority for the City of Traverse City  
Regular Meeting  
Friday, December 16, 2022**

A regular meeting of the Downtown Development Authority of the City of Traverse City was called to order at the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 8:30 a.m.

The following Board Members were in attendance: Chairperson Gabe Schneider, Board Member Steve Nance, Board Vice Chair Scott Hardy, Board Member Damian Lockhart, Board Member Jeff Joubran, Mayor Richard Lewis, Board Member Pam Marsh, Board Member Pam DeMerle, Board Member Todd McMillen, Board Member Katy Bertodatto, and Board Member Michael Brodsky, Student Liaison Will Unger.

The following Board Members were absent: Board Member Peter Kirkwood

Chairperson Schneider presided at the meeting.

(a) **CALL TO ORDER**

Chairperson Schneider called the meeting to order at 8:30AM.

(b) **ROLL CALL**

Michael Brodsky arrived at 8:32am.

(c) **ELECTION OF OFFICERS**

**(1)**

Election of Officers (Approval Recommended) (Jean Derenzy)

Meeting turned to Jean Derenzy, DDA CEO, to call for nominations for chair of the 2023 DDA Board of Directors.

Katy Bertodatto nominated Gabe Schneider as Chair.

That the DDA Board elect Gabe Schneider as Chair.

Moved by Katy Bertodatto, Seconded by Richard Lewis

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, Katy Bertodatto, and Michael Brodsky

**Absent:** Peter Kirkwood

**CARRIED. 11-0-1 on a recorded vote**

**(2)**

Jean Derenzy, DDA CEO, turned the meeting over to Chair Schneider to complete the election of officers.

Richard Lewis nominated Scott Hardy as Vice Chair.

Richard Lewis nominated Jeff Joubbran as Treasurer.

Richard Lewis nominated Richard Lewis as Secretary.

That the DDA Board elect Scott Hardy as Vice Chair, Jeff Joubbran as Treasurer and Richard Lewis as Secretary.

Moved by Richard Lewis, Seconded by Todd McMillen

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, Katy Bertodatto, and Michael Brodsky

**Absent:** Peter Kirkwood

**CARRIED. 11-0-1 on a recorded vote**

**(d) COMMITTEE STRUCTURE**

**(1) Committee Appointments (Approval Recommended) (Jean Derenzy)**

The Following Addressed the Board:

Jean Derenzy, DDA CEO

Gabe Schneider

Steve Nance

Scott Hardy

Richard Lewis

Katy Bertodatto

Pam DeMerle

Michael Brodsky

Pam Marsh

Gabe Schneider amended the 2023 meeting schedule to reflect DDA Board meetings to begin at 9am.

Discussion of Study Sessions for 2023 being the first Friday of every month beginning in February.

That the DDA Board approve the 2023 meeting schedule as amended.

Moved by Katy Bertodatto, Seconded by Scott Hardy

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, Katy Bertodatto, and Michael Brodsky

**Absent:** Peter Kirkwood

**CARRIED. 11-0-1 on a recorded vote**

That the DDA Board of Directors appoint William (Bill) Clark of Bay Area Transportation Authority to the Parking Advisory Board.

Moved by Richard Lewis, Seconded by Scott Hardy

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, Katy Bertodatto, and Michael Brodsky

**Absent:** Peter Kirkwood

**CARRIED. 11-0-1 on a recorded vote**

(e) **REVIEW AND APPROVAL OF AGENDA**

**(1)** Consideration of approving the agenda as presented.

Gabe Schneider amended the agenda to include a closed session at the end of the meeting.

Approval of the agenda as amended.

Moved by Jeff Joubbran, Seconded by Scott Hardy

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, Katy Bertodatto, and Michael Brodsky

**Absent:** Peter Kirkwood

**CARRIED. 11-0-1 on a recorded vote**

(f) **CONSENT CALENDAR**

*The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one DDA Board motion without discussion. Any member of the DDA Board, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for individual consideration by the DDA Board; and such requests will be automatically*

*respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single DDA Board action adopting the consent calendar.*

- (1) Approval of the minutes of the November 18, 2022 Downtown Development Authority Board of Directors meeting (Approval Recommended) (Jean Derenzy)
  - (2) Consideration of approving financial reports and disbursements for DDA, TIF 97, Old Town TIF, Parking Services and Arts Commission for November 2022 (Approval Recommended) (Jean Derenzy)
  - (3) Bridge Funding (Approval Recommended) (Jean Derenzy)
  - (4) Funding for data collection State St./Pine St./Boardman Ave. (Approval Recommended) (Jean Derenzy)
  - (5) Memorandum of Understanding - TART/City of Traverse City (Approval Recommended) (Jean Derenzy)
  - (6) Additional Permits for Old Town Parking Deck (Approval Recommended) (Nicole VanNess, Jean Derenzy)
- That the DDA Board approve the consent calendar as presented.

Moved by Richard Lewis, Seconded by Todd McMillen

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, Katy Bertodatto, and Michael Brodsky

**Absent:** Peter Kirkwood

**CARRIED. 11-0-1 on a recorded vote**

(g) **SPECIAL ORDER OF BUSINESS**

- (1) Moving Downtown Forward Presentation (Approval Recommended) (Brad Segal, Jean Derenzy)

The Following Addressed the Board:

Jean Derenzy, DDA CEO  
Brad Segal  
Gabe Schneider  
Amanda Kannard  
Megan Motil  
Scott Hardy  
Steve Nance  
Katy Bertodatto  
Jeff Joubbran

That the DDA Board of Directors approve the Moving Downtown Forward final report.



Moved by Katy Bertodatto, Seconded by Steve Nance

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, Katy Bertodatto, and Michael Brodsky

**Absent:** Peter Kirkwood

**CARRIED. 11-0-1 on a recorded vote**

(h) **NEW BUSINESS**

- (1) Hardy Two-Way Traffic Conversion Project (Approval Recommended) (Nicole VanNess, Jean Derenzy)

VanNess distributed a revised memo to the Board.

The Following Addressed the Board:

Jean Derenzy, DDA CEO  
Nicole VanNess  
Pam Marsh  
Michael Brodsky  
Richard Lewis  
Katy Bertodatto  
Steve Nance  
Gabe Schneider

Richard Lewis recommended delaying this motion until after the closed session.

[Revised Hardy Two-Way Traffic Conversion PARCS - Memo](#)

(i) **CEO REPORT**

- (1) Project Updates (Jean Derenzy)

The Following Addressed the Board:

Jean Derenzy, DDA CEO  
Jeff Joubbran  
Scott Hardy  
Michael Brodsky

(j) **BOARD MEMBER REPORTS**

- (1) Arts Commission Update (Steve Nance)

The Following Addressed the Board:

Steve Nance  
Gabe Schneider

- (2) Parking Advisory Board Update (Scott Hardy)

The Following Addressed the Board:

Scott Hardy

(k) **STAFF REPORTS**

- (1) Transportation and Mobility Director Report (Nicole VanNess)

The Following Addressed the Board:

Nicole VanNess  
Gabe Schneider  
Scott Hardy  
Pam Marsh  
Katy Bertodatto  
Michael Brodsky  
Richard Lewis

- (2) Communications and Outreach Director Report (Art Bukowski)

The Following Addressed the Board:

Art Bukowski  
Scott Hardy  
Pam Marsh  
Katy Bertodatto  
Jean Derenzy, DDA CEO

- (3) Downtown Experience Coordinator Report (Abby Taylor)

(l) **RECEIVE AND FILE**

- (1) DTCA November 2022 Meeting Minutes
- (2) October Parking Advisory Board Meeting Minutes
- (3) October Arts Commission Meeting Minutes
- (4) Update on State St./Pine St./Boardman Ave.

(m) **CLOSED SESSION FOR POTENTIAL PROPERTY PURCHASE MCL 15.268 (d)**  
**(MOTION REQUIRED)**

**(1)** Motion to enter into closed session.

Entered into closed session 10:02AM through Roll Call Vote.

That the DDA Board enter into closed session.

Moved by Richard Lewis, Seconded by Steve Nance

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, Katy Bertodatto, and Michael Brodsky

**Absent:** Peter Kirkwood

**CARRIED. 11-0-1 on a recorded vote**

Motion to enter back into regular session at 10:50AM.

That the DDA Board adjourn the closed session.

Moved by Jeff Joubbran, Seconded by Katy Bertodatto

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, and Katy Bertodatto

**Absent:** Peter Kirkwood and Michael Brodsky

**CARRIED. 10-0-2 on a recorded vote**

That the DDA Board of Directors recommend the City Commission execute a contract with T2 Systems, Inc. for the Hardy Parking Garage equipment and installation more-or-less of \$400,000 and for the Old Town Parking Garage for more-or-less of \$150,000 subject to approval and to its substance by the City Manager and its form by the City Attorney, and to amend the parking management software services to increase the software contract more-or-less of \$150,000 with funds available in the Auto Parking System Fund.

Moved by Richard Lewis, Seconded by Katy Bertodatto

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubbran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, and Katy Bertodatto

**Absent:** Peter Kirkwood and Michael Brodsky

**CARRIED. 10-0-2 on a recorded vote**

(n) **PUBLIC COMMENT**

The Following Addressed the Board:

Steve Nance

Jean Derenzy, DDA CEO  
Pam Marsh  
Jeff Joubran  
Katy Bertodatto  
Scott Hardy  
Damian Lockhart

(o) **ADJOURNMENT**

- (1)** Motion to Adjourn the meeting.  
That the DDA Board of Directors adjourn the meeting at 10:59AM.

Moved by Damian Lockhart, Seconded by Pam Marsh

**Yes:** Gabe Schneider, Steve Nance, Scott Hardy, Damian Lockhart, Jeff Joubran, Richard Lewis, Pam Marsh, Pam DeMerle, Todd McMillen, Katy Bertodatto, and Michael Brodsky

**Absent:** Peter Kirkwood

**CARRIED. 11-0-1 on a recorded vote**

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Jean Derenzy, Traverse City DDA  
CEO



## Memorandum

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To: DDA Board of Directors  
From: Nicole VanNess, Transportation Mobility Director  
CC: Jean Derenzy, DDA CEO  
Date: December 12, 2022  
Re: Hardy Two-way Traffic Conversion and PARCS Project

In 2020, when the DDA Board approved looking at a traffic circulation study for front and state, there was also a study to identify circulation impacts to the Hardy Parking relating to converting to two-way traffic since the ingress and egress were designed and built based on the one-way traffic patterns. WGI, Inc published the first study in February 2021. The report indicated modifications to both the entry and exit lanes due to reversed traffic patterns of oncoming traffic. The scope was updated in March of 2022 to remove Front Street and focus on State Street only. The revised impact study published by Fishbeck in March of 2022 confirmed the modifications to interior traffic patterns, operational changes and reconfiguration of lanes and equipment.

It is important to identify within this communication that equipment upgrades were identified for the Hardy Parking Garage. Upgrades to equipment are routinely scheduled in our Capital Improvement Plan for both parking garages for replacement on a seven-year basis. With all equipment, technologies need to be upgraded prior to becoming obsolete in order to keep the system operable and maintain security protocols. The largest component of the proposals has to do with the parking and revenue control systems (PARCS) software and equipment as it is most impactful to our operations.

In 2022, the DDA moved forward with plans to implement a pilot two-way traffic conversion on State Street, a request for proposals for the Hardy Two-way Traffic Conversion Project was published in September with the intent to implement the modifications identified in the Fishbeck Impact Study. The RFP was inclusive of all modifications in the report with the understanding that the equipment proposed would be capable of returning to its existing location should the pilot not be made permanent, and that one contract for all items is preferred, but proposals for individual items would be accepted.

Our current distributor no longer has a partnership with Amano McGann who has been the software and equipment vendor since 2003. The opportunity to select a new software and equipment provider increases our ability to offer increased solutions to the public. These solutions may include: remote employee monitoring and access, permit renewals through credit

card auto-renewals, online validation system, group billing for hourly parking, and enhanced shared/group account use.

**Proposals Received**

Proposals included software and equipment that is cloud-based and meets PCI and DSS (Payment Card Industry Data Security Standard) compliance. Equipment has transitioned to barcodes which will reduce equipment failures due to jams, and allow for multiple permit credential options. Software offers ability for staff to directly configure.

**Difference in solutions**

- T2 Systems proposal was inclusive of all work items: software, equipment, restriping, directional signage, electrical and conduit. Software allows for permits sold online to be immediately active based on the credential sold, and would allow for permits to be setup for monthly credit card renewals. Staff is familiar with software as vendor is the current provider of our parking management software.
- Traffic and Safety proposal included PARCS equipment and setup only. All conduit and electrical would have to be sourced through another proposal. Similar to existing system where permits sold are transferred into the PARCS software.

**Proposal Comparison**

Three proposals were received. Only one of the proposals included a response for all work items identified in the RFP. The other two proposals were for PARCS equipment only and conduit/electrical installation only.

In order to reduce operating two separate systems and to ensure consistency for all operations and end-user experiences, the Old Town parking garage equipment was included in the RFP as an optional response. This project will include a conduit, electrical, equipment purchases and software.

	T2 Systems, Inc	Traffic & Safety Control Systems	Windemuller
<b>Hardy Two-way Traffic Conversion</b>			
One-time: Paint, demolition, reconstruction	\$ 7,575.00		
Equipment to remove in-lane transactions is required			
<b>Project Total</b>	<b>\$ 7,575.00</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Hardy PARCS Equipment and Installation</b>			
One-time: Implementation and Installation	\$ 122,175.00	\$ 44,005.00	
One-time: Hardware Purchase (2 Entry, 2 CC Exit, 2 POF, 1 Central Cashier, 6 Gates, 6 AVI Readers, 15 Door Controllers)	\$ 191,028.00	\$ 223,845.00	
One-time: Electrical and Conduit Installation	\$ 24,550.00		\$ 33,729.00
Upfront and ongoing: Access Credentials (AVI, Prox)	\$ 10,164.40	\$ 14,000.00	
One-time: Training, Travel, Shipping	\$ 9,500.00	\$ 2,900.00	
One-time: Misc	\$ -	\$ 5,050.00	
Recurring: Subscriptions (5 year billed annually) - Software, Hardware, Credit Card, Intercom	\$ 66,540.00	\$ 47,880.00	
<b>Project Total</b>	<b>\$ 423,957.40</b>	<b>\$ 337,680.00</b>	<b>\$ 33,729.00</b>
<b>Value Added: Old Town PARCS Equipment and Installation</b>			
One-time: Implementation and Installation	\$ 33,295.00	\$ 30,920.00	
One-time: Hardware Purchase (2 Entry, 2 CC Exit, 2 POF, 1 Central Cashier, 6 Gates, 6 AVI Readers, 15 Door Controllers)	\$ 98,650.00	\$ 190,525.00	
One-time: Electrical and Conduit Installation			
One-time: Training, Travel, Shipping		\$ 2,435.00	
One-time: Misc		\$ 4,320.20	
Recurring: Subscriptions (5 year billed annually) - Software, Hardware, Credit Card, Intercom	\$ 66,540.00	\$ 45,360.00	
<b>Project Total</b>	<b>\$ 198,485.00</b>	<b>\$ 273,560.20</b>	<b>\$ -</b>
<b>Combined Project Total</b>	<b>\$ 630,017.40</b>	<b>\$ 611,240.20</b>	<b>\$ 33,729.00</b>

The motion before you is to approve the more-or-less pricing with contingency based on the proposals received. All final pricing include conduit and electrical runs with review of the City Engineer will be completed prior to City Commission approval. This item has been tentatively placed on the City Commission agenda for their February 6, 2023 meeting.

**Recommended Motion:** That the DDA Board of Directors recommend the City Commission execute a contract with T2 Systems, Inc. for the Hardy Parking Garage equipment and installation more-or-less of \$400,000 and for the Old Town Parking Garage equipment and installation more-or-less of \$150,000 subject to approval and to its substance by the City Manager and its form by the City Attorney, and to amend the parking management software service to increase the software contract more-or-less of \$150,000 with funds available in the Auto Parking System Fund.



# Traverse City DDA - General

## Balance Sheet Summary

As of November 30, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	4,298,318.57
Accounts Receivable	328,922.10
Other Current Assets	8,205.30
<b>Total Current Assets</b>	<b>\$4,635,445.97</b>
Other Assets	2,659.40
<b>TOTAL ASSETS</b>	<b>\$4,638,105.37</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	3,509,730.27
Credit Cards	17.99
Other Current Liabilities	488,491.98
<b>Total Current Liabilities</b>	<b>\$3,998,240.24</b>
<b>Total Liabilities</b>	<b>\$3,998,240.24</b>
Equity	639,865.13
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$4,638,105.37</b>

# Traverse City DDA - TIF 97

## Balance Sheet Summary

As of November 30, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	4,578,149.78
Accounts Receivable	2,965,337.82
Other Current Assets	0.00
<b>Total Current Assets</b>	<b>\$7,543,487.60</b>
Fixed Assets	0.00
Other Assets	0.00
<b>TOTAL ASSETS</b>	<b>\$7,543,487.60</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	103,268.76
Other Current Liabilities	48,631.87
<b>Total Current Liabilities</b>	<b>\$151,900.63</b>
<b>Total Liabilities</b>	<b>\$151,900.63</b>
Equity	7,391,586.97
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$7,543,487.60</b>

## DDA Old Town TIF

### Balance Sheet Summary

As of November 30, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	700,335.05
Accounts Receivable	587,295.98
Other Current Assets	0.00
<b>Total Current Assets</b>	<b>\$1,287,631.03</b>
<b>TOTAL ASSETS</b>	<b>\$1,287,631.03</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	1,500.00
Other Current Liabilities	0.00
<b>Total Current Liabilities</b>	<b>\$1,500.00</b>
<b>Total Liabilities</b>	<b>\$1,500.00</b>
Equity	1,286,131.03
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$1,287,631.03</b>



REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY  
PERIOD ENDING 12/31/2022

		2022-23YTD BALANCE		ACTIVITY FOR			
GL NUMBER	DESCRIPTION	NDED BUDGET	12/31/2022	MONTH ENCUMBERED 12/31/22	ENCUMBERED EAR-TO-DATE	ENCUMBERED BALANCE	% BDGT USED
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND							
Revenues							
Dept 000 - NON-DEPARTMENTAL							
585-000-652.000	PARKING FEES-COIN	1,700,000.00	1,072,242.57	7,920.50	0.00	627,757.43	63.07
585-000-653.000	PERMITS-SURFACE LOTS	200,000.00	92,030.50	18,886.00	0.00	107,969.50	46.02
585-000-653.007	PERMITS - NEIGHBORHOOD	0.00	1,920.00	0.00	0.00	(1,920.00)	100.00
585-000-653.010	DESTINATION DOWNTOWN	0.00	20.00	10.00	0.00	(20.00)	100.00
585-000-656.010	PARKING FINES	200,000.00	148,631.50	5,976.50	0.00	51,368.50	74.32
585-000-664.000	INTEREST & DIVIDEND EARNIN	66,000.00	33,841.08	0.00	0.00	32,158.92	51.27
585-000-677.000	REIMBURSEMENTS	4,700.00	2,212.73	0.00	0.00	2,487.27	47.08
585-000-686.000	MISCELLANEOUS INCOME	0.00	530.00	0.00	0.00	(530.00)	100.00
585-000-699.000	PRIOR YEARS' SURPLUS	0.00	(95,978.26)	(44,936.26)	(102,021.74)	198,000.00	100.00
Total Dept 000 - NON-DEPARTMENTAL		2,170,700.00	1,255,450.12	(12,143.26)	(102,021.74)	1,017,271.62	53.14
Dept 586 - HARDY DECK							
585-586-651.000	PARKING DECK PROCEEDS	250,000.00	209,916.33	12,956.58	0.00	40,083.67	83.97
585-586-653.005	PERMITS-PARKING DECK	180,000.00	101,304.00	43,946.00	0.00	78,696.00	56.28
Total Dept 586 - HARDY DECK		430,000.00	311,220.33	56,902.58	0.00	118,779.67	72.38
Dept 587 - OLD TOWN DECK							
585-587-651.000	PARKING DECK PROCEEDS	70,000.00	57,473.55	16.00	0.00	12,526.45	82.11
585-587-653.005	PERMITS-PARKING DECK	100,000.00	52,250.00	1,590.00	0.00	47,750.00	52.25
585-587-686.000	MISCELLANEOUS INCOME	0.00	1,250.00	1,250.00	0.00	(1,250.00)	100.00
Total Dept 587 - OLD TOWN DECK		170,000.00	110,973.55	2,856.00	0.00	59,026.45	65.28
TOTAL REVENUES		2,770,700.00	1,677,644.00	47,615.32	(102,021.74)	1,195,077.74	56.87
Expenditures							
Dept 585 - AUTOMOBILE PARKING SYSTEM							
585-585-702.000	SALARIES AND WAGES	9,700.00	1,235.52	241.78	0.00	8,464.48	12.74
585-585-704.000	EMPLOYEE OVERTIME	2,000.00	86.69	0.00	0.00	1,913.31	4.33
585-585-714.000	HEALTH SAVINGS ACCT EXPEN	0.00	31.49	(0.59)	0.00	(31.49)	100.00
585-585-715.000	EMPLOYER'S SOCIAL SECURITY	200.00	88.41	17.99	0.00	111.59	44.21
585-585-716.000	EMPLOYEE HEALTH INSURANC	100.00	58.75	9.80	0.00	41.25	58.75
585-585-717.000	EMPLOYEE LIFE/DISABILITY IN	0.00	13.94	2.32	0.00	(13.94)	100.00
585-585-718.000	RETIREMENT FUND CONTRIBU	700.00	286.49	0.00	0.00	413.51	40.93
585-585-727.000	OFFICE SUPPLIES	6,000.00	2,358.38	304.95	0.00	3,641.62	39.31
585-585-740.000	OPERATION SUPPLIES	37,000.00	17,587.54	239.06	43,509.11	(24,096.65)	165.13
585-585-801.000	PROFESSIONAL AND CONTRAC	1,006,000.00	336,399.55	643.95	1,107,170.73	(437,570.28)	143.50
585-585-802.000	INFORMATION TECHNOLOGY S	197,550.00	20,285.66	3,658.50	320,967.06	(143,702.72)	172.74
585-585-810.000	COLLECTION COSTS	500.00	0.00	0.00	0.00	500.00	0.00
585-585-850.000	COMMUNICATIONS	24,000.00	6,442.71	0.00	195,873.00	(178,315.71)	842.98
585-585-854.000	CITY FEE	278,100.00	0.00	0.00	0.00	278,100.00	0.00
585-585-860.000	TRANSPORTATION	5,000.00	2,206.00	0.00	0.00	2,794.00	44.12
585-585-862.000	PROFESSIONAL DEVELOPMENT	2,000.00	1,250.00	0.00	0.00	750.00	62.50
585-585-863.000	TRAINING	2,000.00	0.00	0.00	0.00	2,000.00	0.00
585-585-880.000	COMMUNITY PROMOTION	65,000.00	0.00	0.00	0.00	65,000.00	0.00
585-585-900.000	PRINTING AND PUBLISHING	14,000.00	159.51	159.51	97.94	13,742.55	1.84
585-585-910.000	INSURANCE AND BONDS	13,000.00	4,790.12	0.00	0.00	8,209.88	36.85

		2022-23YTD BALANCE		ACTIVITY FOR			
GL NUMBER	DESCRIPTION	NDED BUDGET	12/31/2022	MONTH ENCUMBERED 12/31/22	ENCUMBERED EAR-TO-DATE	ENCUMBERED BALANCE	% BDGT USED
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND							
Expenditures							
585-585-920.000	PUBLIC UTILITIES	15,000.00	3,918.26	0.00	0.00	11,081.74	26.12
585-585-930.000	REPAIRS AND MAINTENANCE	519,800.00	11,348.49	10.77	57,514.81	450,936.70	13.25
585-585-930.005	RAMSDELL GATE REPAIR & MA	1,000.00	7.64	0.00	0.00	992.36	0.76
585-585-940.000	RENTAL EXPENSE	80,900.00	21,273.71	598.00	69,533.60	(9,907.31)	112.25
585-585-956.000	MISCELLANEOUS	3,800.00	20,557.97	0.00	0.00	(16,757.97)	541.00
585-585-959.000	DEPRECIATION EXPENSE	135,000.00	0.00	0.00	0.00	135,000.00	0.00
585-585-977.000	EQUIPMENT	165,000.00	47,500.00	0.00	113,203.00	4,297.00	97.40
585-585-977.000-22-7E	EQUIPMENT	0.00	3,699.90	0.00	3,699.90	(7,399.80)	100.00
Total Dept 585 - AUTOMOBILE PARKING SYSTEM		2,583,350.00	501,586.73	5,886.04	1,911,569.15	170,194.12	93.41
Dept 586 - HARDY DECK							
585-586-727.000	OFFICE SUPPLIES	1,000.00	0.00	0.00	0.00	1,000.00	0.00
585-586-740.000	OPERATION SUPPLIES	7,000.00	3,307.03	100.00	4,181.37	(488.40)	106.98
585-586-801.000	PROFESSIONAL AND CONTRAC'	131,000.00	7,284.71	0.00	42,062.00	81,653.29	37.67
585-586-850.000	COMMUNICATIONS	6,300.00	1,280.00	0.00	0.00	5,020.00	20.32
585-586-910.000	INSURANCE AND BONDS	8,000.00	2,522.12	0.00	0.00	5,477.88	31.53
585-586-920.000	PUBLIC UTILITIES	55,000.00	12,535.06	2,037.21	0.00	42,464.94	22.79
585-586-930.000	REPAIRS AND MAINTENANCE	581,000.00	31,262.66	1,419.95	56,394.07	493,343.27	15.09
585-586-940.000	RENTAL EXPENSE	21,800.00	6,387.35	0.00	0.00	15,412.65	29.30
585-586-956.000	MISCELLANEOUS	10,000.00	0.00	0.00	0.00	10,000.00	0.00
585-586-959.000	DEPRECIATION EXPENSE	207,200.00	0.00	0.00	0.00	207,200.00	0.00
585-586-977.000	EQUIPMENT	5,000.00	0.00	0.00	(228.80)	5,228.80	(4.58)
Total Dept 586 - HARDY DECK		1,033,300.00	64,578.93	3,557.16	102,408.64	866,312.43	16.16
Dept 587 - OLD TOWN DECK							
585-587-740.000	OPERATION SUPPLIES	4,000.00	4,045.80	106.16	4,258.53	(4,304.33)	207.61
585-587-801.000	PROFESSIONAL AND CONTRAC'	90,500.00	2,067.88	0.00	25,148.68	63,283.44	30.07
585-587-802.000	INFORMATION TECHNOLOGY S	1,600.00	550.00	110.00	770.00	280.00	82.50
585-587-850.000	COMMUNICATIONS	5,800.00	2,093.93	137.29	62.90	3,643.17	37.19
585-587-910.000	INSURANCE AND BONDS	900.00	2,245.84	0.00	0.00	(1,345.84)	249.54
585-587-920.000	PUBLIC UTILITIES	50,000.00	4,824.06	356.37	0.00	45,175.94	9.65
585-587-930.000	REPAIRS AND MAINTENANCE	55,000.00	85,907.84	0.00	88,556.48	(119,464.32)	317.21
585-587-940.000	RENTAL EXPENSE	16,250.00	5,575.35	0.00	0.00	10,674.65	34.31
585-587-959.000	DEPRECIATION EXPENSE	183,100.00	0.00	0.00	0.00	183,100.00	0.00
585-587-977.000	EQUIPMENT	5,000.00	0.00	0.00	0.00	5,000.00	0.00
Total Dept 587 - OLD TOWN DECK		412,150.00	107,310.70	709.82	118,796.59	186,042.71	54.86
TOTAL EXPENDITURES		4,028,800.00	673,476.36	10,153.02	2,132,774.38	1,222,549.26	69.65
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND:							
TOTAL REVENUES		2,770,700.00	1,677,644.00	47,615.32	(102,021.74)	1,195,077.74	56.87
TOTAL EXPENDITURES		4,028,800.00	673,476.36	10,153.02	2,132,774.38	1,222,549.26	69.65
NET OF REVENUES & EXPENDITURES		(1,258,100.00)	1,004,167.64	37,462.30	(2,234,796.12)	(27,471.52)	97.82

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REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY  
PERIOD ENDING 12/31/2022

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		2022-23YTD BALANCE		ACTIVITY FOR			
GL NUMBER	DESCRIPTION	NDDED BUDGET	12/31/2022	MONTH ENCUMBERED 12/31/22	ENCUMBERED YEAR-TO-DATE	ENCUMBERED BALANCE	% BDGT USED
Fund 282 - PUBLIC ARTS COMMISSION FUND							
Revenues							
Dept 000 - NON-DEPARTMENTAL							
282-000-674.000	CONTRIBUTIONS-PUBLIC SOUR	5,000.00	0.00	0.00	0.00	5,000.00	0.00
282-000-695.000	TRANSFERS IN	30,000.00	30,000.00	30,000.00	0.00	0.00	100.00
Total Dept 000 - NON-DEPARTMENTAL		35,000.00	30,000.00	30,000.00	0.00	5,000.00	85.71
TOTAL REVENUES		35,000.00	30,000.00	30,000.00	0.00	5,000.00	85.71
Expenditures							
Dept 282 - PUBLIC ARTS COMMISSION							
282-282-801.000	PROFESSIONAL AND CONTRAC'	35,000.00	16,400.00	0.00	9,081.28	9,518.72	72.80
282-282-930.000	REPAIRS AND MAINTENANCE	0.00	1,098.73	0.00	0.00	(1,098.73)	100.00
Total Dept 282 - PUBLIC ARTS COMMISSION		35,000.00	17,498.73	0.00	9,081.28	8,419.99	75.94
TOTAL EXPENDITURES		35,000.00	17,498.73	0.00	9,081.28	8,419.99	75.94
Fund 282 - PUBLIC ARTS COMMISSION FUND:							
TOTAL REVENUES		35,000.00	30,000.00	30,000.00	0.00	5,000.00	85.71
TOTAL EXPENDITURES		35,000.00	17,498.73	0.00	9,081.28	8,419.99	75.94
NET OF REVENUES & EXPENDITURES		0.00	12,501.27	30,000.00	(9,081.28)	(3,419.99)	100.00





# FOURTH QUARTER 2022



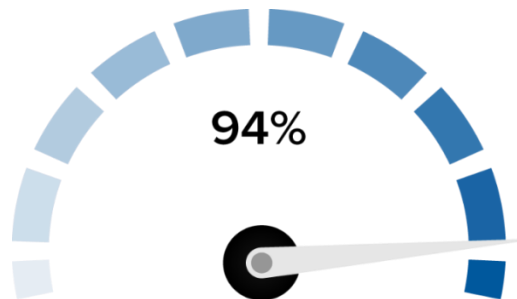
## Business Growth Barometer Survey Results & Quarterly Update



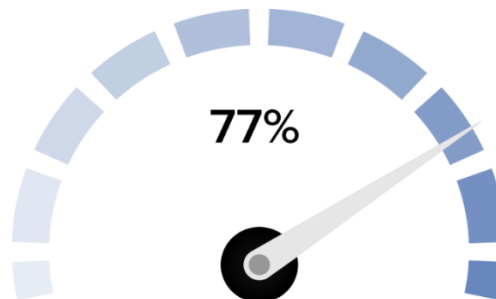
## Q4 2022 Investor Growth Barometer Survey Results

The Traverse Connect Quarterly Growth Barometer provides a concise update on strategic initiatives, our economic development work on behalf of public sector partners, and metrics detailing the regional business sentiment, outlook, and current challenges.

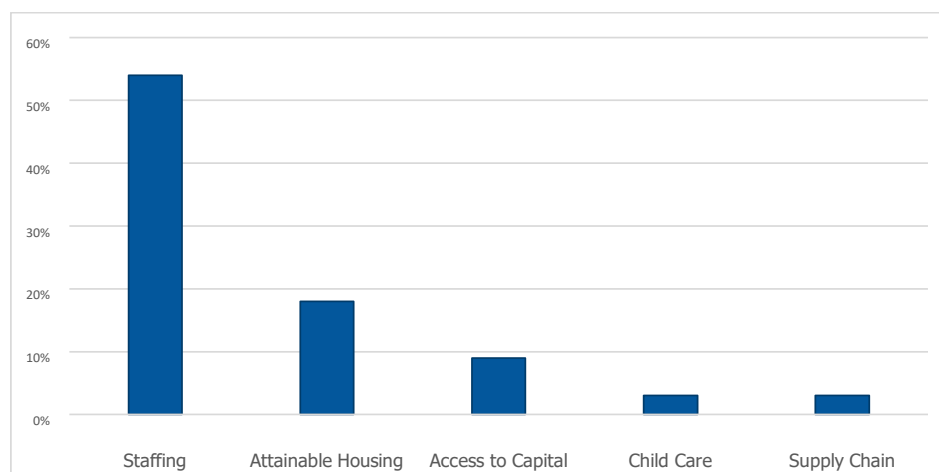
### **IS OUR REGION A GOOD PLACE TO GROW YOUR BUSINESS?** (Net response)



### **IS OUR REGION IMPROVING AS A PLACE TO GROW YOUR BUSINESS?** (Net response)



### **WHAT IS THE SINGLE-BIGGEST BARRIER TO GROWING YOUR BUSINESS?**



### **IMPROVING THE POLICY LANDSCAPE**

- Traverse Connect, the Northern Michigan Chamber Alliance, and Housing North successfully advocated for the bipartisan effort to pass a package of state housing legislation in December. The package provides new tools to address our local housing needs in several important ways, including new payment in lieu of taxes (PILOT) programs and temporary tax abatements for multi-family and single-family housing. Traverse Connect, the Northern Michigan Chamber Alliance, and Housing North attended the bill signing in Lansing.

### **TELLING THE STORY OF OUR REGIONAL ECONOMY**

- Traverse Connect hosted our Annual Economic Summit in November, which featured keynote speaker Quentin Messer, CEO of the Michigan Economic Development Corporation. Mr. Messer and leaders from the Office of Rural Development, the Home Builders Association, and the Michigan Manufacturers Association also participated in a panel discussion that covered key regional issues, including manufacturing expansion, housing development, skilled trades, and broadband internet infrastructure.

### **ADDRESSING THE NEEDS OF GROWING FIRMS**

- One of our significant development projects is moving forward with the announcement that Lear Corporation is slated to initiate a major expansion of their Traverse City location as part of their electric vehicle battery program. This expansion, including a new \$28M facility in Traverse City with 79 new high-paying advanced manufacturing jobs, will provide significant economic value to our regional economy and is an important next step in growing the segment of our workforce engaged in advanced and high-technology manufacturing.

### **CREATING INTERACTIONS FOR BUSINESSES**

- Traverse Connect's business engagement continued on a strong trend for the fourth quarter, with 57 direct business referrals and 19 new member companies. We conducted 50 business outreach and retention visits and hosted seven events with a total of 985 total attendees. These events and activities continue to provide valuable opportunities for business and community leaders across our region to discuss issues, develop partnerships, and grow their businesses.

### **BUILDING THE TALENT PIPELINE**

- A cohort of "Northern Explorers" were invited to attend the Traverse Connect Annual Economic Summit to learn more about our area's exceptional career opportunities and lifestyles. These individuals from outside the Grand Traverse region wish to relocate here and represent a range of skills and expertise. Since the November event, several program participants have subsequently found jobs with local companies.

### **FOSTERING A CULTURE OF OPENNESS AND CREATIVITY**

- Traverse Connect continues to develop and improve diversity training programs and resources for our member companies and partner organizations. For 2023, we are launching an in-kind partnership with the Michigan Diversity Council to offer DEIB education and training opportunities to businesses and nonprofit entities across the Grand Traverse region.





Downtown Development Authority  
303 E. State Street  
Traverse City, MI 49684  
jean@downtowntc.com  
231-922-2050

## Memorandum

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To: DDA Board of Directors  
From: Jean Derenzy, DDA CEO  
Date: January 16, 2023  
Subject: Mobility Action Plan Update

This fall, the DDA (in partnership with the city) kicked off a comprehensive planning process to develop a Mobility Action Plan for the city. This planning effort is linked to another comprehensive planning process to develop a new Master Plan for the city.

The initial round of community engagement for both planning efforts was completed in November, culminating with a community open house in which over 200 people participated. Members from the Progressive AE team (the lead consultant for the Mobility Action Plan) will be at our meeting to discuss the results of the initial round of discussion (see summary attached). However, much of their time will be devoted to a discussion on complete streets, with the intent of establishing our community's vision and values for our transportation network. In preparation, please review the summary and examples from throughout the state (attached).







Traverse City Master Plan | Mobility Action Plan

# Community Engagement Report

Fall 2022



CITY OF  
TRAVERSE CITY

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Beckett&Raeder

progressive|ae

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## INTRODUCTION

The City of Traverse City has recently completed the first round of community exercises to inform the Master Plan and Mobility Action Plan. This report summarizes the emerging themes from the feedback received via the following activities and audiences:

- 400+ people interacted with planning staff and volunteers at 24 pop-up events hosted in Traverse City between August and October 2022.
- 1,910 community members took an online survey from September 12, 2022, to October 9, 2022.
- 89 stakeholders participated in small group listening sessions on September 29, September 30, and October 7, 2022.
- 134 community members attended an open house on October 26, 2022.
- 676 community members took an online survey from November 10, 2022, to November 22, 2022.

## HOW TO USE THIS REPORT

This report contains high level themes based on the community participation listed above, and it is important to note that these themes are based on the experiences, ideas, and opinions of the many people who have engaged in the process thus far, but do not represent the experience, ideas, and opinions of everyone in the city of Traverse City.

The City is grateful to all individuals who participated in the activities above and will continue to invite as many community members as possible to engage in the Master Plan and Mobility Action Plan projects, via local media, the Bay Brief, email campaigns, and social media.

This report attempts to find patterns and themes between the individual ideas expressed by each community member who participated. Complete and original datasets generated from each of the activities summarized herein are provided as appendices attached to this report. Summaries of each engagement activity are provide in the report as follows:

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<a href="#">Section 6: Next Steps.....</a>	53

The engagement activities listed above are summarized in this report. Click any link above if you would like to jump to a particular section.

## ABOUT THE MASTER PLAN AND MOBILITY ACTION PLAN

The Master Plan provides a comprehensive vision for the future land use in Traverse City, identifying how land use patterns, trends, and decisions can support our community's goals related to topics like housing, transportation, infrastructure, natural resources, and wellbeing.

Just as the Master Plan establishes the land use vision for Traverse City's future, the Mobility Action Plan provides a vision for how people will get around. This represents a "deeper dive" into the topic of transportation with the intent of improving the city's mobility network through street and safety improvements.



## SECTION 1: POP-UP EVENTS SUMMARY

Between August and October 2022, members of the City Planning Commission, Master Plan Leadership Team, and City Staff hosted 24 pop-up events around the city to raise awareness of the Master Plan and Mobility Action Plan processes and invite community members to sign up for project updates.

Pop-ups were held at various locations and times, including Central Grade School, Sara Hardy Farmers Market, Hickory Hills, TC New Tech, Little Fleet, Northwestern Michigan College, the library, summer street sale, Porch Fest, and TC Patriot Game at Thirlby Field, in order to reach people where they live, work, learn, and play in Traverse City. The intent of this exercise was to provide an inclusive, accessible, and easy way for the community to learn more about the planning process.

Pop-up team members estimate they interacted with over 400 community members and over 1,000 individuals signed up for project updates.

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## SECTION 2: STAKEHOLDER LISTENING SESSION SUMMARY

65 stakeholders from the following organizations participated in small group listening sessions at Hickory Hills lodge on September 29 and 30, 2022.

- Northern Michigan E3
- Grand Traverse Regional Community Foundation
- Goodwill Industries of Northern Michigan
- Rotary Charities
- TART Trails
- MDOT
- Downtown Development Authority
- City of Traverse City
- Bay Area Transportation Authority
- Cherry Capital Airport
- SEEDS
- City of Traverse City Green Team
- City Opera House
- Northwestern Michigan College
- Commission on Aging
- Grand Traverse County
- The Watershed Center Grand Traverse Bay
- FLOW
- Traverse Connect
- Commongrounds Cooperative
- Rec Authority (Traverse City and Garfield Township)

Representatives of these organizations attended based on an invitation sent to a broad list of 90 community organizations operating in/around Traverse City.

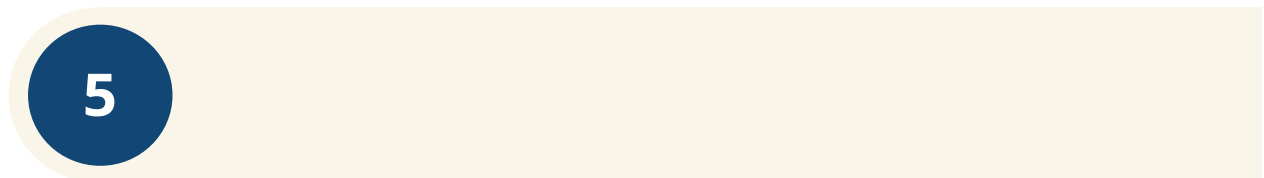
Stakeholders were asked to consider the following guiding principles (also posed to the community via the October online survey).

- A. We are investing in multimodal transportation infrastructure so that individuals of all ages abilities and income have a network of complete safe and year-round access to our community's amenities and basic needs.
- B. We are increasing opportunities for more year-round housing stock.
- C. We are addressing climate change within all our city priorities, goal, policies, and actions.
- D. Traverse City is inclusive to all people of all ages, incomes, backgrounds, ethnicities, race, and abilities.
- E. Our neighborhoods provide a high quality of life and meet the daily needs of our residents.
- F. Natural resources in Traverse City are respected and protected.
- G. Historic and cultural resources in Traverse City are respected and protected.
- H. We are investing in facilities and amenities to create vibrant city spaces that connect all people to nature and each other.
- I. We are proactively and consistently managing water sanitary and storm infrastructure systems for continued and improved public health and safety.
- J. We are proactively and consistently managing street and non-motorized infrastructure.
- K. We are guiding Traverse City's evolution based on community values and vision.

### *Top 3 priorities that align with existing work*

Stakeholders were next asked to identify the top three statements that align with their work. The top 3 statements selected most often are:

- 1** *We are investing in facilities and amenities to create vibrant city spaces that connect all people to nature and each other.*
- 2** *We are increasing opportunities for more year-round housing stock.*
- 3** *We are investing in multimodal transportation infrastructure so that individuals of all ages abilities and income have a network of complete safe and year-round access to our community's amenities and basic needs.*



### *What is improving and why?*

Stakeholders were next asked to rate each statement as better, worse, or the same than 5 years ago. If better, stakeholders were asked to cite local actions they felt have improved things. Every statement was marked better by multiple stakeholders. The reasons for this are transcribed below.

#### *A. We are investing in multimodal transportation infrastructure so that individuals of all ages abilities and income have a network of complete safe and year-round access to our community's amenities and basic needs.*

- Improved non-motorized and public transit options like Safe Routes to School (SRTS), TART, mobility task force, expanded BATA routes including free routes, shelters and their new transit center.
- Snow removal on sidewalks and trails has been outstanding along with sidewalk installations. Investments in bike lanes and shelters, as well as continued partnership and investment with TART.
- Development of trails with improved road crossings for pedestrians and cyclist safety.
- Expansion of area trails like TART's Boardman Lake Loop, and Buffalo Ridge
- Signal timing infrastructure and investment including the reconstruction of Grandview Parkway.

#### *B. We are increasing opportunities for more year-round housing stock.*

- New housing added to spaces and more grants becoming available.
- Investment in social infrastructure and advocacy for community needs like year- round housing is becoming more noticeable but needs to address senior housing.
- Development is ongoing for new homes that are being built but are they affordable.
- Neighborhood infrastructure has improved along with mobility.

#### *C. We are addressing climate change within all our city's priorities, goals, policies, and actions.*

- City's climate plan is being implemented. Renewable initiatives, lighting, and alternative energy through Traverse City Light and Power.
- Have seen explicit language and actions around climate change goals in the city. Regarding climate it is an issue of importance and included in goals and priorities, but also need to address flooding as that issue has been elevated.

#### *D. Traverse City is inclusive to all people of all ages, incomes, backgrounds, ethnicities, race, and abilities.*

- DDA is doing a respectable job with downtown mix, promoting inclusivity of events better and encouraging sidewalks in central neighborhood.
- Bringing youth on DDA board.
- Recognizing there is a need to be more inclusive and identifying events for everyone.
- Some areas are the same and some are better. Traverse City is getting more inclusive and helping with diversity.



*E. Our neighborhoods provide a high quality of life and meet the daily needs of our residents.*

- Neighborhoods are stable, Traverse Heights is improving.

*F. Natural resources in Traverse City are respected and protected.*

- Redevelopment of waterfront, Clinch Park.
- Protect natural resources along Boardman River and Lake Michigan conservation, preservation, and trail access.
- Actions along the Boardman River have increased conservation efforts.
- Hickory Meadows and Hills.

*G. Historic resources in Traverse City are respected and protected.*

- Historic structures being restored downtown in the neighborhoods.
- Indigenous tribes being recognized/honored to preserve historic and cultural resources.

*H. We are investing in facilities and amenities to create vibrant city spaces that connect all people to nature and each other.*

- Civic square and alley development.
- Active stormwater management plan.
- 8th Street design.

*I. We are proactively and consistently managing water, sanitary, and storm infrastructure systems for continued and improved public health and safety.*

- Comprehensive assessment and forecasting.
- ad hoc is working toward dedicated stormwater management strategies.
- Increased use of LID(?) in urban design and project implementation.
- Acknowledging the need.
- Better water- continuous maintenance and improvements at the water treatment plant.

*J. We are proactively and consistently managing street and non-motorized infrastructure.*

- Bridge improvements in 2022.
- Streetscape improvements and place making.
- Riverwalk plans and using parking lots better.
- Purchasing land instead of renting or leasing.
- Collaborative efforts are stronger and shared vision.

*K. We are guiding Traverse City's evolution based on community values and vision.*

- The City seems more conscious and proactive providing this survey
- Coordinated planning processes more comprehensive with citizen engagement and surveys.
- Engagement from the community about where they live and work
- New master plan process and inclusivity.
- Diversity and partnerships with like-minded organizations with similar goals
- Listening sessions like this are the backbone of the planning process within the city and surrounding jurisdictions.



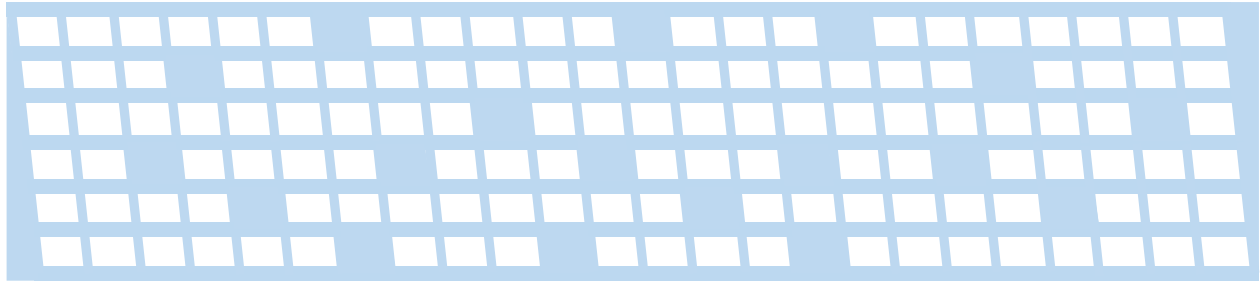
### *Top 3 priorities that align with existing work*

Stakeholders were then asked to share their top priorities over the next 5 years. These include:

- Transportation/mobility infrastructure (air, road, bike trails, bus, regional planning)
- Community collaboration and engagement
- Clean energy
- Senior citizen care
- Diversity, equity, inclusion, and belonging
- Climate change
- Natural resources protection
- Transit-oriented development

Finally, stakeholders were asked to share who is missing from these types of discussions. They offered:

- There were multiple responses about youth, college student aged people in their early 20's, and young professionals being underrepresented.
- ALICE and low-income populations.
- People who work here but must commute into Traverse City due to housing costs and wages.
- Native American community.
- Seniors because one out of every four Grand Traverse County residents will be 60 and older by 2030. We need to think about senior citizens and their growing trend.
- People with mental health issues, people of color, people with disabilities.



### SECTION 3: OCTOBER ONLINE SURVEY RESULTS

1,910 individuals took the first online survey from September 12, 2022 to October 9, 2022 to inform the Master Plan and Mobility Action Plan projects. Results are summarized below.

**Question 1:** *Of the following, which describes your experience with the City of Traverse City? For reference a map of the City of Traverse City is shown below. Select all that apply.*

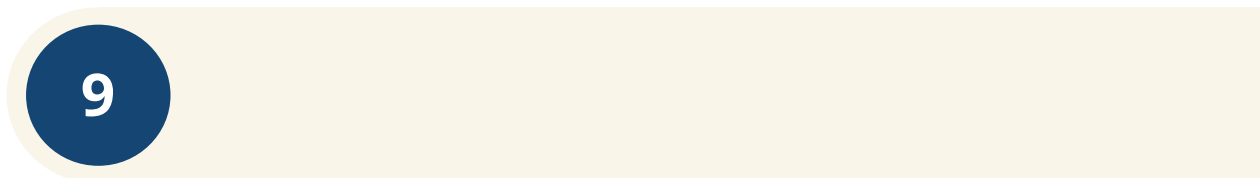
I live in the city, year-round	59%	I live in the city, seasonally	5%
I own a business in the city	7%	I go to school in the city	9%
I live outside of the city	33%	I visit and/or recreate in the city (for vacation, church, event, activity, etc.)	25%
I own property in the city	25%		
I work in the city	27%		
None of the above	0%		

The majority of survey respondents (64%) live in the City of Traverse City either year-round or seasonally. An additional 27% work in the city, 25% own property in the city, and 25% visit or recreate in the city. This is a healthy balance of residents and non-residents. As Traverse City is a regional hub it is important to capture the views of those who may not live in the city but rely on and/or support the goods, services, and amenities within city boundaries.

**Question 2:** *How long have you lived in the City of Traverse City, either year-round or seasonally?*

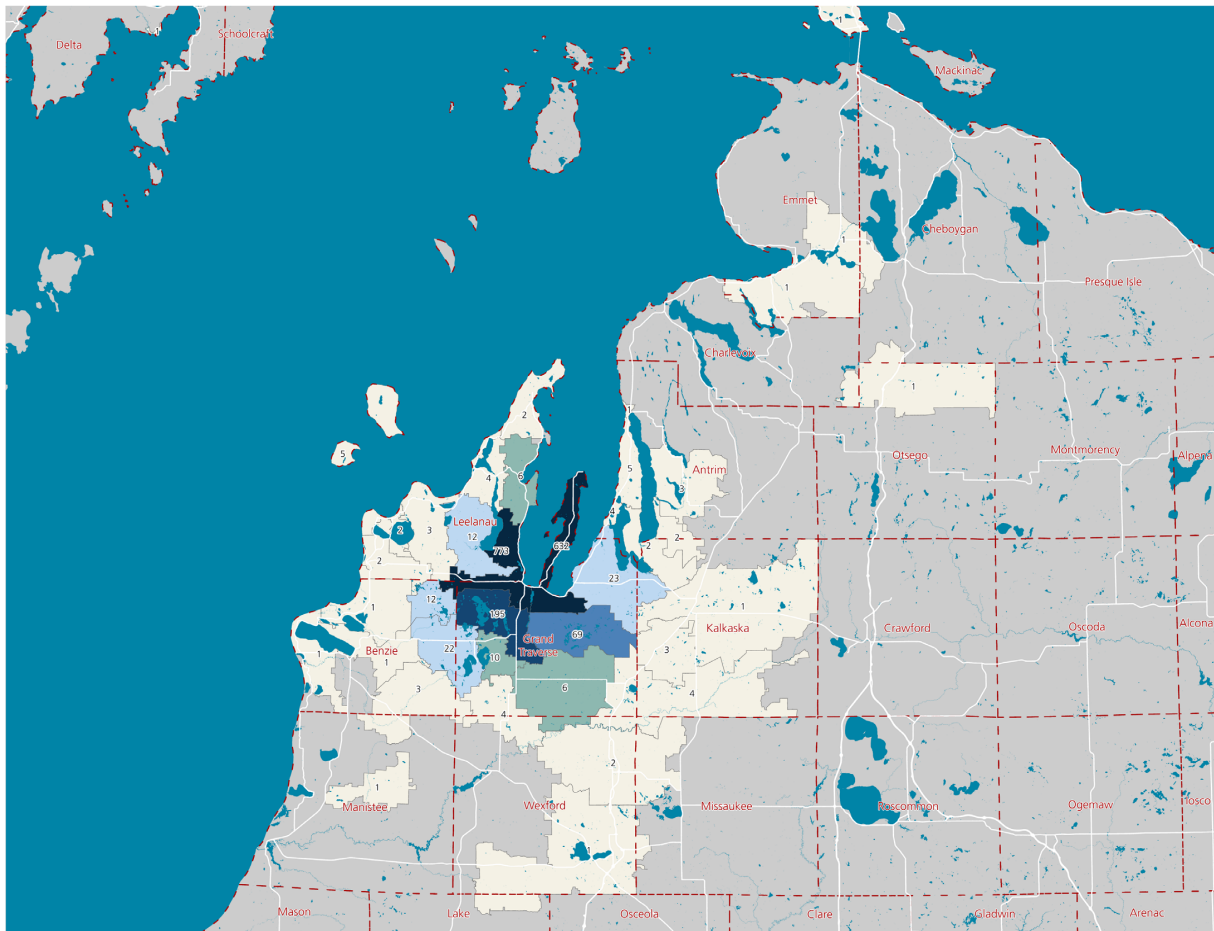
I've lived here for 0-2 years	8%	I've lived here for 11-20 years	21%
I've lived here for 3-5 years	12%	I've lived here for 21+ years	30%
I've lived here for 6-10 years	13%	I do not live in TC	17%

Length of tenure ranged with the majority of respondents living in Traverse City for more than 11 years. It is important to note that recent arrivals (those who moved to the city 0 – 2 years ago) account for 8% for respondents, a strong representation from a group that is challenging to engage.





### Question 3: What is the five-digit zip code for your primary residence?



## Home Zip Code

Sources: Michigan Open Data Portal, City of Traverse City

10 Miles  
Beckett & Raeder, Inc.

### Survey Respondents

1 - 5	26 - 75
6 - 10	76 - 200
11 - 25	201 - 773

### Zip Codes Not Shown:

48603 - 3	48703 - 2
49456 - 2	48640 - 2
48114 - 2	All other - 48

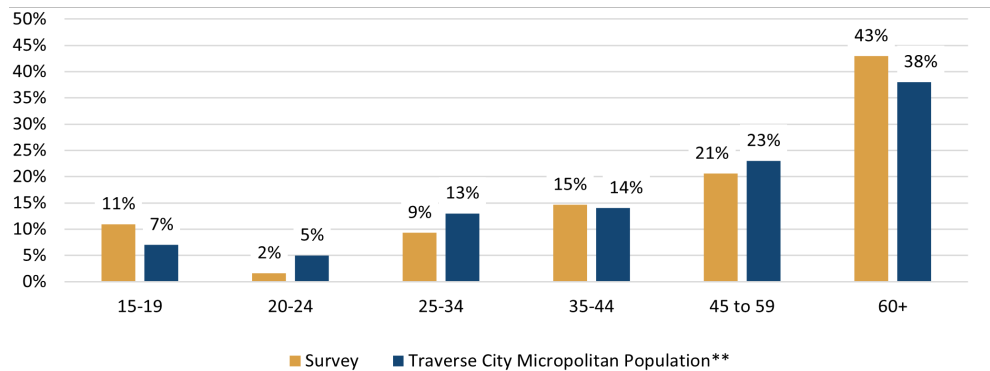
The majority of survey responses come directly from the surrounding region and out lying areas. There were 59 responses from zip codes not shown on the map but these account for roughly 3% of total survey responses. These are likely second homeowners who live in the city seasonally but show primary place of residence is elsewhere.

10

#### Question 4: What is your age?

0 to 14 years old	1%	35 to 44 years old	14%
15 to 19 years old	11%	45 to 59 years old	20%
20 to 24 years old	2%	60+ years old	42%
25 to 34 years old	9%		

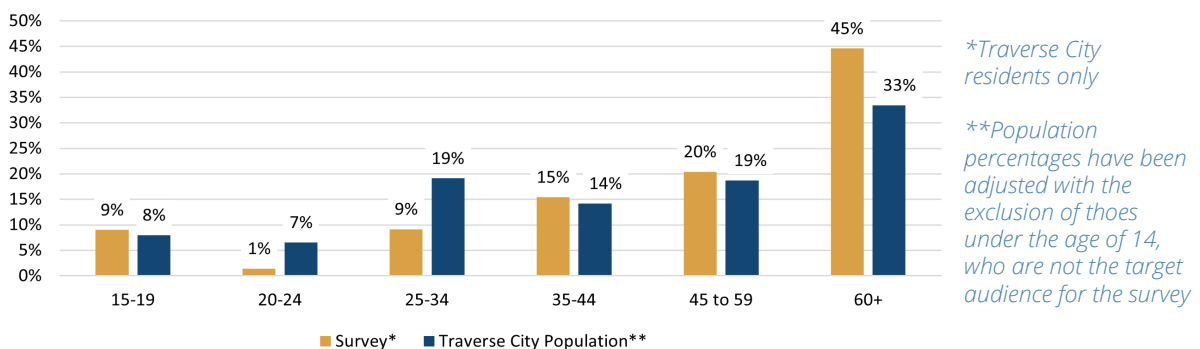
#### Age of survey respondents compared to regional age demographics.



This chart shows who took the survey (yellow bars) versus the Traverse City micropolitan population (blue bars). For example, 11% of the survey respondents were aged 15-19, while only 7% of the Traverse City micropolitan population is aged 15-19. This means, this demographic was slightly over represented in the survey results.

Of the 1,898 respondents, 43% are over the age of 60 – the highest participation among all age groups. Compared to the population of the Traverse City Micropolitan area, those over the age of 60 are slightly overrepresented in the survey (43% of the survey and 38% of the micropolitan population). Those aged 35 – 44 and 15 – 19 are also slightly overrepresented in the survey. The age group with the lowest participation in the survey are those aged 20 – 24, who account for 2% of the survey respondents but 5% of the micropolitan population.

#### Age of survey respondents who are Traverse City residents (filtered in Question 1)



When analyzing only Traverse City residents (those who indicated they reside in Traverse City in Q1), participation levels among age groups changes slightly. Those over the age of 60+ had the highest level of participation and are overrepresented in the survey (45% of the survey\* and 33% of the city population). The only age groups that are underrepresented in the survey results are those aged 20 – 24 and 25 – 34, which combined account for 26% of the population and 10% of the survey results.

**Question 5: Which of the following most accurately describes your gender?**  
(Please select all that apply)

I prefer not to say	2%	Male	43%
Let me type (open-ended)*	0.5%	Non-Binary	1%
Female	53%	Transgender	0.3%

*\*There were five responses in this space and all of them question the validity of this response option.*

Respondents skewed slightly female compared to the other genders. Male accounted for 43% of respondents, non-binary individuals accounted for 1%, and transgender 0.3%. Those who self-described their gender did not answer the question and instead commented on the validity of self-describing one's gender. Cisgender individuals account for 94.9% of the State of Michigan's population according to the United States Census indicating that cisgender individuals are slightly over represented in the survey.

**Question 6: What is your race/ethnic background? Select all that apply.**

Asian	0.8%	Middle Eastern	0.3%
Black/African	0.3%	Native American/American Indian	1%
Caribbean	0.1%	Pacific Islander	0.3%
Caucasian/White	92%	Other	0.8%
Hispanic/Latin-x	2%	I prefer not to say	6%

Caucasian/white is the most commonly selected racial/ethnic background – 92% of survey respondents. The Traverse City Micropolitan population is 92% white indicating that white respondents are not overrepresented in the survey. The remaining racial/ethnic backgrounds are Hispanic/Latin-x (2%), Native American/American Indian (1%), Asian (1%), Black/African (<1%), Middle Eastern (<1%), Pacific Islander (<1%), and Caribbean (<1%). Notably, 5% of respondents selected not to identify their racial/ethnic background and 1% self described their racial/ethnic background. None of the self-described responses are racial/ethnic categories not represented in the question response options.

### Question 7: How many children (0-18 years old) reside in your household?

0 children - 66%      1 child - 10%      2 children - 16%      3+ children - 8%

Overall, 34% of survey respondents have at least one person under the age of 18 residing in their household. Comparatively, 22% of households in the micropolitan region have at least one child. When filtering for only Traverse City residents, 33% of the respondents have at least one person under the age of 18 in their household. In Traverse City, 21% of households have at least one person under the age of 18.

### Question 8: How many members of your household have a disability (hearing, vision, cognitive, ambulatory, self-care, independent living)?

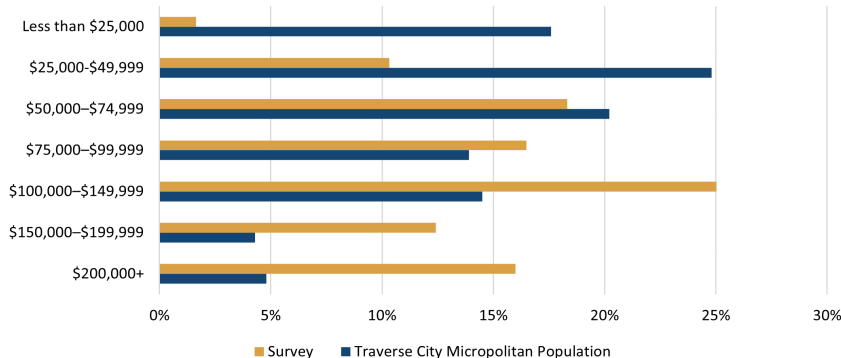
0 members - 87%      1 member - 11%      2 members - 2%      3+ members - >1%

Of the 1,901 respondents who completed this question, 14% live in a household where at least one member has a disability – 13% of the micropolitan area have a disability. For Traverse City residents only, 12% of respondents live in a household where one or more members have a disability – 11% of Traverse City's population have a disability.

### Question 9: Approximately what is your household's total annual income, before taxes? Consider all sources (salary, bonuses, investment income, etc.) of every working member of your household.

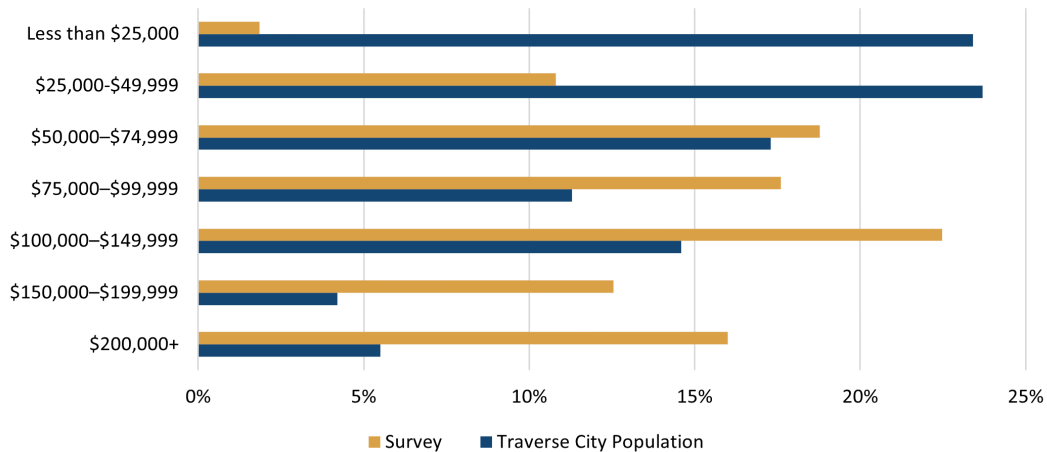
Less than \$25,000	1%	\$150,000 - \$199,999	10%
\$25,000 - \$49,999	9%	\$200,000 - 299,999	7%
\$50,000 - \$74,999	15%	\$300,000 or more	6%
\$75,000 - \$99,999	14%	I prefer not to say	17%
\$100,000 - \$149,999	21%		

#### Income of survey respondents compared to regional income demographics.



Respondents skewed wealthier than the micropolitan population, 70% of respondents indicated that their household incomes were above \$75,000 compared to 38% of micropolitan households earning more than \$75,000. The wealthiest respondents (those earning more than \$200,000) were the most overrepresented in the survey.

*Income of survey respondents who are Traverse City residents (filtered in Question 1)*

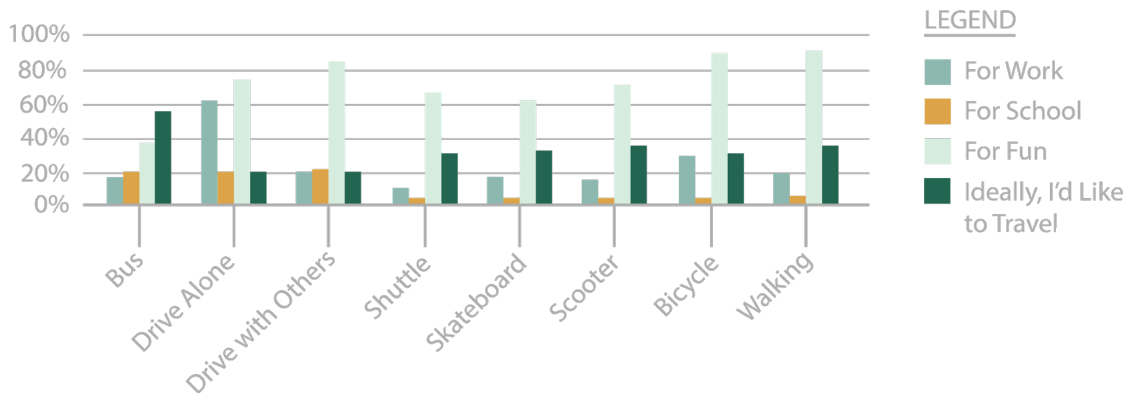


Results for Traverse City residents only, followed a similar trend. Survey respondents from households earning more than \$75,000 account for 69% of total respondents, compared to 36% of the Traverse City's households earning over \$75,000.

**Question 10:** *How do you transport yourself on a daily basis? Fill out the chart below and provide your daily mode of transportation for work, school, fun, and/or in your ideal world.*

	For Work	For School	For Fun	Ideally, I'd like to travel	Total responses
By car, alone	62%	18%	74%	18%	1,706
By walking	19%	6%	92%	23%	1,293
By bicycle	29%	5%	90%	30%	854
By car, with others (carpool)	18%	22%	85%	19%	326
By bus	17%	20%	37%	55%	177
By shuttle or ride-sharing	10%	5%	67%	31%	103
By scooter	16%	5%	72%	36%	63
By wheelchair	10%	0%	45%	50%	20

*Daily transportation mode of survey respondents.*



Respondents indicated they travel primarily by car alone but desire to use alternative transportation modes. Respondents typically walk and ride their bicycles for recreation purposes as opposed to transportation.

**Question 11:** *Using a scale of 1 = not at all important to 5 = very important, rate your level of agreement with the following statements.*

Consider the “we” in these statements to mean the Traverse City community as a whole, including the city, partners, residents, and stakeholders. Statements are ordered in the table below according to each statement’s weighted average, from highest to lowest. Each statement is numbered 1—11 and the exact weighted average is shown in parenthesis. The table columns organize the analysis by all survey respondents (first column), then respondents’ residency status, age, and household income.

	Complete Survey	Traverse City Residents	Non Residents	Under 19	20 - 24	25 - 34	35 - 59	60+	Under \$50k	\$50k - \$74k	\$75k - \$99k	\$100k - \$199k	\$200k +
We should proactively and consistently manage water, sanitary, and storm infrastructure systems for continued and improved public health and safety.	#1 (4.76)	#1 (4.79)	#1 (4.74)	#2 (4.36)	#1 (4.83)	#1 (4.76)	#1 (4.79)	#1 (4.85)	#2 (4.79)	#1 (4.71)	#1 (4.79)	#1 (4.78)	#1 (4.81)
Natural resources in Traverse City need to be respected and protected.	#2 (4.73)	#2 (4.74)	#2 (4.72)	#1 (4.49)	#2 (4.80)	#2 (4.75)	#2 (4.71)	#2 (4.80)	#1 (4.83)	#2 (4.61)	#2 (4.73)	#2 (4.74)	#2 (4.75)

	Complete Survey	Traverse City Residents	Non Residents	Under 19	20 - 24	25 - 34	35 - 59	60+	Under \$50k	\$50k - \$74k	\$75k - \$99k	\$100k - \$199k	\$200k +
Our neighborhoods should provide a high quality of life and meet the daily needs of our residents.	#3 (4.52)	#3 (4.60)	#3 (4.48)	#5 (3.88)	#4 (4.60)	#3 (4.61)	#3 (4.55)	#3 (4.65)	#3 (4.57)	#3 (4.51)	#3 (4.58)	#3 (4.54)	#3 (4.52)
We should proactively and consistently manage street and non-motorized infrastructure.	#4 (4.37)	#4 (4.43)	#4 (4.32)	#9 (3.67)	#7 (4.33)	#5 (4.42)	#4 (4.41)	#5 (4.52)	#5 (4.45)	#4 (4.35)	#4 (4.40)	#4 (4.39)	#4 (4.51)
Historic and cultural resources in Traverse City need to be respected and protected.	#5 (4.32)	#5 (4.31)	#5 (4.32)	#4 (3.89)	#10 (4.10)	#10 (4.23)	#6 (4.23)	#4 (4.55)	#4 (4.47)	#5 (4.31)	#5 (4.34)	#6 (4.25)	#6 (4.26)
We should guide Traverse City's evolution based on community values and vision.	#6 (4.20)	#6 (4.23)	#6 (4.17)	#6 (3.87)	#8 (4.23)	#7 (4.33)	#8 (4.14)	#6 (4.31)	#8 (4.28)	#7 (4.19)	#9 (4.19)	#5 (4.25)	#7 (4.17)
We should invest in facilities and amenities in order to create vibrant city spaces that connect all people to nature and to each other.	#7 (4.14)	#7 (4.21)	#7 (4.10)	#7 (3.81)	#9 (4.20)	#6 (4.39)	#7 (4.16)	#8 (4.17)	#10 (4.14)	#9 (4.09)	#7 (4.22)	#7 (4.22)	#5 (4.27)
We should increase opportunities for more year-round housing stock.	#8 (4.11)	#9 (4.13)	#8 (4.09)	#11 (3.37)	#5 (4.59)	#4 (4.49)	#5 (4.27)	#9 (4.07)	#7 (4.29)	#6 (4.22)	#6 (4.22)	#8 (4.16)	#8 (4.04)
We should invest in multi-modal transportation infrastructure so that individuals of all ages, abilities and income have a network of complete, safe, and year-round access to our community's amenities and basic needs.	#9 (4.08)	#8 (4.17)	#9 (4.05)	#10 (3.51)	#3 (4.63)	#8 (4.30)	#9 (4.09)	#7 (4.17)	#6 (4.40)	#8 (4.18)	#10 (4.17)	#9 (4.11)	#10 (3.97)

	Complete Survey	Traverse City Residents	Non Residents	Under 19	20 - 24	25 - 34	35 - 59	60+	Under \$50k	\$50k - \$74k	\$75k - \$99k	\$100k - \$199k	\$200k +
Having people of all ages, incomes, backgrounds, ethnicities, race, and abilities, is key to the future of the city.	#10 (4.03)	#10 (4.11)	#10 (3.99)	#3 (3.96)	#6 (4.34)	#9 (4.25)	#10 (4.01)	#10 (4.01)	#9 (4.26)	#10 (4.07)	#8 (4.20)	#10 (4.06)	#9 (3.97)
We should address climate within all of our city priorities, goals, policies, and actions.	#11 (3.85)	#11 (3.94)	#11 (3.83)	#8 (3.78)	#10 (4.10)	#11 (4.10)	#11 (3.82)	#11 (3.84)	#11 (4.07)	#11 (3.95)	#11 (4.04)	#11 (3.90)	#11 (3.79)

It's important to note that the weighted average does not differ significantly between the first and last statements, across demographics. This implies that survey respondents generally agreed that all statements presented were important, or at worst, neutral, with the following statements marked as most important no matter whether the respondent lives in the city proper or outside of the city, their age, or their household income.

- We should proactively and consistently manage water, sanitary, and storm infrastructure systems for continued and improved public health and safety.
- Natural resources in Traverse City need to be respected and protected.

Additionally, not every statement contains the same level of detail and it is possible that more vaguely worded statements were difficult to understand or get excited about and therefore perceived as more neutral or not important.

**Question 12:** *Using a scale of 1 = not happening effectively to 5 = happening very effectively, rate the following statements.*

Consider how these outcomes are occurring in Traverse City today. Consider the “we” in these statements to mean the Traverse City community as a whole, including the city, partners, residents, and stakeholders.

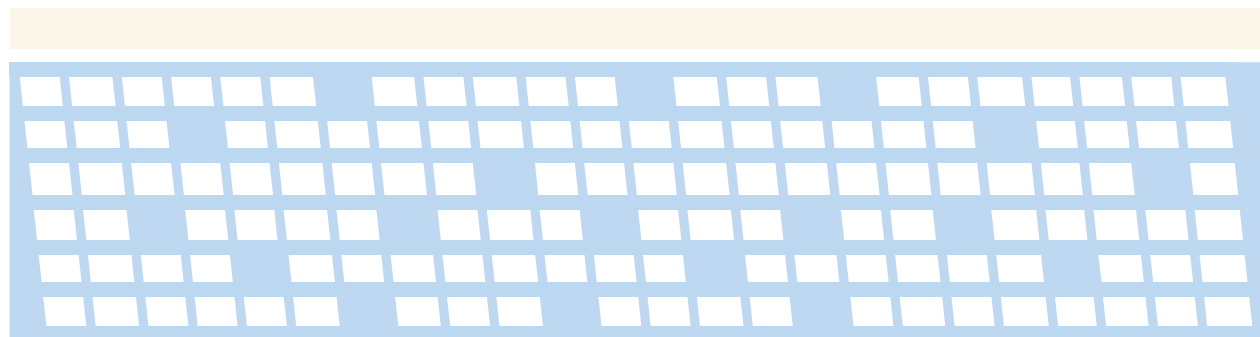
Statements are ordered in the table below according to each statement’s weighted average, from highest to lowest. Each statement is numbered 1—11 and the exact weighted average is shown in parenthesis. The table columns organize the analysis by all survey respondents (first column), then respondents’ residency status, age, and household income.



	Complete Survey	Traverse City Residents	Non Residents	Under 19	20 - 24	25 - 34	35 - 59	60+	Under \$50k	\$50k - \$74k	\$75k - \$99k	\$100k - \$199k	\$200k +
Our neighborhoods provide a high quality of life and meet the daily needs of our residents.	#1 (3.57)	#1 (3.58)	#1 (3.56)	#1 (3.39)	#3 (3.38)	#3 (3.48)	#1 (3.55)	#1 (3.65)	#2 (3.39)	#3 (3.48)	#1 (3.58)	#1 (3.61)	#1 (3.71)
Historic and cultural resources in Traverse City are respected and protected.	#2 (3.52)	#2 (3.53)	#2 (3.52)	#3 (3.37)	#1 (3.74)	#2 (3.58)	#2 (3.51)	#3 (3.56)	#1 (3.40)	#1 (3.50)	#2 (3.53)	#3 (3.51)	#2 (3.65)
Natural resources in Traverse City are respected and protected.	#3 (3.51)	#3 (3.53)	#3 (3.49)	#5 (3.34)	#2 (3.41)	#1 (3.58)	#3 (3.47)	#2 (3.56)	#3 (3.37)	#2 (3.50)	#3 (3.45)	#2 (3.54)	#3 (3.64)
We are investing in facilities and amenities in order to create vibrant city spaces that connect all people to nature and to each other.	#4 (3.39)	#4 (3.40)	#4 (3.38)	#6 (3.26)	#4 (3.14)	#4 (3.43)	#4 (3.33)	#4 (3.48)	#4 (3.17)	#4 (3.35)	#4 (3.41)	#4 (3.46)	#4 (3.48)
We are guiding Traverse City's evolution based on community values and vision.	#5 (3.02)	#6 (3.01)	#5 (3.05)	#7 (3.23)	#5 (3.00)	#5 (3.01)	#5 (3.00)	#10 (2.99)	#8 (2.83)	#7 (2.95)	#7 (3.01)	#5 (3.10)	#5 (3.18)
We are investing in multi-modal transportation infrastructure so that individuals of all ages, abilities and income have a network of complete, safe, and year round access to our community's amenities and basic needs.	#6 (3.01)	#5 (3.04)	#7 (3.03)	#8 (3.02)	#8 (2.79)	#6 (2.99)	#7 (2.92)	#5 (3.10)	#6 (2.94)	#5 (3.04)	#5 (3.03)	#7 (3.01)	#6 (3.06)
We are proactively and consistently managing street and non-motorized infrastructure.	#7 (3.00)	#8 (2.99)	#6 (3.03)	#9 (2.89)	#6 (2.88)	#7 (2.91)	#6 (2.95)	#6 (3.07)	#5 (2.94)	#6 (2.98)	#6 (3.01)	#6 (3.03)	#8 (2.95)

	Complete Survey	Traverse City Residents	Non Residents	Under 19	20 - 24	25 - 34	35 - 59	60+	Under \$50k	\$50k - \$74k	\$75k - \$99k	\$100k - \$199k	\$200k +
We are proactively and consistently managing water, sanitary, and storm infrastructure systems for continued and improved public health and safety.	#8 (2.96)	#7 (2.99)	#8 (2.98)	#2 (3.37)	#7 (2.83)	#9 (2.76)	#10 (2.77)	#7 (3.06)	#7 (2.89)	#8 (2.91)	#8 (2.93)	#8 (2.98)	#10 (2.94)
Traverse City is inclusive to people of all ages, incomes, backgrounds, ethnicities, race, and abilities.	#9 (2.93)	#10 (2.90)	#9 (2.96)	#4 (3.34)	#10 (2.59)	#10 (2.59)	#9 (2.79)	#9 (3.00)	#10 (2.68)	#10 (2.82)	#10 (2.85)	#10 (2.91)	#7 (3.02)
We are addressing climate within all of our city priorities, goals, policies, and actions.	#10 (2.91)	#9 (2.93)	#10 (2.91)	#10 (2.83)	#9 (2.78)	#8 (2.80)	#8 (2.84)	#8 (3.01)	#9 (2.80)	#9 (2.90)	#9 (2.91)	#9 (2.95)	#9 (2.95)
We are increasing opportunities for more year-round housing stock.	#11 (2.51)	#11 (2.51)	#11 (2.52)	#11 (2.75)	#11 (2.07)	#11 (2.27)	#11 (2.38)	#11 (2.63)	#11 (2.36)	#11 (2.45)	#11 (2.47)	#11 (2.52)	#11 (2.57)

Comparing the results of questions 11 and 12 further emphasizes the importance of the statement we are proactively and consistently managing water, sanitary, and storm infrastructure. This is the most important statement based on respondents of all residency status, age, and income (question 11) and scores relatively low when respondents were asked to indicate if they thought this was happening effectively in Traverse City today (question 12).



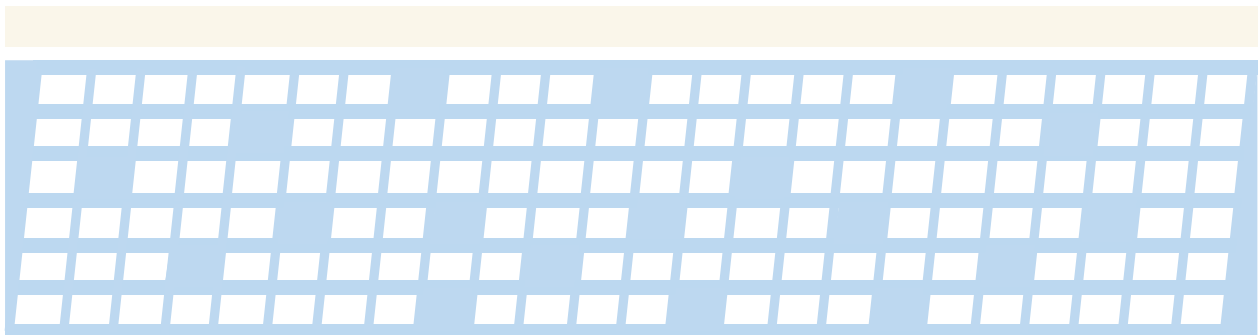
**Question 13:** *What modes of transportation should Traverse City prioritize moving forward? Rank from highest (#1) to lowest (#8) the following transportation modes.*

	Rank
Walking (pedestrian-oriented for people of all ages and abilities)	2.8
Bus (public transit-oriented)	3.2
Cycling (bike-oriented)	3.4
Car (auto-oriented)	3.5
Shuttles or ride-sharing (Lyft/Uber)	5.3
Freight (accommodating for delivery vehicles)	5.5
Rail	6.0
Skateboard/Scooter	6.3

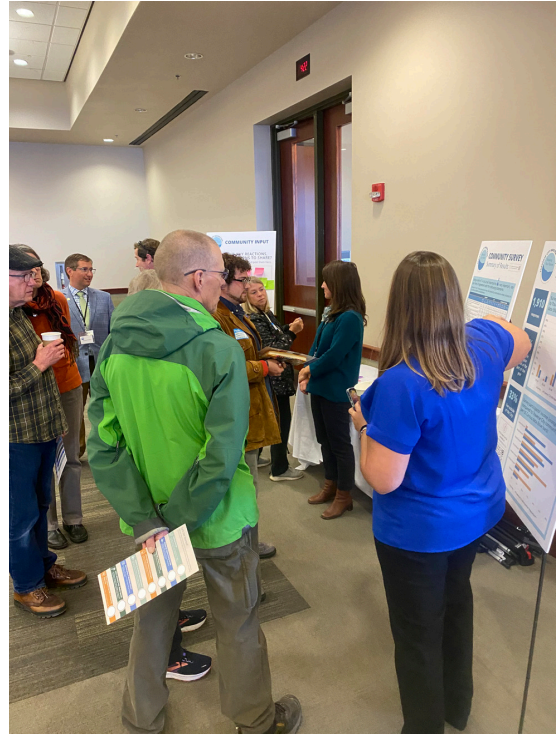
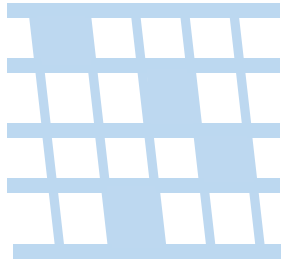
Respondents rated walking and public transit-oriented uses as more important priorities than other modes. Skateboard/scooter and rail infrastructure was listed as a lower priority than other modes.

**Question 14:** *We are trying to reach as many voices as possible in this engagement process. That means yours! Which of the following activities are you most likely to participate in? (Select all that apply)*

In-person large-group events	19%
In-person small-group events	28%
Pop-up events in neighborhoods, businesses, and around town	35%
Online survey (like the one you're taking now)	78%
Virtual discussion	22%



20



## SECTION 4: OPEN HOUSE RESULTS

On Wednesday, October 26, 2022, Traverse City residents, business-owners, property-owners, workers, and others interested in land use and transportation issues were encouraged to attend the joint Master Plan + Mobility Action Plan Community Open House at the Hagerty Center from 3pm – 7pm. Over 200 people participated and offered their vision for the future of Traverse City. As both projects seek to identify the community's future vision and implement it over time, the event featured numerous activities and exercises designed to gather information and foster thoughtful discussions with attendees. These modules were crafted with maximum inclusivity in mind – ensuring that all attendees could offer their thoughts and experiences, regardless of age or ability.

The participation throughout the evening and the energy in the room was a testament to attendee's interest in the future of Traverse City. Attendees not only participated at multiple modules; they lingered and held discussions with City staff and the planning teams – many staying for more than an hour. While the "open house" format contributed to this energetic environment, we especially want to thank City staff, the Hagerty Center, and the numerous volunteers who helped make this event a success.

Included on the following pages are summaries of each module along with key themes and feedback received throughout the evening.

## **Module 1: Online Survey Recap**

**Activity:** Attendees were encouraged to review results from the first online survey to orient them to the ideas shared thus far and provide them an opportunity to ask questions and share their reactions, if any.

**Results and Key Themes:** Most attendees spent a few minutes viewing the survey results and sharing their questions and ideas verbally, with the staffers at the station. Some attendees wrote down an idea; these are listed verbatim by topic below.

### **Housing**

- Increase attainable housing stock!
- Work force housing in City proper is a must.
- Build “affordable” housing outside city limit. Lots of property within 5 mi from center of town
- Wish there was a way to deed restrict my house to only full-time occupation...like Charlevoix
- Preserve year-round rentals & Housing
- Need affordable year-round full time resident housing
- With the higher cost of land within the city... Are there better options for affordable housing in the County?
- City Commission, DDA, Econ Dev, any similar. Stop authorizing short term rental- all new development zero. All housing stock! No STR!
- Work more on inclusivity. Esp Housing

### **Development/Density**

- Build up, not out
- Sprawl kills both our #1 Tourism and out #2 agriculture economy. Both economies are symbolic

### **Survey Design/Results**

- Please add a 7-13 age group
- Not a lot of young people responded. Where are they?
- 28 people who?
- Consider input from children. They can be brutally honest. I think it could be helpful. They are apart of the city too
- Framing of topics was not equivalent, so respondents may have evaluated unevenly
- How can we close gap income wise between census data and survey participation?
- I’m surprised by the difference in salary distribution for survey vs. TC proper
- Service providers can reach/help reach the people with less than \$25K income
- Need to show chart of “Importance” v “How well we are doing” to emphasize the areas that need attention
- Would like to see breakdown in responses of City residents & community residents

## Natural Resources

- Hopefully protecting natural resources includes addressing climate change. More affordable housing needed. Less luxury condos.

## Transportation

- Trans system airport (TVC) to town/hotels. Create mall area park to union on front
- Fast mass rail transit from outlying areas (EBCT & beyond) on current rail system into/out of city to serve locals and tourists
- Protect bike lanes. Light rail. More density/mixed use buildings
- Prioritize & make user friendly the bus system public transit
- Madison's new build and other roads do not have bike lanes in plan
- Focus on public transit

## Other

- Focus more on neighborhoods- we already own parks- much neglected-with no play areas- it is a community gathering area for neighbors
- There is strong support for historic resources. What is happening to the Con Foster Collection?
- Infrastructure repairs
- The old guard has create exclusive zoning w/ Prop 3
- T.C. residents, business owners, should be given priority- this is a TC plan, not a regional plan
- All TIF 97- I believe- to expire- bring the income into the City budget vs. DDA. Then get our priorities of land for the entire needs infrastructure- natural resources- climate

## Module 2: Neighborhood Mapping

**Activity:** Attendees were asked to consider three maps of different geographic areas within the city (note: some of these areas follow designated neighborhood boundaries but many were created specifically for this exercise) and identify which areas they wished to preserve, enhance, and transform.

### Preserve

Places with desirable characteristics that should be maintained

### Enhance

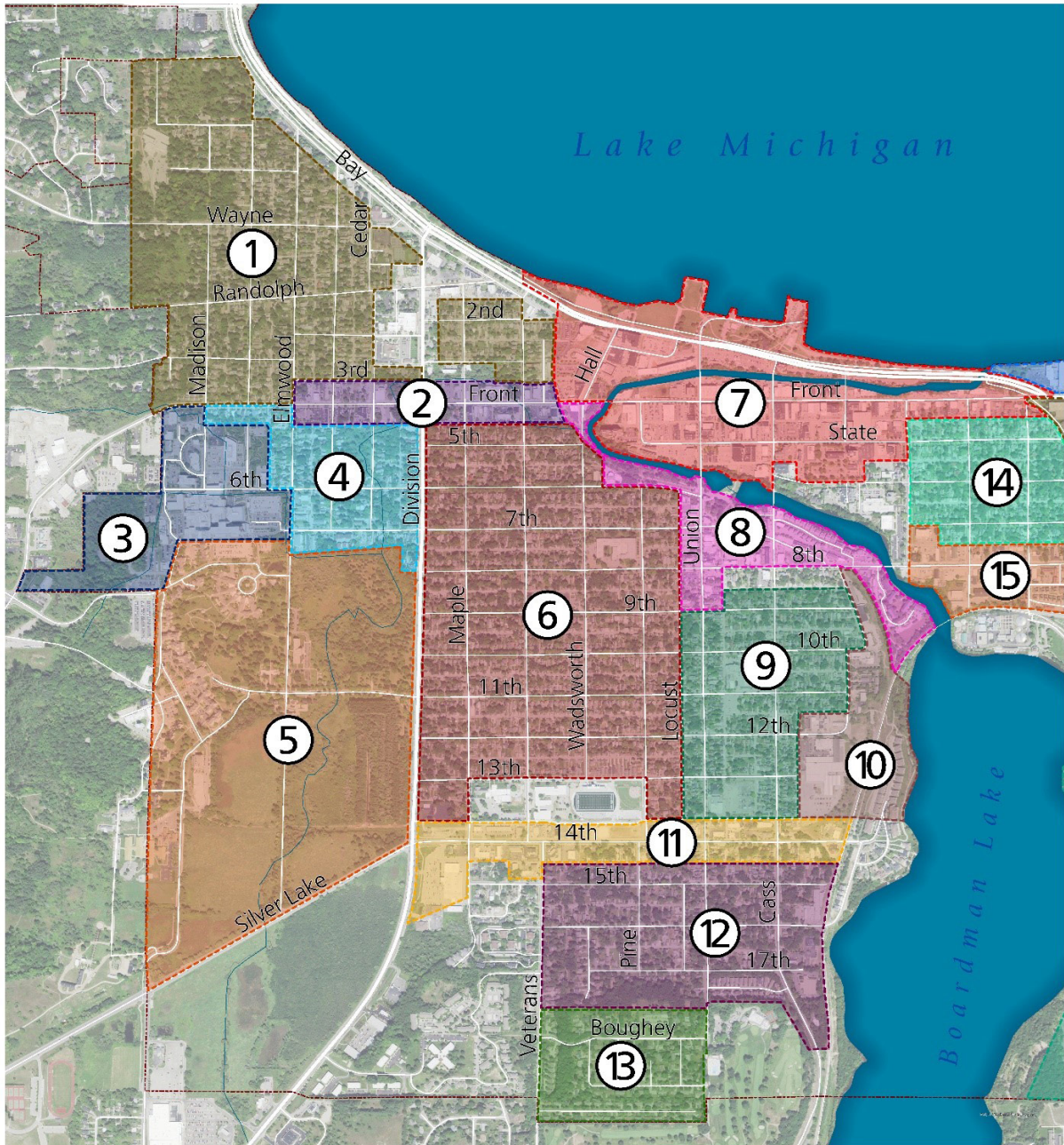
Places with ideal improvement opportunities

### Transform

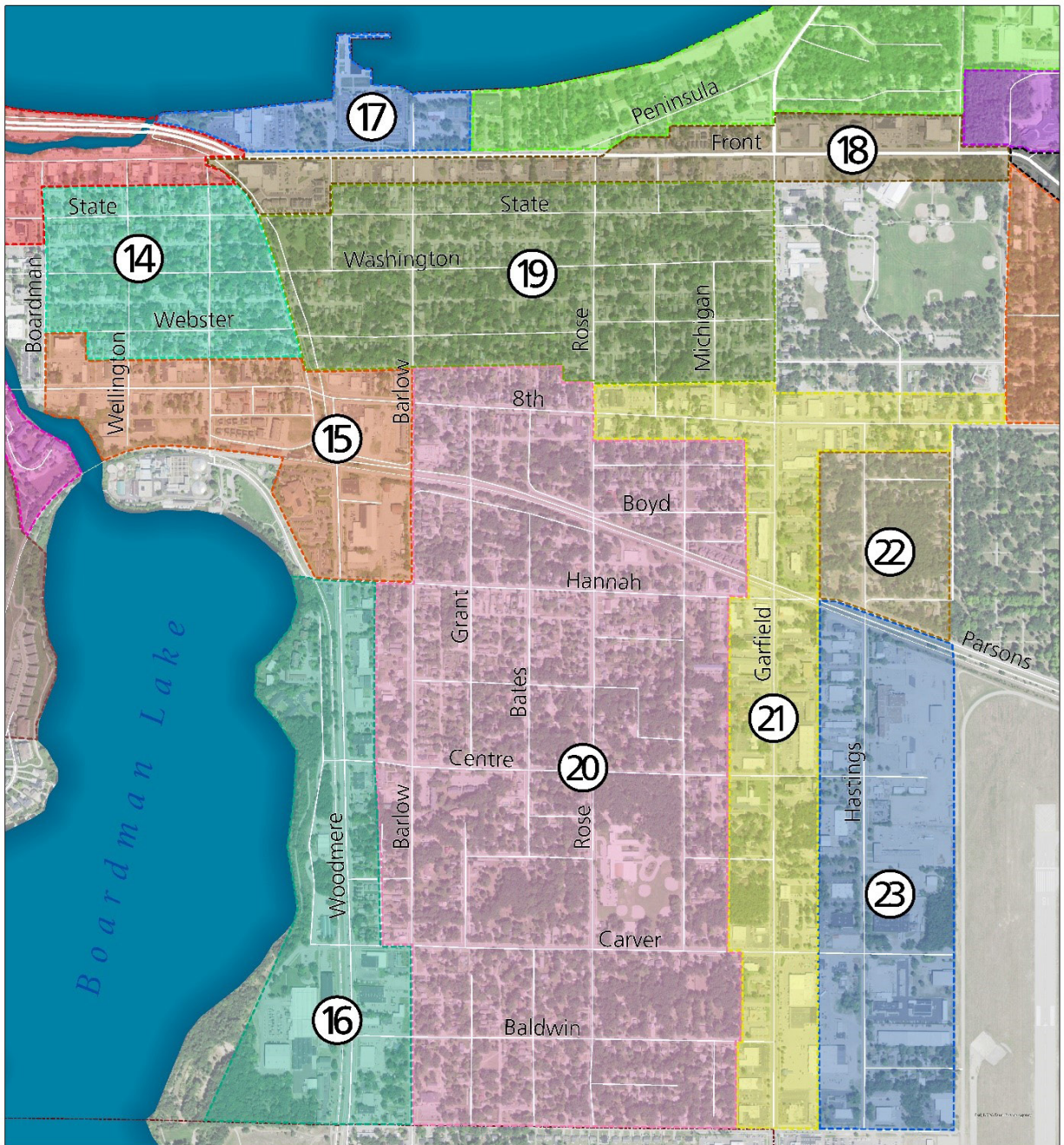
Places that are ideal for dramatic change in its function and design





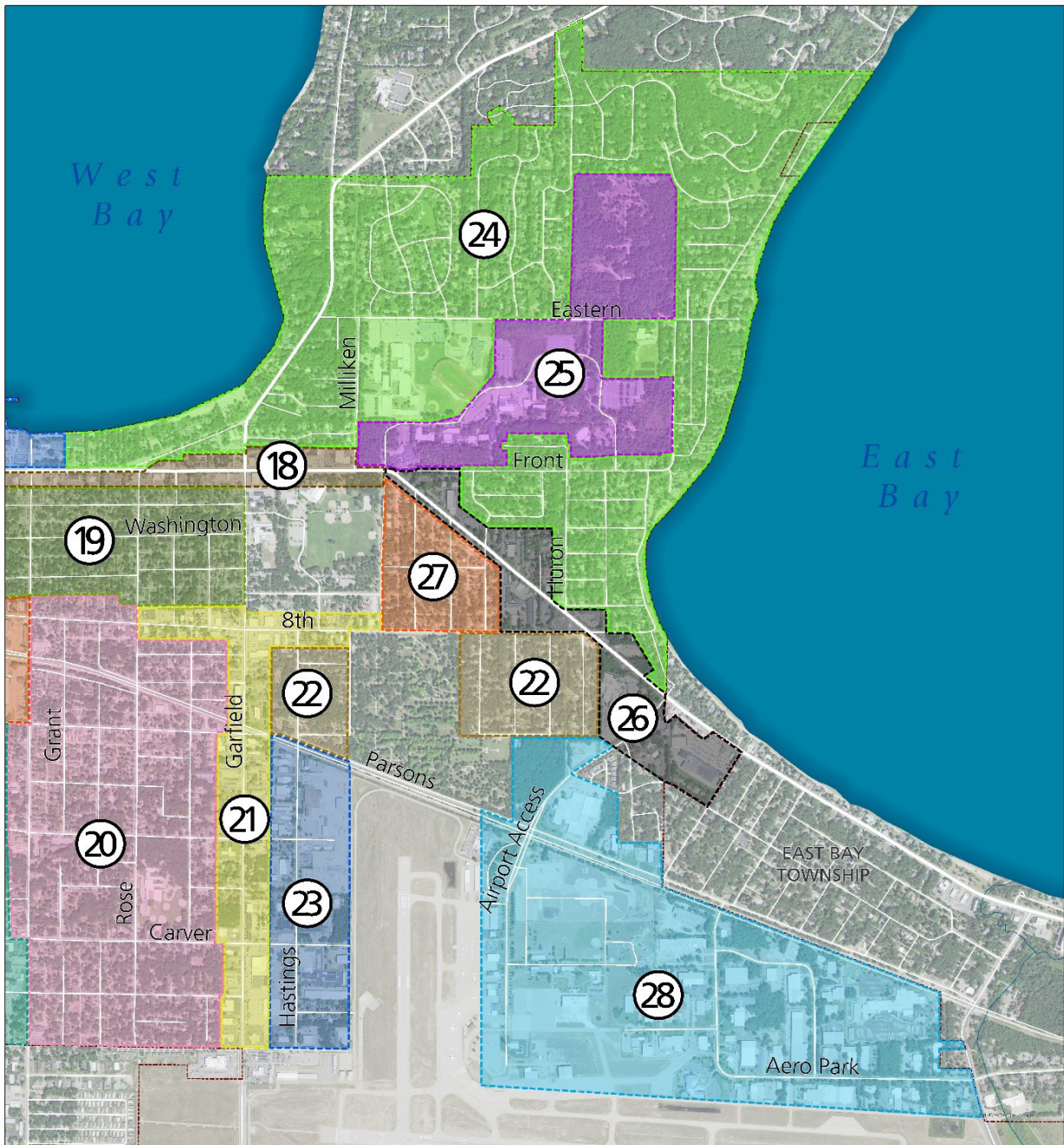




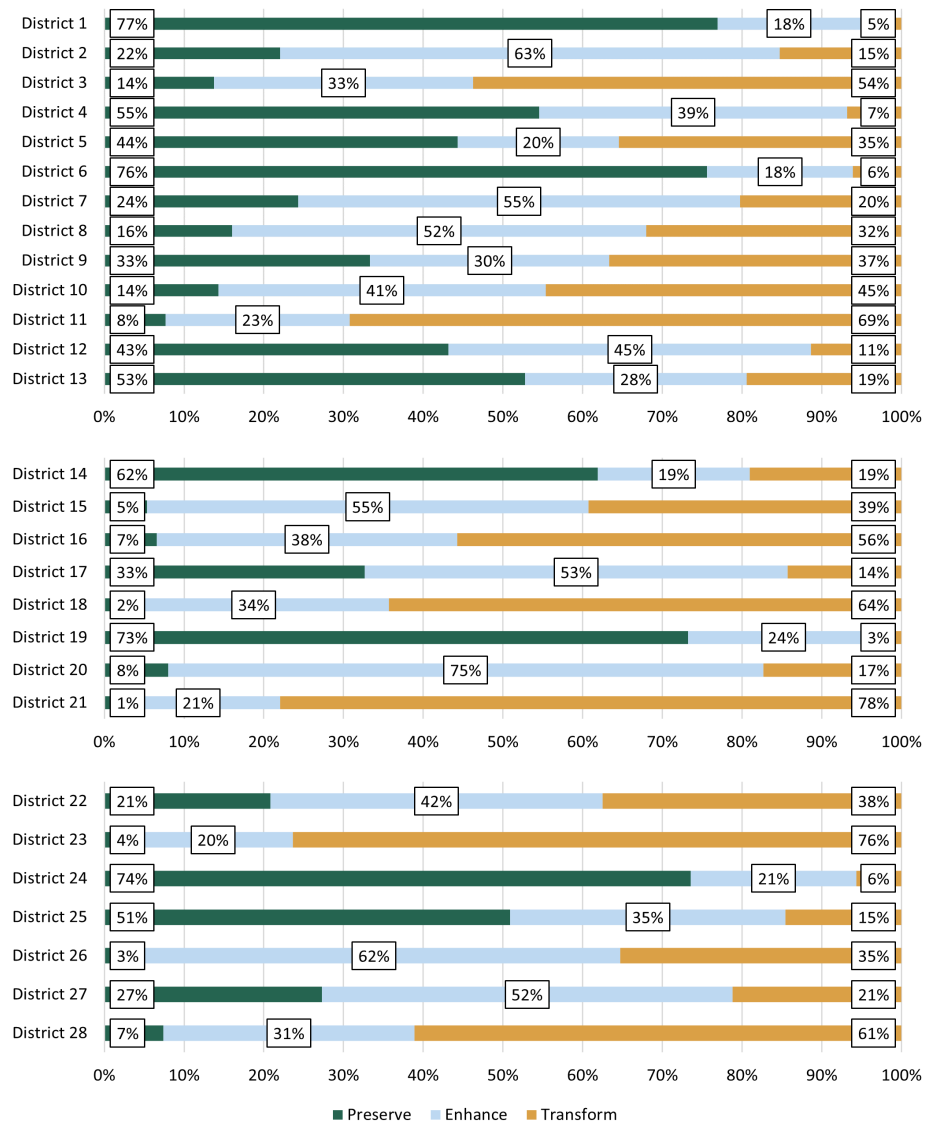


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## Results of Neighborhood Mapping Module.



### Module 3: Guiding Principles

**Activity:** Attendees were asked to view the list of five guiding principles that resulted from the online survey and note what they liked about each principle, along with what was missing or confusing.

**Results and Key Themes:** Each guiding principle received a number of “like” comments, indicating that attendees found value in each principle. Below is a list of content attendees felt was missing or confusing for each principle.



#### *1. We should proactively and consistently manage water, sanitary, and storm infrastructure systems for continued and improved public health and safety.*

##### **Missing:**

- We need to prioritize green water infrastructure over grey water, need composting and food waste systems, need more community gardens and biodiverse green spaces
- Make systems holistic with natural systems. Living machines and natural waste water management
- Storm water should be handled in as a green a way as possible - more natural, unmowed areas to absorb water with natural plantings
- Clean water free of PFAS pipes replaced
- Needs to be inclusive of conserving resources, energy efficiency and reducing impact on climate change

##### **Confusing:**

(No feedback offered)



## *2. Natural, historic, and cultural resources in Traverse City need to be respected and protected.*

### **Missing:**

- Add “will proactively protect” not that they need to be. Take ownership!
- Consider the look of the city character of the structures and historical appearance, avoid the mish-mash
- We need to recognize that this was once a settlement of the Anishinaabe called Weqnetong, to decolonize Traverse City, and acknowledge the erasure and displacement of indigenous people and history
- Historical preservation, list of buildings?
- The depth of history should be defined in more detail. If history and culture is defined by settlement, then this should be rethought to dig deeper into pre-settlement context

### **Confusing:**

- Whose history?
- Whose history are we respecting?
- Need definition - what history? What is a cultural resource?

## *3. Our neighborhoods should provide a high quality of life, including housing and transportation options, to meet the daily needs of our residents of all abilities, backgrounds, and ages.*

### **Missing:**

- Form based planning
- Affordable housing is the key to a more diverse and vibrant town. A young and educated worker cannot live in TC
- all income groups
- Traverse city cannot solve regional housing needs. Do not destroy traditional neighborhoods in attempt!
- Missing income (abilities, backgrounds, ages)
- Housing and transportation needs to be accessible to all groups
- Income is missing
- Can't happen without housing for year round residents

### **Confusing:**

- Preserve neighborhoods they already provide housing and are occupied - we can't solve the entire housing problem by changing the land use and zoning
- I don't see anything about protecting the character of the neighborhoods. We have a lot of pressure from all side and no support

*4. We should proactively and consistently manage street and multi-modal transportation infrastructure.*

**Missing:**

- Important to keep it safe for bikes and walkers
- Prioritize public transit
- Bike lanes on all streets are needed
- Need much more planning of lots for E-Bikes especially to avoid conflicts with pedestrians
- Motorized vehicles should not be allowed to go over 5-10 mph - too dangerous

**Confusing:**

- Is so general [dt] to be meaningless
- Be realistic that bicycles are rarely used in the winter

*5. We should invest in creating vibrant city spaces that connect all people to nature and each other.*

**Missing:**

- Should be carefully managed to balance housing with the creation of more parks
- Pop-up spaces/plaza etc. that each new development builds into their plans that is open to the public. Seattle does this downtown - lots of "secret" spaces/gardens

**Confusing:**

(No feedback offered)

**Module 4: Challenges**





**Activity:** Attendees were asked to record the most important challenge facing Traverse City in the next 10-15 years.

**Results and Key Themes:** 142 responses were recorded with the following topics mentioned most often:

- Affordable housing
- Climate change
- Traffic calming
- Mobility
- Protecting community character
- Tourism
- Becoming a town for only the wealthy

## Module 5: Mapping Mobility Infrastructure

**Activity:** Attendees were encouraged to provide their comments on the city's transportation network by interacting with a 6ft x 9ft map of Traverse City. Attendees were given dots that signified the following:

-  Green Dots - I Like Walking or Biking Here
-  Yellow Dots - This is a Place for Improvements
-  Red Dots - I Avoid Walking or Biking Here
-  Blue Dots - This is a Destination

Attendees would then place these dots on areas of the city they associate with good or bad mobility infrastructure or places identified as key destinations. Sticky notes were also provided so attendees could provide more information if they wanted.

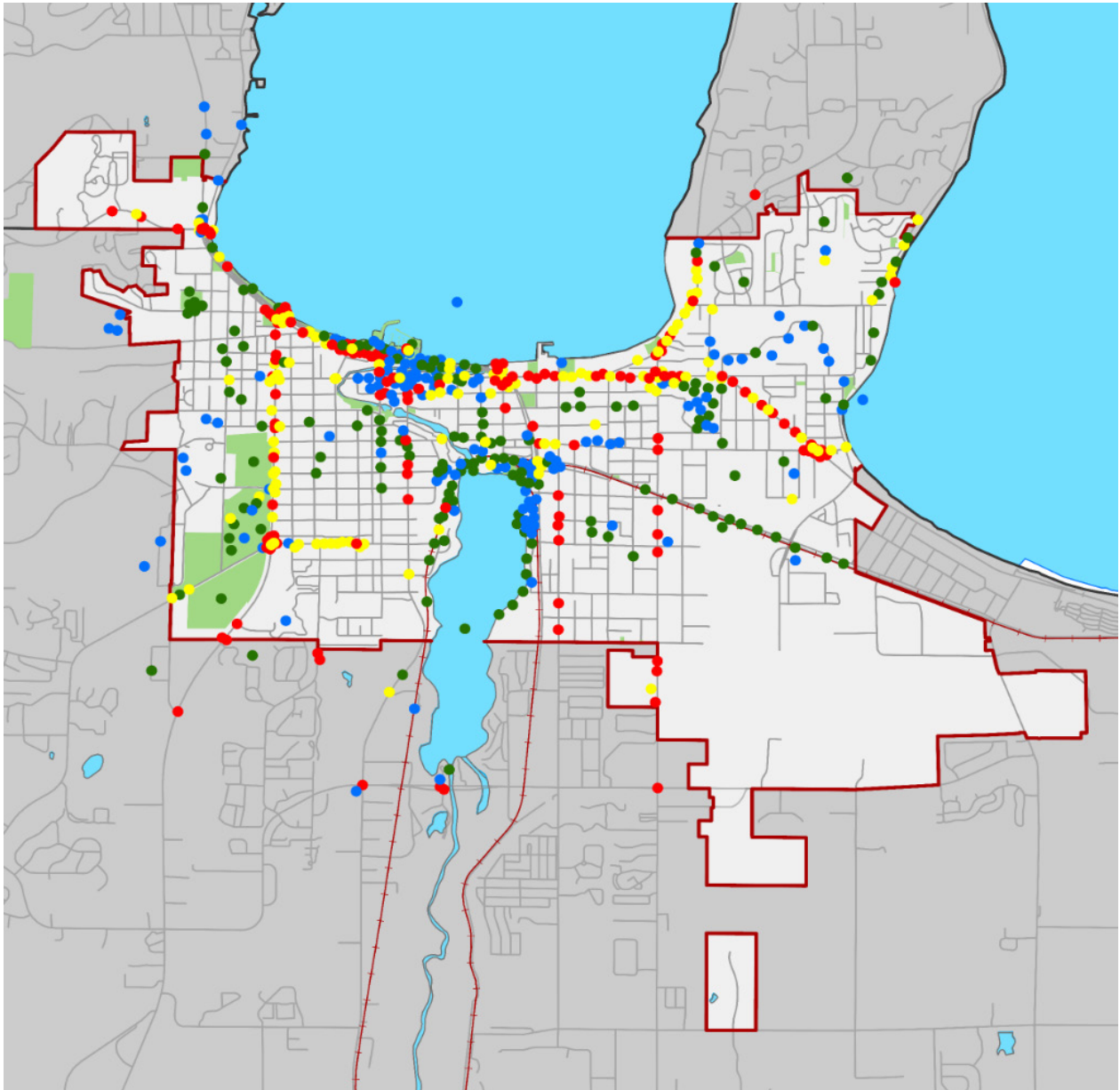
The desired outcome of this activity was to glean information on the city's current mobility network and identify impediments from those who ride, walk, or drive on city streets every day. This exercise taps into the lived experience of residents and can illustrate areas of the city that are mobility "places of interest" as identified by a high dot density.

The information gathered in the activity was converted to spatial data for mapping applications. The maps on the following pages illustrate the nearly 600 dots and comments received during this exercise.



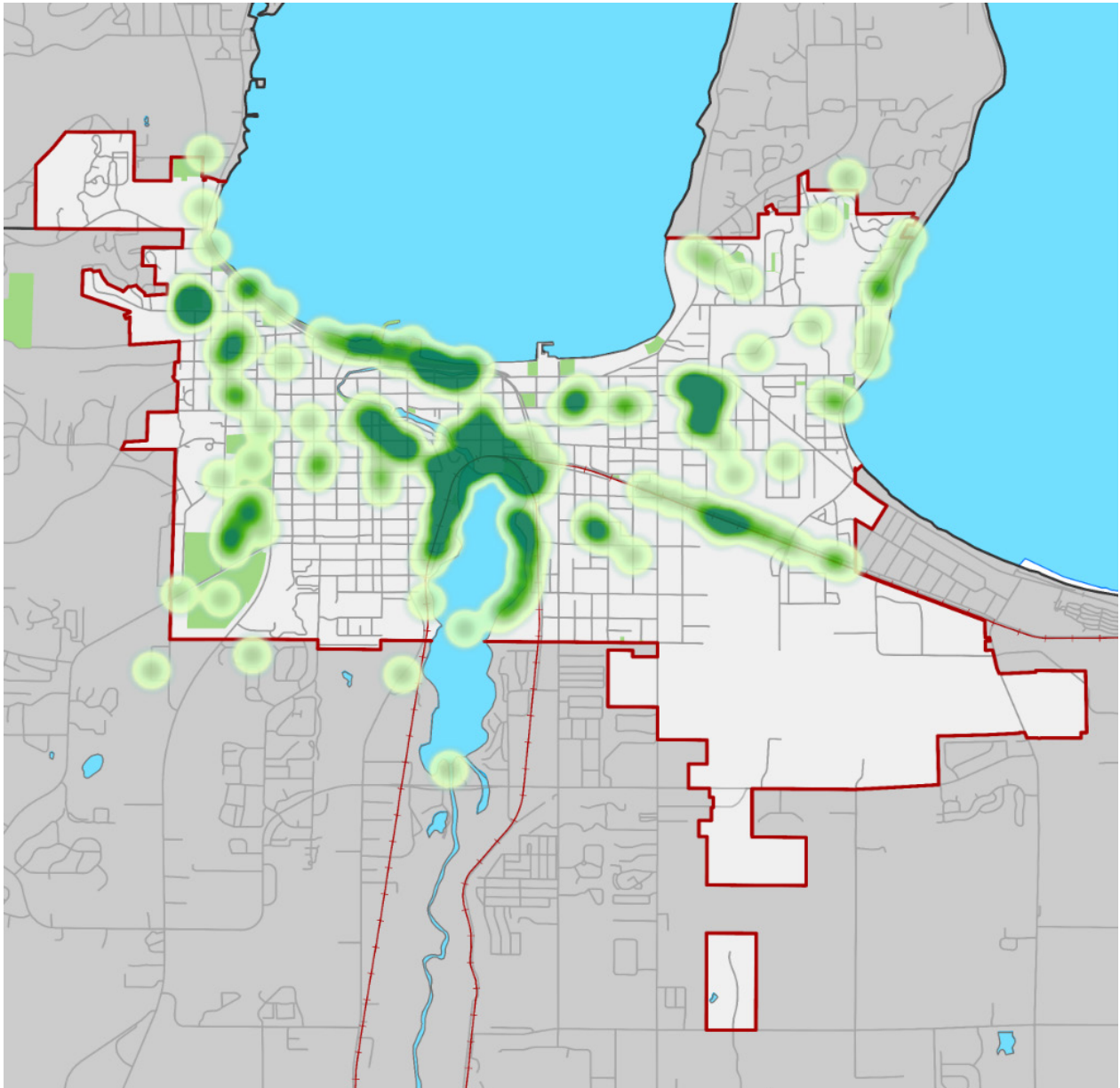
**Map #1:** All dots gathered from Mobility Billboard Map

Green dots = I like walking or biking here; Yellow dots = this is a place for improvements;  
Red dots = I avoid walking or biking here; Blue dots = this is a destination



**Map #2: Heatmap - I Like Walking and Biking Here**

Clusters of green indicate places people enjoy walking or cycling.

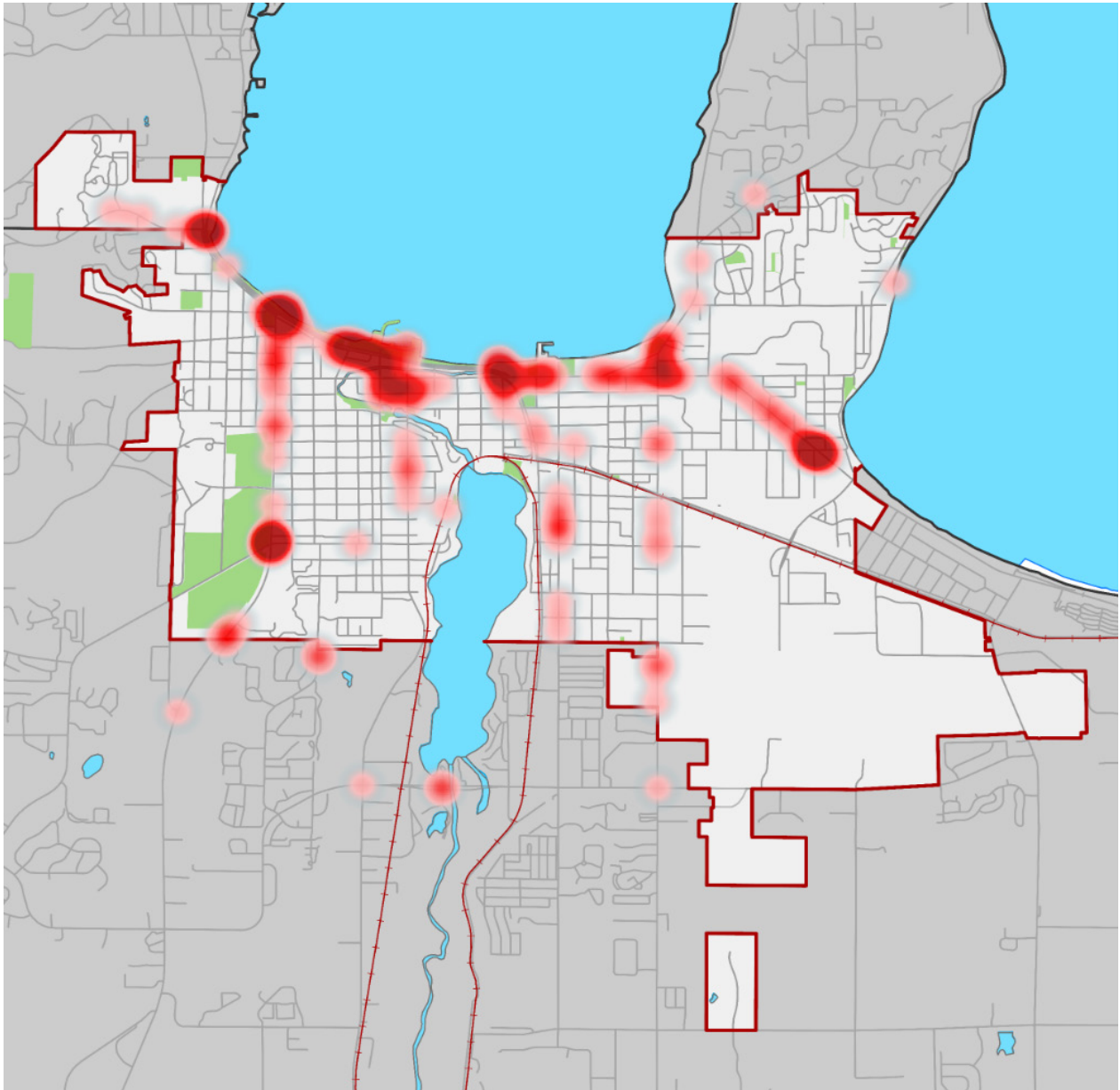


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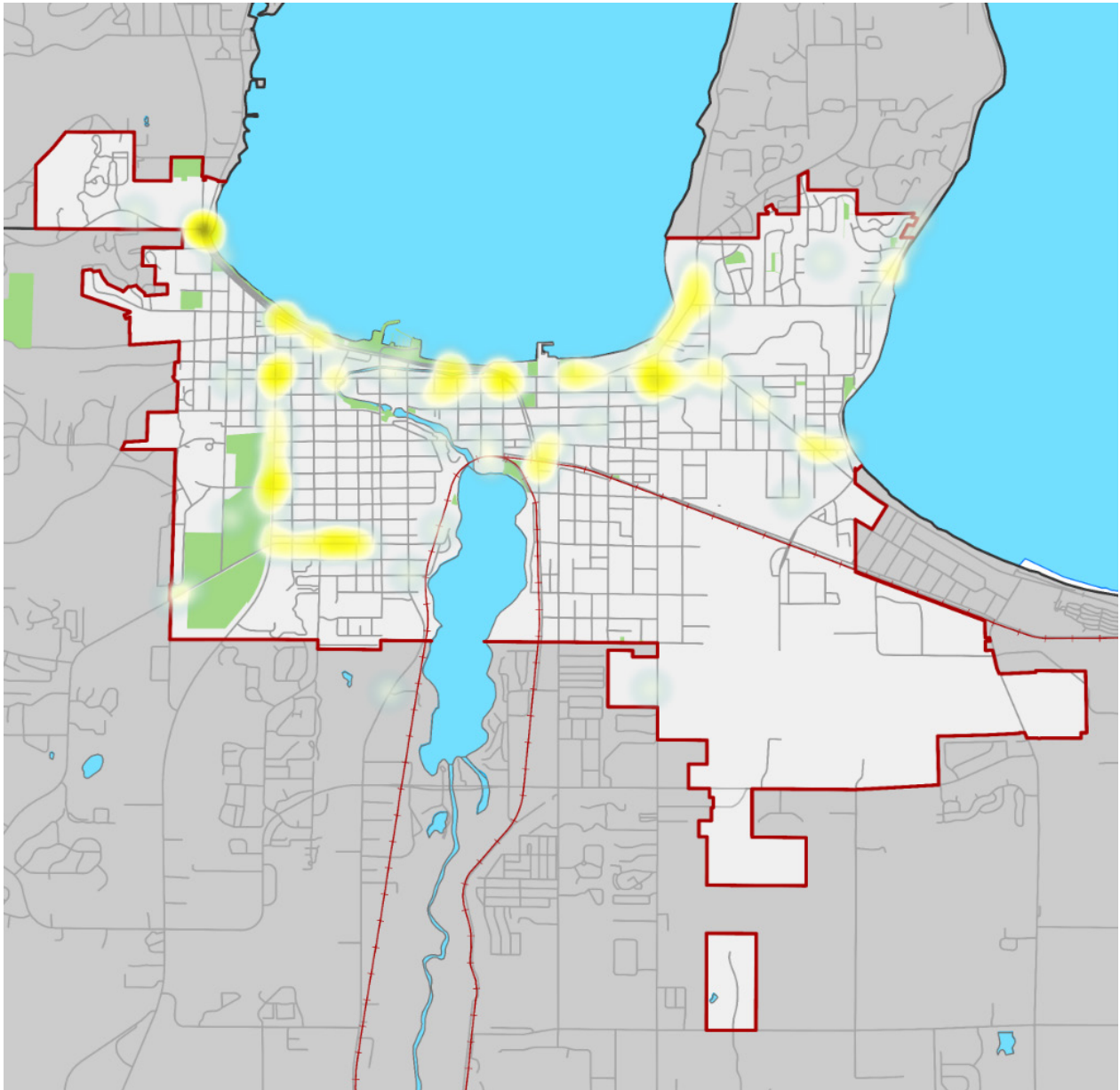
**Map #3: Heatmap - I Avoid Walking and Cycling Here**

Clusters of red indicate places people avoid walking or cycling.



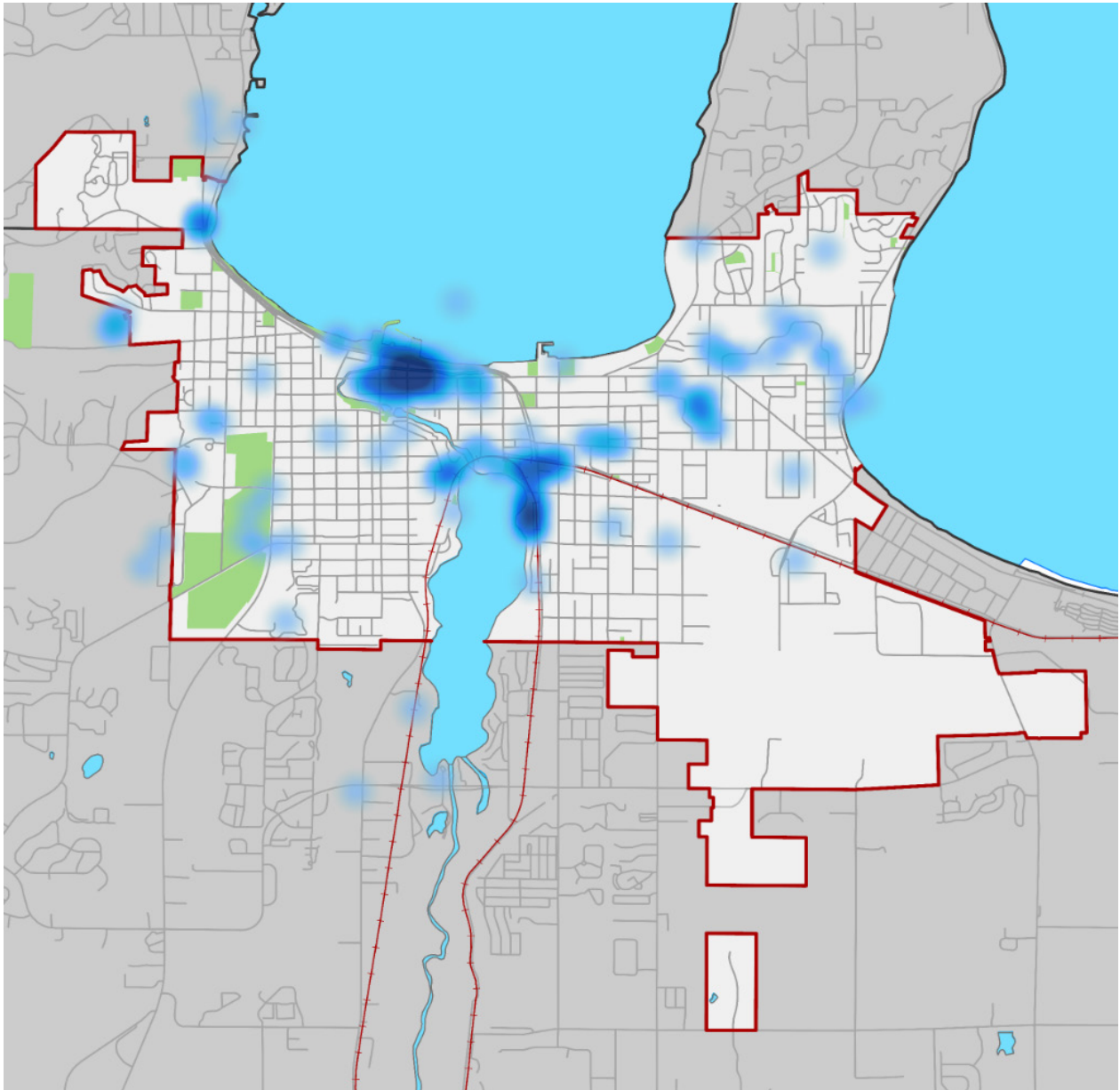
**Map #4:** Heatmap - *This is a Place for Improvements*

Clusters of yellow indicate places where people would like improvements.



### **Map #5:** Heatmap - These are Destinations

Clusters of blue indicate places people identify as destinations.



**Results and Key Themes:** with nearly 600 dots and comments collected, a number of key themes emerged. These include:

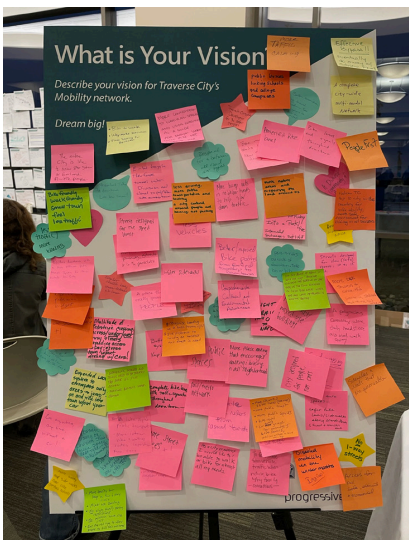
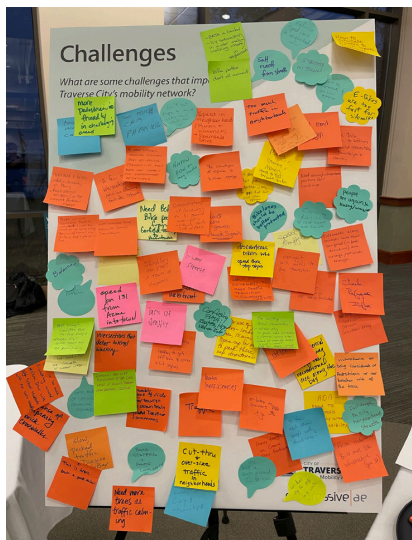
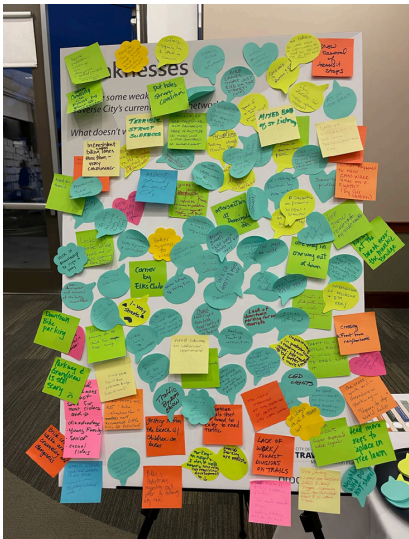
- **Enjoyment of Regional Trails and Residential Streets** – Attendees placed numerous green dots on areas with dedicated cycling and mobility infrastructure – namely the Boardman Lake Loop Trail, the Traverse Area Regional Trail near downtown and the Parsons Road area, the Eighth Street corridor, and the Grand Traverse County Civic Center. Attendees also identified lower-speed residential neighborhoods as pleasant environments for walking and cycling.
- **Key Corridors Offer Improvement Opportunities** – Attendees identified corridors such as Peninsula Drive, Fourteenth Street, and Division Street as areas that would benefit from increased mobility access. The M-72 / Grandview Parkway intersection was also identified as a key place for improvement.
- **High-Traffic Intersections are Major Mobility Barriers** – Attendees placed many red dots on the region’s busiest intersections. These include the Division Street/Fourteenth Street intersection, the Division Street/Grandview Parkway intersection, intersections connecting downtown Traverse City to the waterfront such as Union Street and Hall Street, the East Front Street/Grandview Parkway split, the Garfield Avenue/Front Street intersection, and the Munson Street/Eighth Street intersection.
- **Key Destinations are Dispersed** – While many attendees identified downtown Traverse City as a major destination, other destinations include Woodmere Avenue east of Boardman Lake, the Grand Traverse County Civic Center, Traverse City High School and the





## Module 6: Developing a Mobility Vision

**Activity:** Attendees were encouraged to identify the strengths, weaknesses, opportunities, and challenges of Traverse City's current mobility network by placing sticky notes on four corresponding boards. They were also prompted to identify their overall vision for the network on a separate board. This exercise fostered discussions on the priorities of attendees and what mobility changes they desired in the city.



**Top Left:** Strengths Board  
**Top Middle:** Weaknesses Board  
**Top Right:** Opportunities Board  
**Bottom Left:** Challenges Board  
**Bottom Right:** Vision Board

**Results and Key Themes:** Attendees placed 469 sticky notes across the five boards. Key themes for each of the boards is included in the following sections:

- **Strengths** – This board prompted attendees to identify the strengths of Traverse City's current mobility network. Attendees specifically cited the TART Trail, access to BATA, and the Eighth Street redesign as positives. They also mentioned the city's current bike network and grid pattern of slow, residential streets and alleys as positive.
- **Weaknesses** – This board prompted attendees to identify the weaknesses of Traverse City's current mobility network. Many comments pertained to dangerous street crossings and lack of snow removal in many areas. Other comments mentioned high seasonal traffic patterns and the topic of parking – some thinking there is too little and others thinking there is too much of it within the city. Electric bicycles were also mentioned as some comments stated they create conflict with other trail users.
- **Opportunities** – This board prompted attendees to identify the mobility opportunities for Traverse City's future. Comments mentioned greater public transportation opportunities and improved cycling infrastructure. Other comments mentioned prioritizing pedestrian travel over cars and improving the city's wayfinding signage.
- **Challenges** – This board prompted attendees to identify potential challenges to the city's mobility network. Many comments focused on accommodating high-speed traffic, lack of public transportation, and lack of driver education surrounding HAWK signals. Other comments mentioned cyclists failing to follow traffic rules and the need to account for electric bikes and scooters.
- **Vision** – This board prompted attendees to “dream big” and identify their vision for the city's mobility network. Many comments coalesced around the theme of safer streets accounting for multiple transportation modes. Other comments were mixed on the topic of one-way street conversions – some comments supported their conversion while others opposed them. Other comments desired an expansive transit system and rail network. Some comments mentioned a potential highway bypass that would eventually reduce the need for Grandview Parkway.



## Module 7: 103.2 Mobility FM: Radio Booth

**Activity:** Attendees were encouraged to sit down and share their thoughts and observations of Traverse City's mobility network in a podcast-style interview format. Staff erected a table with a microphone and audio processing software and recorded conversations with attendees. Attendees were asked questions on how long they have lived in Traverse City, how they typically travel within the city, and what changes they would like to see in the city's mobility network. Most attendees spoke between 2-5 minutes, while others had more comments to share. The podcast-style format lent itself to informal conversations and allowed attendees to speak "off the cuff" and share their thoughts in an anonymous and unfiltered format.

**Results and Key Themes:** Following the event, the recordings were transcribed and input into a spreadsheet. Listed below are a few comments offered during the activity. These examples are illustrative, offering a glimpse into "the mobility radio studio" and are not necessarily representative of all comments received.



*"We have so many [trails] that still aren't quite connected, so you know like down [near] Manistee, Thompsonville they're working on getting trails connected."*

*"I walk and I drive my car. I no longer ride my bike because it's taking my life in my own hands. I've given that up."*

*"One thing to realize is that everyone does not ride a bike anymore, and that if you do ride a bike that you should follow the rules because I certainly notice bicyclists not stopping or not looking for another car or something like that."*

*"I like to ride my bike through the city. We take walks often, that's why we live in town is to be close to these things close to the bay, close to downtown commerce."*

*"I think biking is definitely a part of it, but if we're being realistic, you know we do have winter here in Northern Michigan."*



*"I like the bump outs they do and the little islands of trees in the middle of the roads and stuff to just slow things down. And add spots for native plants and pollinators and all that stuff too. Just greens it up a lot."*

*"I guess more traffic calming measures would be nice too. Slower speeds and maybe more - I don't know what it takes - more patrol or more speed bumps - calming the traffic."*

*"Well, right now the system of bike lanes in the town are disjointed. I think it would help if it was more cohesive, more consistent from one area to the next."*

*"I'd like to see Division Street up to 14th Street just go away. I think it's a terrible thing. It's like the Cross Bronx Expressway in the Bronx. It just cuts the neighborhood - you can't get across it except at the traffic light."*

*"Every day we do get out to run or bike, so that counts too and we try to do that for errands. We're lucky where we live right now where we can bike to restaurants, downtown bike to the bar, bike to the grocery store."*

*"I recently took a trip up from Cass and Eighth roughly to the Sutton Bay Trail and I found it pretty difficult to negotiate the crossing at Grandview Parkway and to get up to where the trail started."*

*"We particularly appreciate the pedestrian crosswalks in the downtown areas and how they've expanded to other streets other than just downtown."*

*"I bike as much as I can. I live downtown. But I also drive a lot because unfortunately most of the things I need aren't within biking distance."*



*"I think it's really important that I think if we want to see more families cycle and also more women cycle, you have to create those protected spaces."*

*"It is extremely difficult [to get around] during the summertime. For you know, eight to ten weeks, it's a pain. But other than that, the city in itself is fairly easy to get around. There are some routes to take to avoid some of the bottlenecks."*

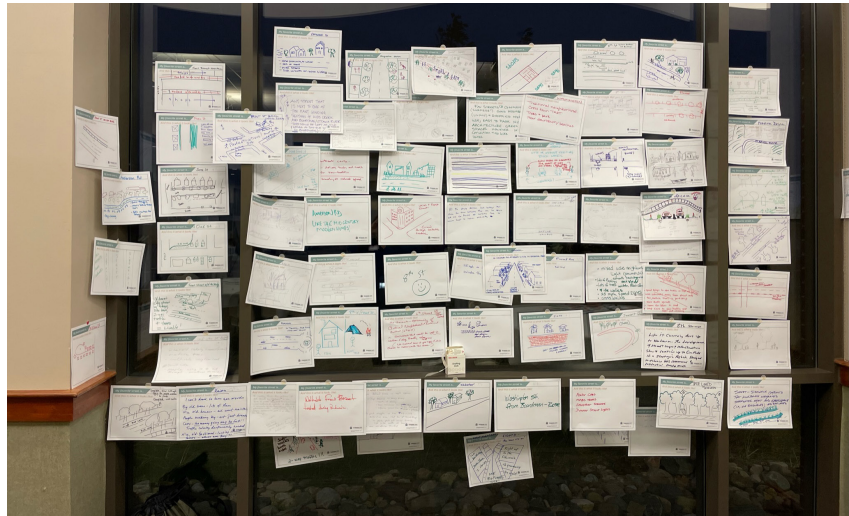
*"It would be nice to have more consistent lighting in the evenings throughout the city. Because sometimes it gets pretty dark and it is hard to see bicyclists."*

Over forty attendees participated in the module, offering their thoughts and daily experiences with the city's transportation network. Some key themes are listed below:

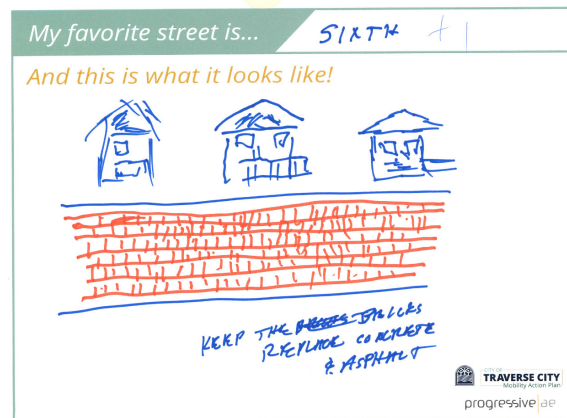
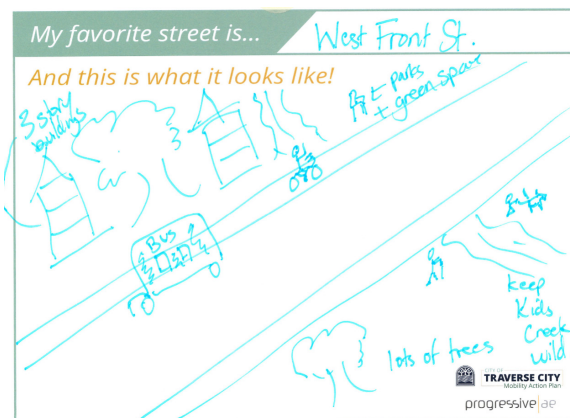
- **Desire for Increased Safety on City Streets and Trails** – Many attendees wanted safer streets – stating a desire for slower traffic and improved pedestrian and non-motorized crossings. Attendees also mentioned safety on trails, especially in regards to electric bicycles and conflicts between pedestrians and cyclists. Other attendees stated that cyclists should follow traffic rules when riding in the street, as safety is a shared responsibility between all street users.
- **Desire for Separated Facilities and Regional Trails** – Attendees mentioned their discomfort of riding with high-speed traffic and mentioned their favorite places to ride as either being low-speed neighborhoods or on separated trails. Regional trails were also highlighted as important, as many attendees mentioned riding to destinations outside of the city for
- **Traveling in Traverse City is Relatively Convenient** – Although attendees mentioned the congestion during the summer months, most attendees stated that getting around town is still relatively easy. Many long-time residents cited the increased congestion and traffic in the region while others mentioned that the city is doing a good job increasing mobility access in certain areas.

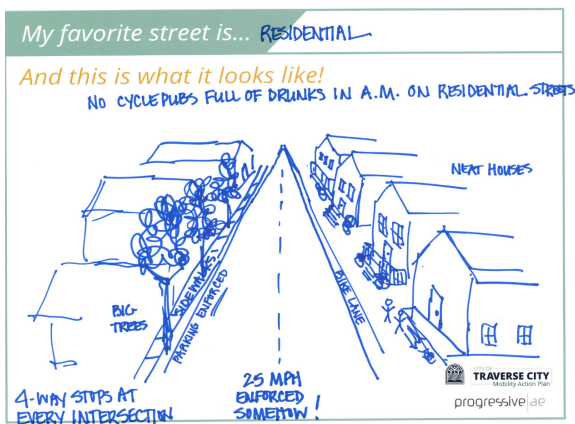
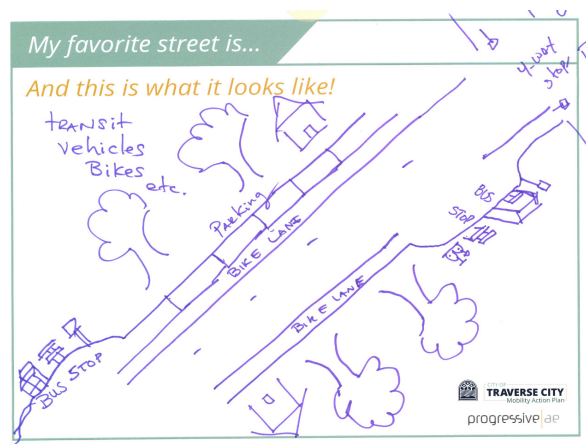
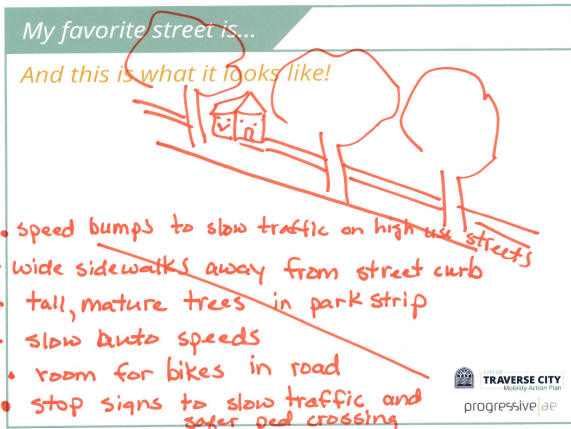
## Module 8: Your Favorite Street: A Drawing Exercise

**Activity:** Attendees sat at round tables supplied with paper and drawing supplies and were encouraged to draw their favorite streets. This exercise sought to identify what residents viewed as the “right ingredients” for successful streets and the key features that made them desirable. Upon completion of their drawing, attendees were encouraged to post their drawing on the wall along with other drawings, creating an exhibit of street illustrations. This exercise added a creative element to the open house, as attendees could convey their vision and priorities in a graphic format.

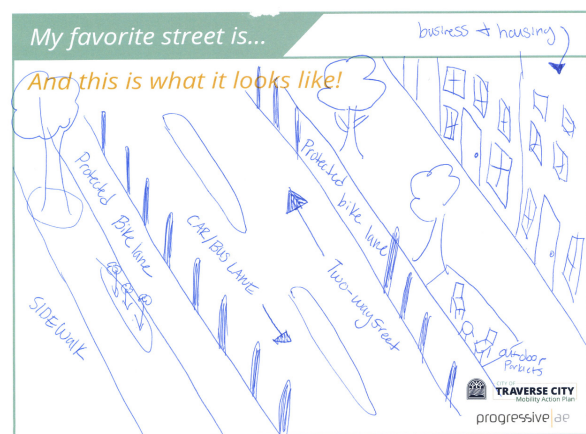
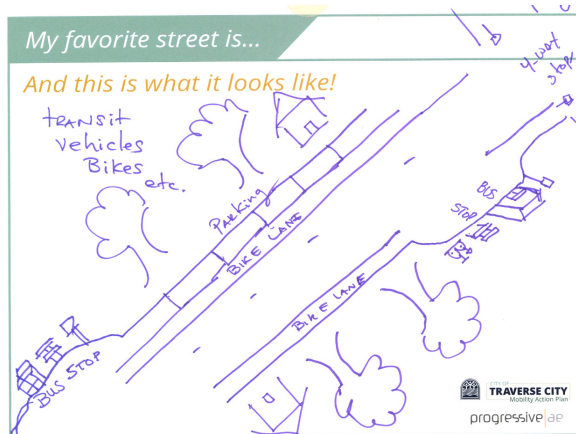


**Results and Key Themes:** Original graphics from residents are a rich resource for inclusion in planning efforts, as they represent an honest and unfiltered vision for the community's future. These images were collected and scanned for future use, some of these images are included









In total, 83 attendees provided their drawings. Many illustrations include wide sidewalks and abundant tree canopies. Others include bike lanes and pedestrian islands. Another common theme was the desirability of downtown's pedestrian environment as well as the low-stress streets of the residential neighborhoods. Some attendees emphasized the appeal of brick streets and others included speed bumps and other traffic calming devices in their drawings.

## *Summary of Key Mobility Themes*

While each module engaged attendees in unique ways, a number of key themes and reoccurring comments stood out. These are discussed below.

### *Importance of Safety and Education*

Across all modules, attendees mentioned safety as a primary concern. Many mentioned the difficulty they have walking, cycling, or riding transit across the city and stated a desire for improved pedestrian facilities such as cross-walks, HAWK signals, pedestrian islands, and protected bike lanes. Others mentioned concerns over cyclist/driver education as well as pedestrian/cyclist conflicts along trails. Electric bikes were mentioned numerous times and many attendees desired safety training and better education to reduce conflicts.

### *Desire for Protected Pedestrian Facilities and Trails*

The Mobility Map indicates that attendees felt most comfortable walking and cycling on areas removed from vehicular traffic. This was reaffirmed in other modules as attendees mentioned the TART Trail along with the Eighth Street reconstruction as ideal examples of good mobility infrastructure in the region. Many drawings indicate the importance of sidewalks and dedicated bicycle facilities.

### *High-Traffic Streets and Intersections as Barriers*

Referencing the importance of safety, many attendees mentioned the difficulty of crossing major streets and intersections. Streets such as Grandview Parkway, Division Street, Garfield Street, and intersections such as Grandview Parkway/M-72 and Fourteenth Street/Division Street were all cited as major barriers to non-motorized travel. In contrast to these, many attendees cited the city's network of low-speed residential streets as ideal environments for walking and cycling.

### *Traverse City's Connection to Nature*

Throughout the evening, attendees mentioned the importance of accessing Traverse City's natural features - including access to city parks, access to Grand Traverse Bay, and trail connections to undeveloped open space outside the city. Many attendees bike, walk, or run for recreational purposes and mentioned traveling between the City and the peninsulas. Water access was a primary theme, as many attendees mentioned boating and kayaking as enjoyable activities and desired easier access to Grand Traverse Bay and the Boardman River.

## SECTION 5: NOVEMBER OPEN HOUSE ONLINE SURVEY

676 community members took an online survey from November 10, 2022, to November 22, 2022, as a follow-up activity to the open house on October 26, 2022. Results are summarized below. Results that are more complicated to analyze include written framing and results that are relatively straightforward are presented as they were in the survey.

### *Question 1: Did you attend the Traverse City Open House at the Hagerty Center on Wednesday October 26th from 3p.m. to 7p.m.?*

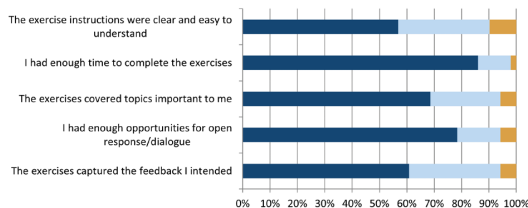
Yes	66 responses (9.8%)
No	610 responses (90.2%)

Respondents who marked “yes” to question 1 were directed to questions 2—8 below. Respondents who marked “no” to question 2 were directed to questions 9—22 below.

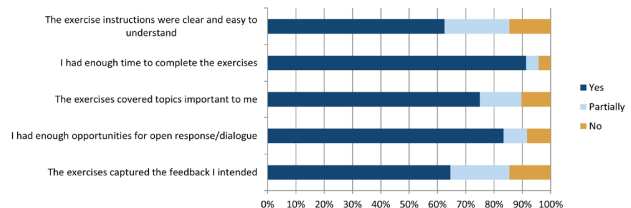
### *Question 2 - 3: Asked respondents to mark “yes”, “partially”, or “no” to the following statements regarding the Master Plan and Mobility Action Plan components of the open house.*

- The exercises captured the feedback I intended
- I had enough opportunities for open response/dialogue
- The exercises covered topics important to me
- I had enough time to complete the exercises
- The exercise instructions were clear and easy to understand

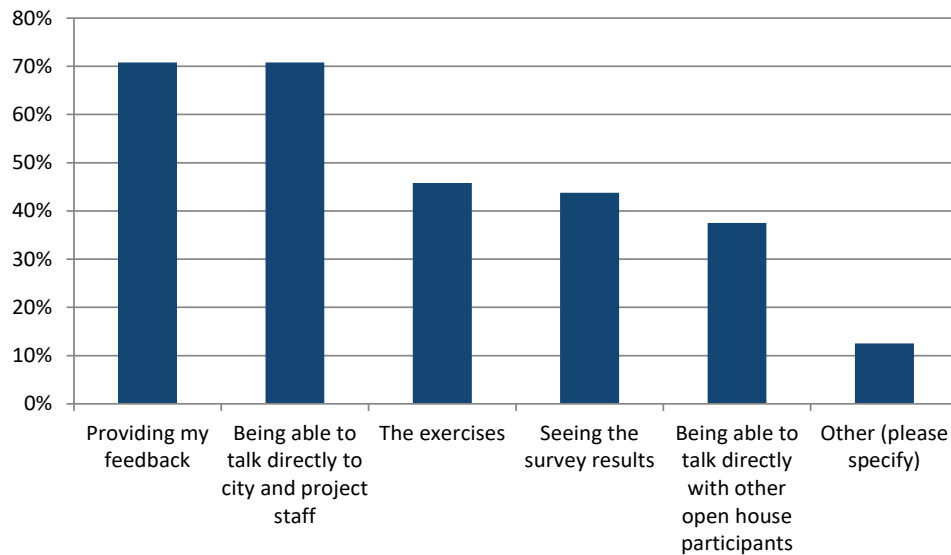
#### *Question 2: Please provide feedback for the Master Plan Section of the Open House.*



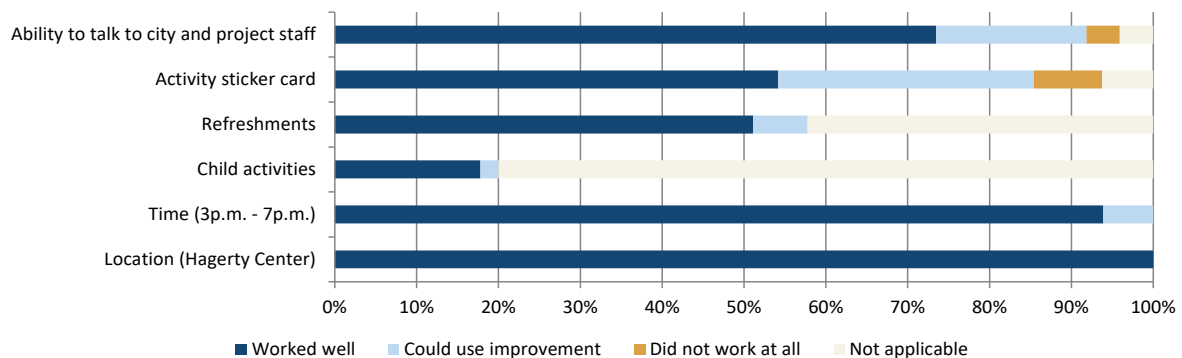
#### *Question 3: Please provide feedback for the Mobility Action Plan Section of the Open House.*



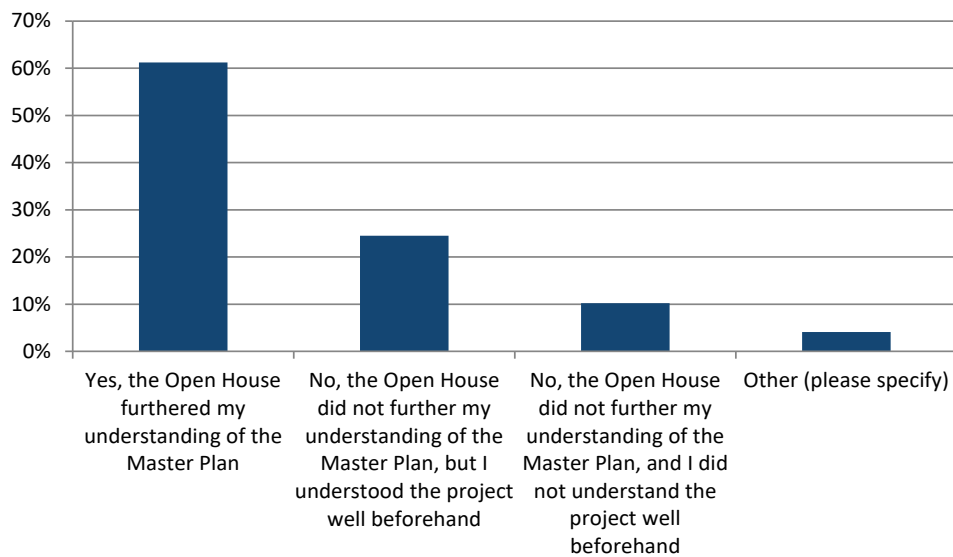
**Question 4:** What did you enjoy most about the Open House? (Check all that apply)



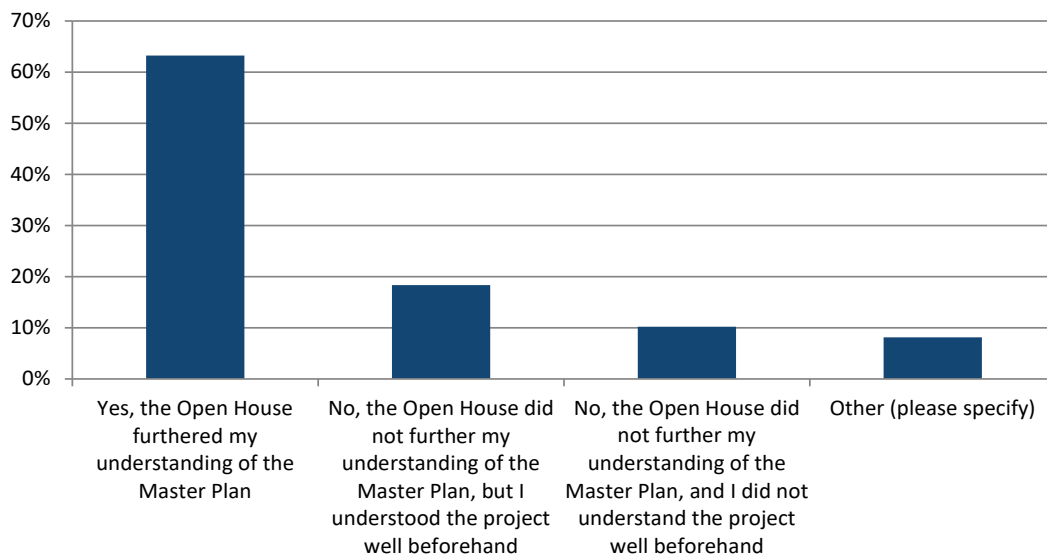
**Question 5:** Which of these elements of the Open House worked well for you/your family?



**Question 6:** *Did the open house further your understanding of the Master Plan?*

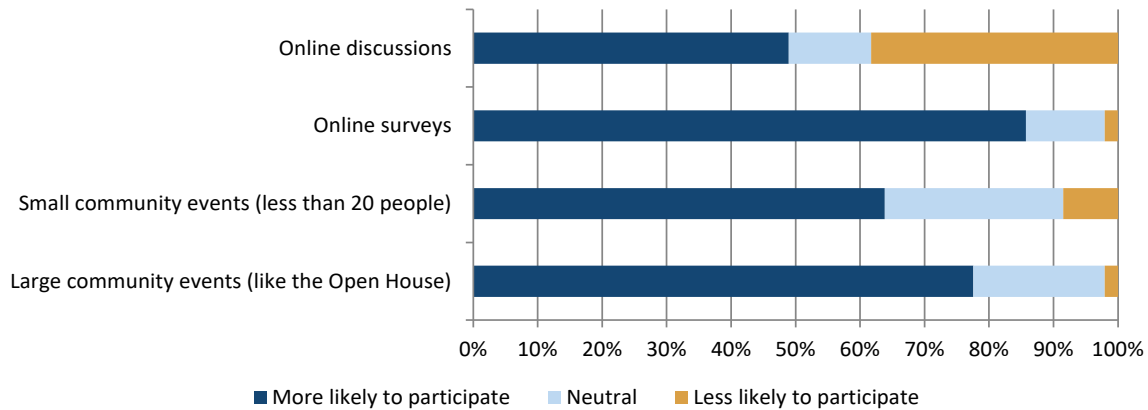


**Question 7:** *Did the open house further your understanding of the Mobility Action Plan?*



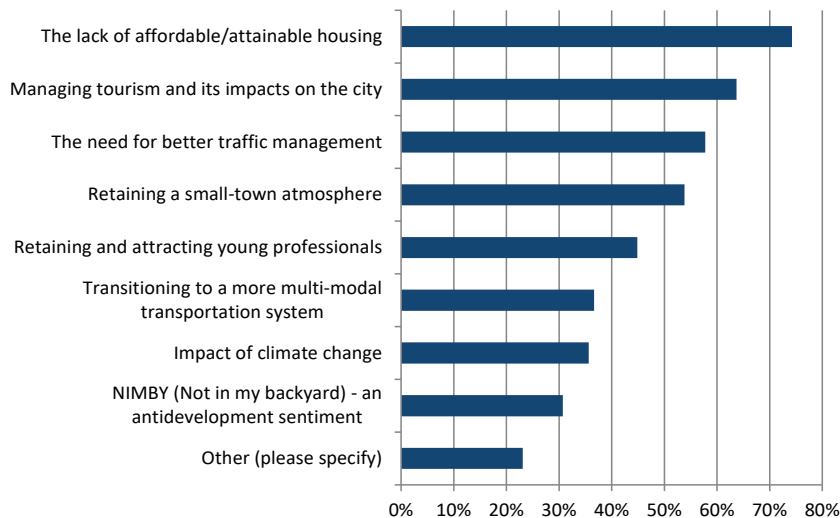


**Question 8:** Are you more likely to engage in the Master Plan and Mobility Action Plan after participation in the Open House? (Check all that apply)



Questions 9 - 22 were only posed to survey respondents who did not attend the open house and build off the feedback received at the open house.

**Question 9:** What are the challenges facing Traverse City over the next 10-15 years? (Check all that apply)



**Question 10 - 24:** *Asked respondents to consider the same five guiding principles presented at the open house and identify what they liked, what they found confusing, or felt was missing from each principle.*

The list of comments for each principle and each category is robust! A full list can be found in Appendix D of this report and oft-repeated themes for each like, missing, and confusing category are summarized below:

**1.** *We should proactively and consistently manage water, sanitary, and storm infrastructure systems for continued and improved public health and safety.*

**Like:** Very important, common sense, no-brainer, expected

**Missing:** Timeframe, specifics, care for health of environment as a whole

**Confusing:** Vaguely worded, terms not defined

**2.** *Natural, historic, and cultural resources in Traverse City need to be respected and protected.*

**Like:** Respect and protect, inclusivity, historical resources

**Missing:** Vaguely worded, terms not defined

**Confusing:** Whose history?, resources not defined

**3.** *Our neighborhoods should provide a high quality of life, including housing and transportation options, to meet the daily needs of our residents of all abilities, backgrounds, and ages.*

**Like:** inclusive, residents, high quality, positive

**Missing:** Vaguely worded, different people have different needs

**Confusing:** How will this be implemented?, terms not defined and mean different things to different people

**4.** *We should proactively and consistently manage street and multi-modal transportation infrastructure.*

**Like:** proactively, consistently, multi-modal

**Missing:** terms not defined, how to implement

**Confusing:** vaguely worded, terms not defined, steps to implement

**5.** *We should invest in creating vibrant city spaces that connect all people to nature and each other.*

**Like:** connecting people, green spaces, vibrant

**Missing:** maintaining existing spaces, terms not defined, how to implement

**Confusing:** terms not defined how to implement

# Mobility Action Plan

Traverse City Downtown Development Authority

**JANUARY 20, 2023**



# **AGENDA**

1. Introductions
2. Summary of Community Feedback
3. Complete Streets Summary
4. Complete Streets in Other Communities
5. Branding Our Streets Exercise
6. Next Steps

## PROGRESSIVE AE & TOOLE DESIGN TEAM



**CHRIS ZULL**

PE

Transportation Practice Leader



**SUZANNE SCHULZ**

FAICP

Urban Planning Practice Leader



**JAMES KILBORN**

MPA

Associate Planner



**DREW PARKER**

Senior Planner



**DAVID SHIPPS**

AICP

Columbus Office Director

# SUMMARY OF COMMUNITY FEEDBACK



# COMMUNITY OPEN HOUSE FEEDBACK

*By the numbers...*

**200+ Attendees**

**Billboard Mobility Map:** 553 dots / 31 sticky-note comments

**Mobility SWOC / Vision Boards:** 469 sticky-note comments

**Street Drawing Exercise:** 83 drawings (58% of attendees)

**Mobility Radio Booth:** 40 interviews / 100+ minutes of audio content





# COMMUNITY OPEN HOUSE FEEDBACK

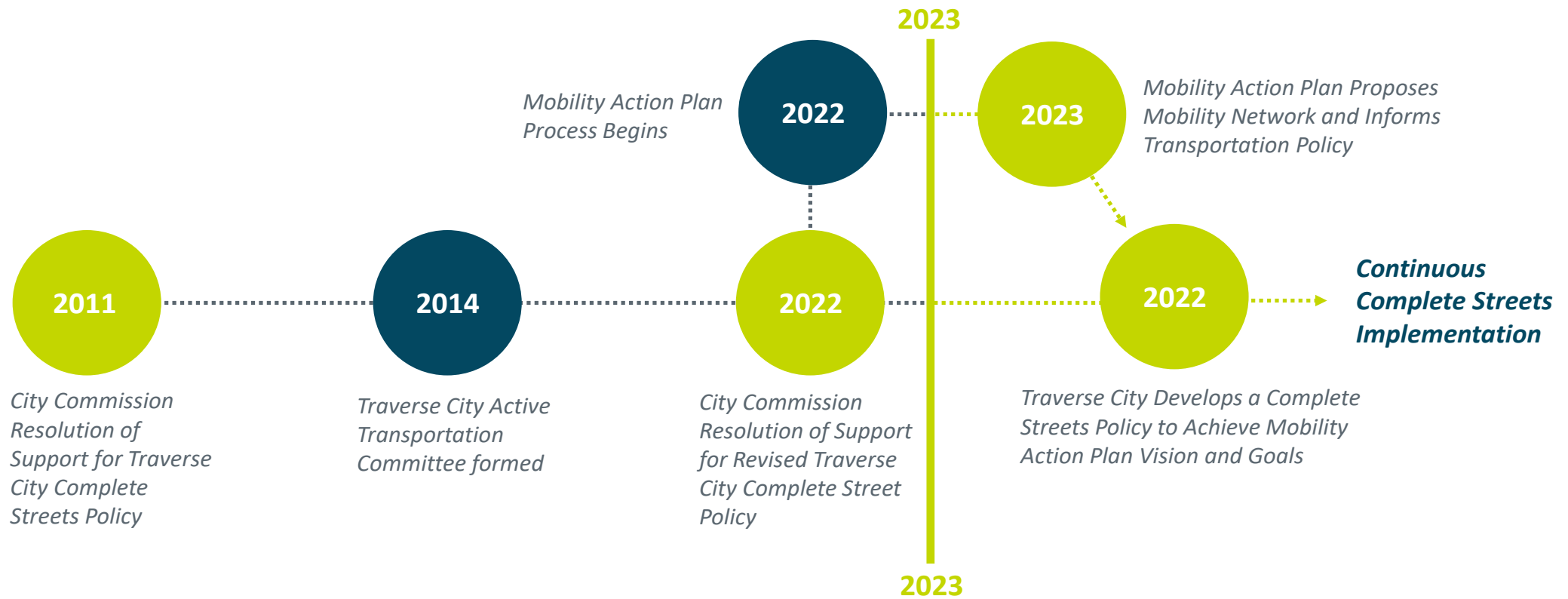
## Key Themes

- Importance of Safety and Education
- Desire for Protected Pedestrian Facilities and Trails
- High-Traffic Streets and Intersections as Barriers
- Traverse City's Connection to Nature



# COMPLETE STREETS SUMMARY

## TIMELINE OF COMPLETE STREETS IN TRAVERSE CITY



## WHAT IS A COMPLETE STREET?

- *Complete Streets are "roadways planned, designed, and constructed to provide appropriate access to all legal users...whether by car, truck, transit, assistive device, foot or bicycle."* – Michigan PA 134 and 135
- *"Complete streets are designed to enable safe and convenient access for all road users and foster transportation equity, healthy lifestyles, and vibrant communities."* – Pedestrian and Bicycle Information Center
- *"A complete streets approach integrates people and place in the planning, design, construction, operation, and maintenance of our transportation networks. This helps to ensure streets put safety over speed, balance the needs of different modes, and support local land uses, economies, cultures, and natural environments."* – Smart Growth America



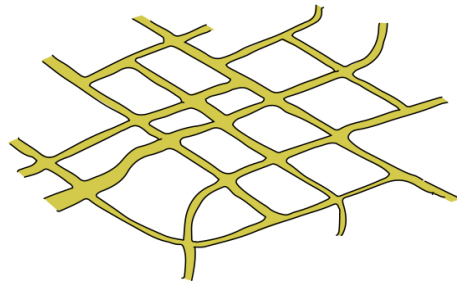


# SUCCESSFUL COMPLETE STREETS FOCUS ON THE NETWORK

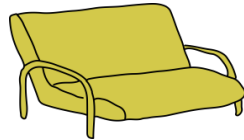
- Every roadway is different (EX: lane widths, available rights-of-way, utilities, street trees, etc.)
- Every roadway cannot accommodate every facility
- Leverage each segment's strength to support overall transportation network

## “One Size Fits All” Approach

- Less responsive to feedback
- Reliance on large projects
- More expensive
- Project-oriented

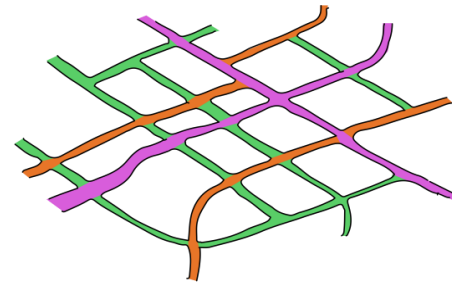


**Furniture analogy:** Like a futon, placing facilities on every street irrespective of existing conditions creates a street segment that fails to excel at any of its goals

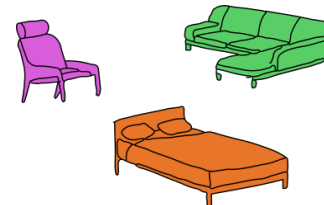


## Incremental Building Approach

- More responsive to feedback
- Reliance on small, medium, and large projects
- Less expensive
- Network-oriented



**Furniture analogy:** Different pieces of furniture perform different tasks, understanding existing conditions allows facilities to be placed on street segments for their greatest impact



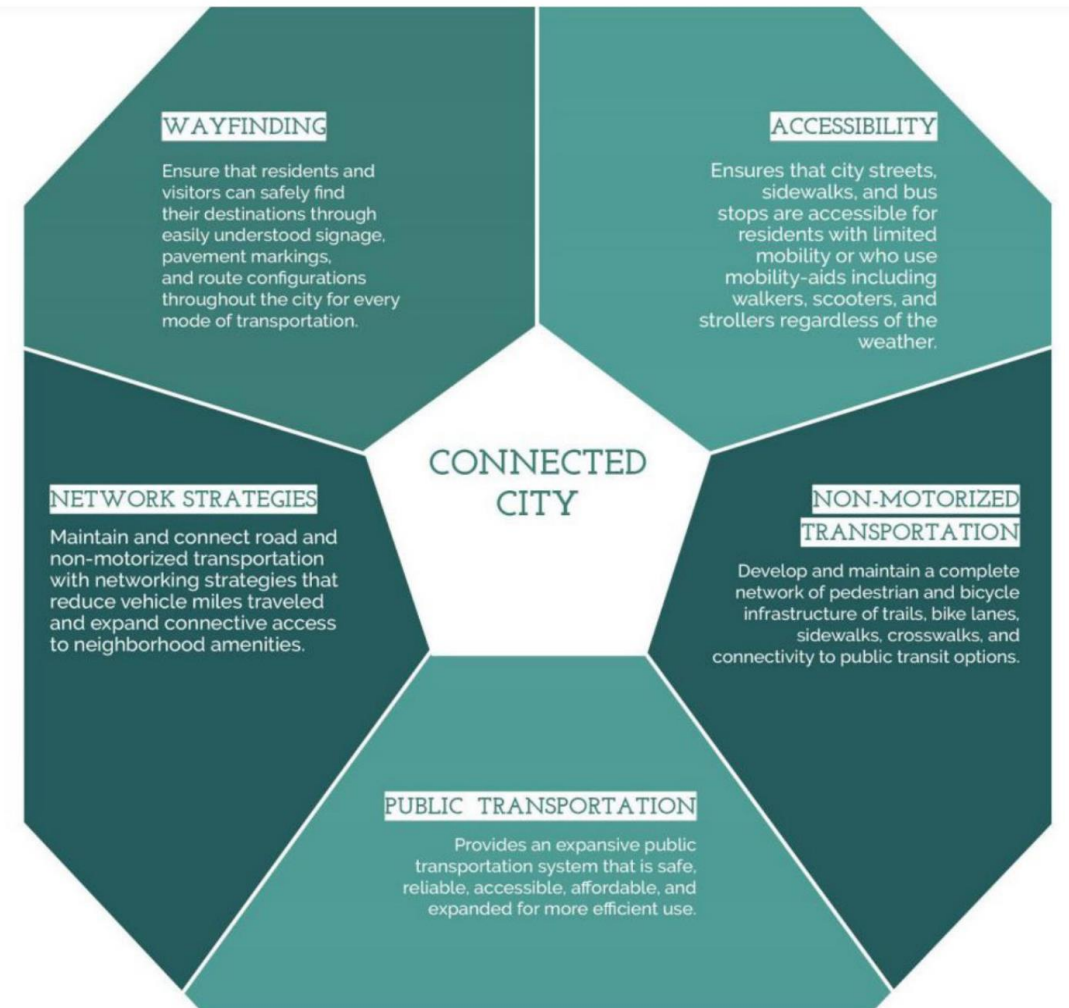
# COMPLETE STREETS IN OTHER COMMUNITIES

*Summary of Complete Street Programs in  
Other Michigan Communities*

## KALAMAZOO – STREETS FOR ALL

The Imagine Kalamazoo 2025 Master Plan provides a comprehensive vision for the City, based on extensive community engagement and input. One of the central strategic themes in the city’s vision was for a **Connected City - A city that is networked for walking, biking, riding, and driving.**

Critical to achieving the Connected City vision is the need to plan, design, and build **complete streets** that serve all members of the community equitably and enhance the resilience and sustainability of the city.





# KALAMAZOO – STREETS FOR ALL

- Emphasis on complete neighborhoods and city-wide connectivity
- Built on City's 2017 Master Plan + MDOT transferring control of downtown roadways back to City jurisdiction
- 2021 Street Design Manual establishes mobility goals, determines design types, outlines coordination for infrastructure improvements

***Vision Statement:*** “To have Downtown streets that meet the needs of the community, promote safe transportation for all, and foster a more vibrant Downtown.”

## STREET DESIGN VALUES



### CONNECTED CITY

- Strong connections between a diverse range of people and places
- A city networked for walking, biking, riding, and driving
- A reliable, accessible, and affordable public Transportation system



### EQUITY & OPPORTUNITY FOR ALL

- Street design informed by a neighborhood shared decision-making process
- Streets capable of being used by people of all ages and mobility levels
- Multi-modal networks that are equitably accessible to all neighborhoods



### ENVIRONMENTALLY RESPONSIBLE & SUSTAINABLE

- A mobility network that is sustainable and resilient, and reduces vehicle miles traveled
- Street trees and landscaping provide ecological services as well as buffers and beautification
- Reduced stormwater runoff and urban heat island



### SAFE COMMUNITY

- Streets are easy to understand and navigate
- All users can use streets safely and comfortably
- Streets prioritize the safety of vulnerable users above vehicle level of service



### COMPLETE NEIGHBORHOODS

- Connective access to neighborhood amenities
- Neighborhood commercial nodes are walkable and accessible by all modes
- Neighborhood streets are safe and walkable



### VIBRANT PLACES

- Strong connections between a diverse range of people and places
- A city networked for walking, biking, riding and driving
- Reliable, accessible, and affordable public Transportation system



### RESILIENT INFRASTRUCTURE & GOOD GOVERNANCE

- Use an integrated design approach and coordinate with utilities
- Leverage government grants, private funding and foundation support to maximize and coordinate street and mobility improvements
- Ensure that private development and institution lead initiatives that support the city's goals for vibrant streets that are walkable and multi-modal

# KALAMAZOO – STREETS FOR ALL

The street design process is ultimately a process that navigates tough choices and trade-offs. Most streets in the city are simply not wide enough to accommodate all modes of transportation at the highest level of service, while also being sensitive to the adjacent land use context. There is simply not enough room!

It is for this reason that utilizing shared community values, that are recognized by adopted city plans and policies, is vital for sound decision-making. When faced with tough design decisions, shared values can be used to assess which direction or choices are aligned with policy. Weaving a discussion of values into public engagement focused on transportation topics allows the community to understand the competing demands of streets and better see how certain design directions live up to their values, while other choices may not.

CITY OF KALAMAZOO

## STREET DESIGN MANUAL

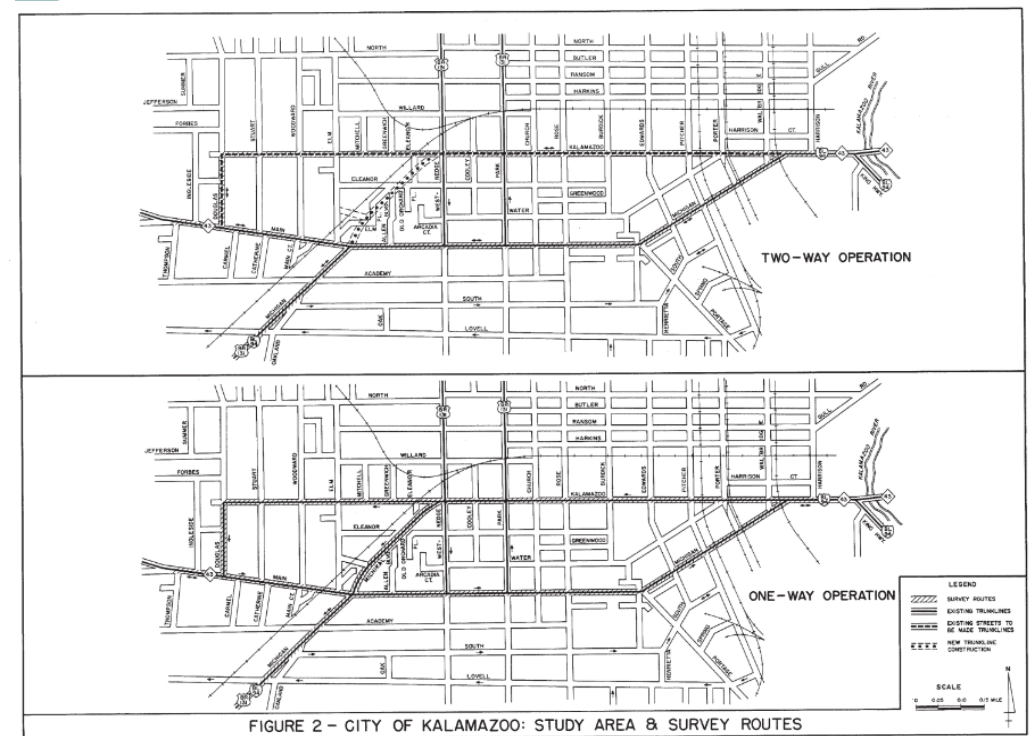
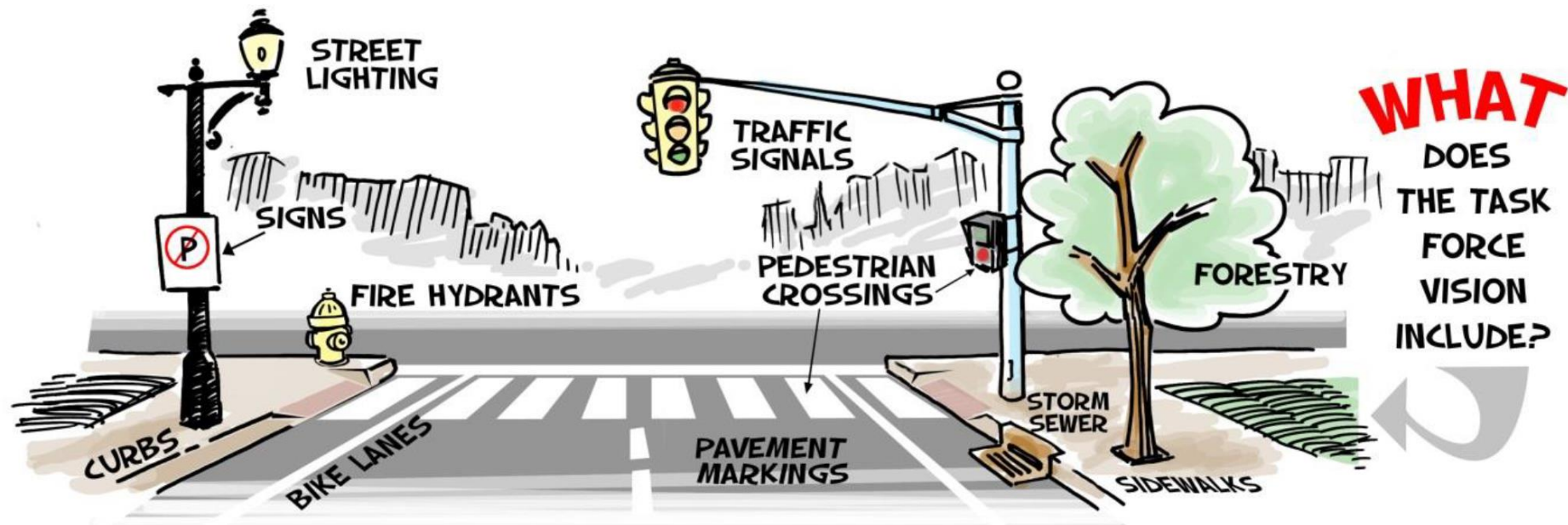


FIGURE 2 – CITY OF KALAMAZOO: STUDY AREA & SURVEY ROUTES

## GRAND RAPIDS – VITAL STREETS

- Complete Streets + Green Infrastructure = Vital Streets
- Residents approved street reconstruction millage in 2014
- Vital Streets Plan and Design Guidelines adopted in 2016/2017

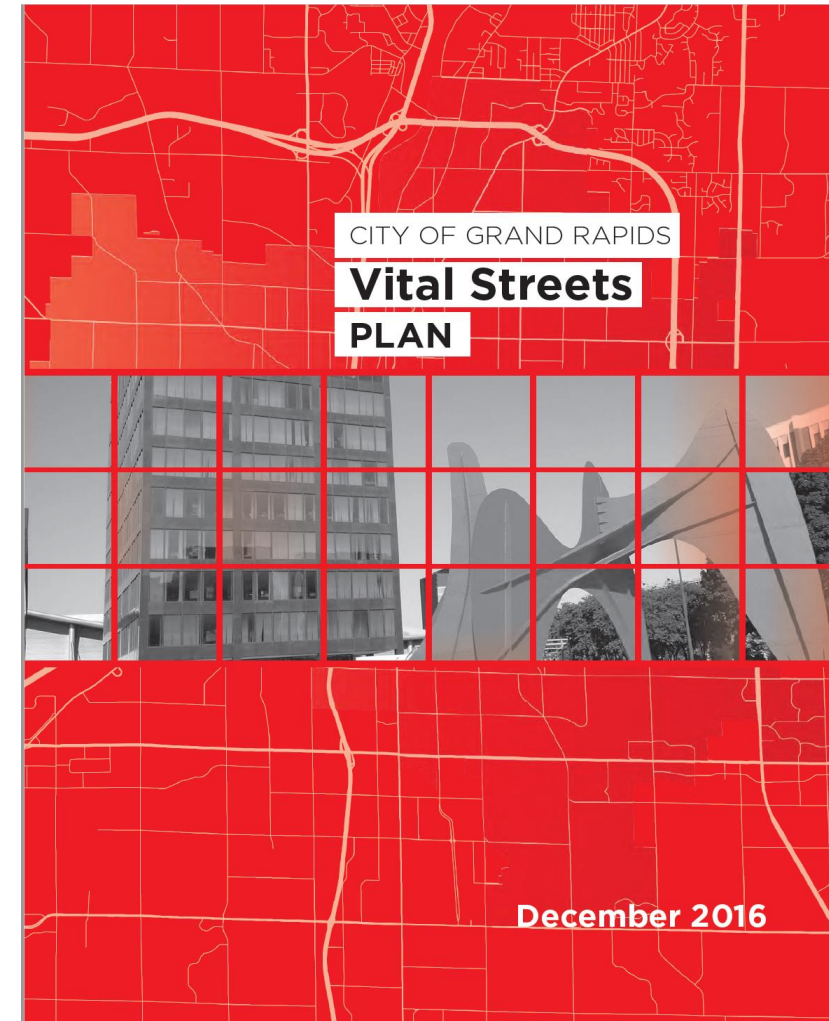


# GRAND RAPIDS – VITAL STREETS

## THE VISION FOR VITAL STREETS

The network of city streets and rights-of-way **will be accessible, attractive, multimodal and safe; serving all people** of our community, **contributing to the livability** of our neighborhoods and business districts, protecting the quality of our river, and **increasing economic opportunity** for individuals, businesses, and new development.

Infrastructure assets will be **maintained and well-managed**, using a multi-faceted funding and educational strategy and innovative approaches to preserve our investment.







## GRAND RAPIDS – VITAL STREETS

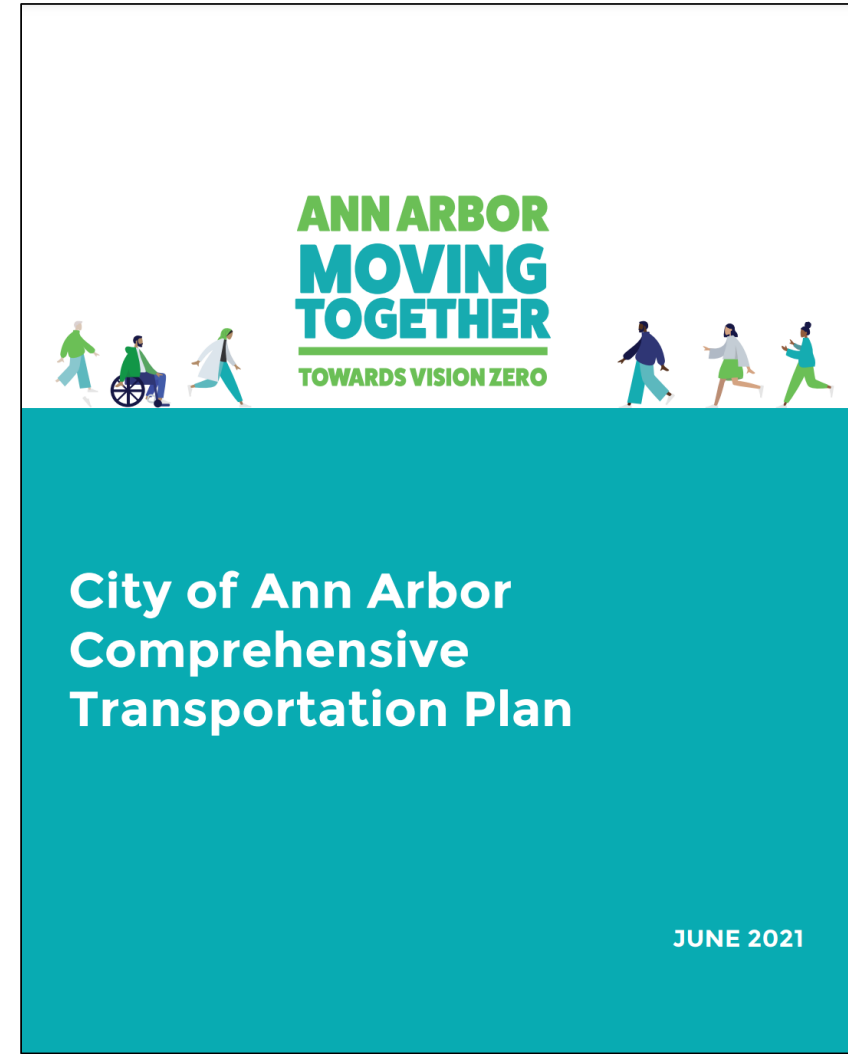
### VALUES

The Vital Streets investments should advance the ambitious goals and targets established by the City of Grand Rapids. Specifically:

- » **Mode Share:** Reduce single-occupant vehicle travel from a 95% drive-alone commute rate to 45% by 2035 by providing efficient transit corridors, safe walking and bicycle facilities, and smart solutions for ride-sharing to achieve a mode split of 20% transit, 12% walking, 5% biking, and 20% ridesharing.
- » **Equity:** Ensure transportation options are available, affordable, and reliable for all people to meet their travel needs regardless of age, ability, race, ethnicity, or economic status.
- » **Vision Zero:** Eliminate all traffic related serious injuries and fatalities on Grand Rapids city streets.
- » **Health:** Promote and enable walking, bicycling and other forms of active transportation. Vital Streets should, over time, contribute to reductions in childhood and adult obesity and improve public health outcomes.
- » **Age-Friendly Community:** Serve and accommodate people through their many phases of life, from an infant to student to active adult to aging senior.
- » **Climate Change:** Reduce transportation related emissions by reducing Vehicle Miles Travelled (VMT) through the increased use of transit, shared vehicles, and non-motorized transportation.

## ANN ARBOR – MOVING TOGETHER

- Past work includes a Complete Streets Resolution (2011), Vision Zero Official Goal (2015), and A2Zero Carbon Neutrality Plan (2020)
- Update to and replacement of previous comprehensive transportation plans completed in 2009 and 1990 and the 2007 Non-Motorized Plan and is a component of the City Master Plan
- There are 22 key strategies identified to address Ann Arbor's mobility challenges at different scales





# ANN ARBOR – MOVING TOGETHER

Vision:

**1. Vision Zero:** No one dies or is seriously injured in crashes on Ann Arbor's streets.

By 2025, we have all worked together to eliminate fatalities and serious injuries resulting from traffic crashes.

**2. Carbon Neutrality:** Our transportation system contributes zero emissions towards climate change.

By 2030, we have transitioned to a carbon-neutral transportation system.

**MOVING TOGETHER TOWARDS...**

**ZERO DEATHS**

**AND**

**ZERO EMISSIONS**



# ANN ARBOR – MOVING TOGETHER

## Ann Arbor's Mobility Values

Thousands of residents, city staff, community groups, advocates, and partner agencies helped identify Ann Arbor's five mobility values. These mobility values are the foundation for the ideas, actions, projects, and policies described in this plan and will guide the city's transportation decision making and investments over the next 20 years.

The strategies laid out in this plan reflect one or more of these values, with many addressing several values at once.

1

### Safety

Ann Arbor is a safe city where everyone participates in creating an environment in which people feel confident and comfortable traveling.



2

### Mobility

Ann Arbor prioritizes moving people and goods efficiently; making it easier for people to choose sustainable modes of transportation.



3

### Accessibility for All

In Ann Arbor, people of all abilities, ages and stages of life, income, races, cultures and ethnicities have equitable access to the places where they live, work, and play.



4

### Healthy People & Sustainable Places

Ann Arbor's transportation system supports a healthy population, sustainable environment, and robust economy, while celebrating and enhancing a unique quality of place.



5

### Regional Connectivity

Ann Arbor works to expand travel options throughout the region and integrate its transportation system with wider regional networks.



## DETROIT— STREETS FOR PEOPLE

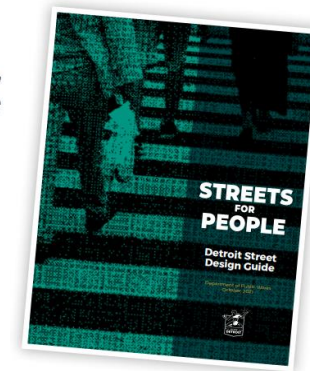
- Emphasis on street safety and equitable transportation access
- **Vision:** “*Streets for People is a plan to make it easier and safer for all Detroiters to move around the city.*”
- “The Streets for People plan recognizes that streets are some of our most valuable public spaces that serve multiple purposes. Like any public space, our streets should be beautiful, economically vibrant, comfortable, and safe for all Detroiters regardless of their age, ability, or how they choose to get around. We are committed to streets that get you where you need to go safely and give you places where you enjoy spending your time.”

## Design for people walking and the rest will follow.

**Every street** should be designed to meet the needs of people walking and using wheelchairs and assistive devices first, regardless of street type or modal priority.

**WE'RE ALL PEDESTRIANS** at some point in our day. We walk to catch the bus, go up the block to the park, grab a MoGo, or run into our favorite takeout spots. Our streets simply don't work without accessible and safe sidewalks and crossings.

In areas where there are more people walking—downtown, at transfer points between bus routes, and in neighborhood commercial areas—or where we expect more vulnerable users like elders and children, we will design wider sidewalks for strolling, chatting, and waiting, add art and landscaping, install bus shelters, and invest in additional safety treatments.



**THE STREETS FOR PEOPLE DETROIT STREET DESIGN GUIDE** sets the expectations for the design of Detroit's streets. The intent is to ensure that Detroit's streets serve all users: pedestrians, people on bikes, transit riders, drivers, residents,

visitors, business owners, workers, people of all ages, abilities, and identities. The two key design principles are **safety and inclusion.**



# STREETS FOR PEOPLE

The City of Detroit  
Transportation Master Plan



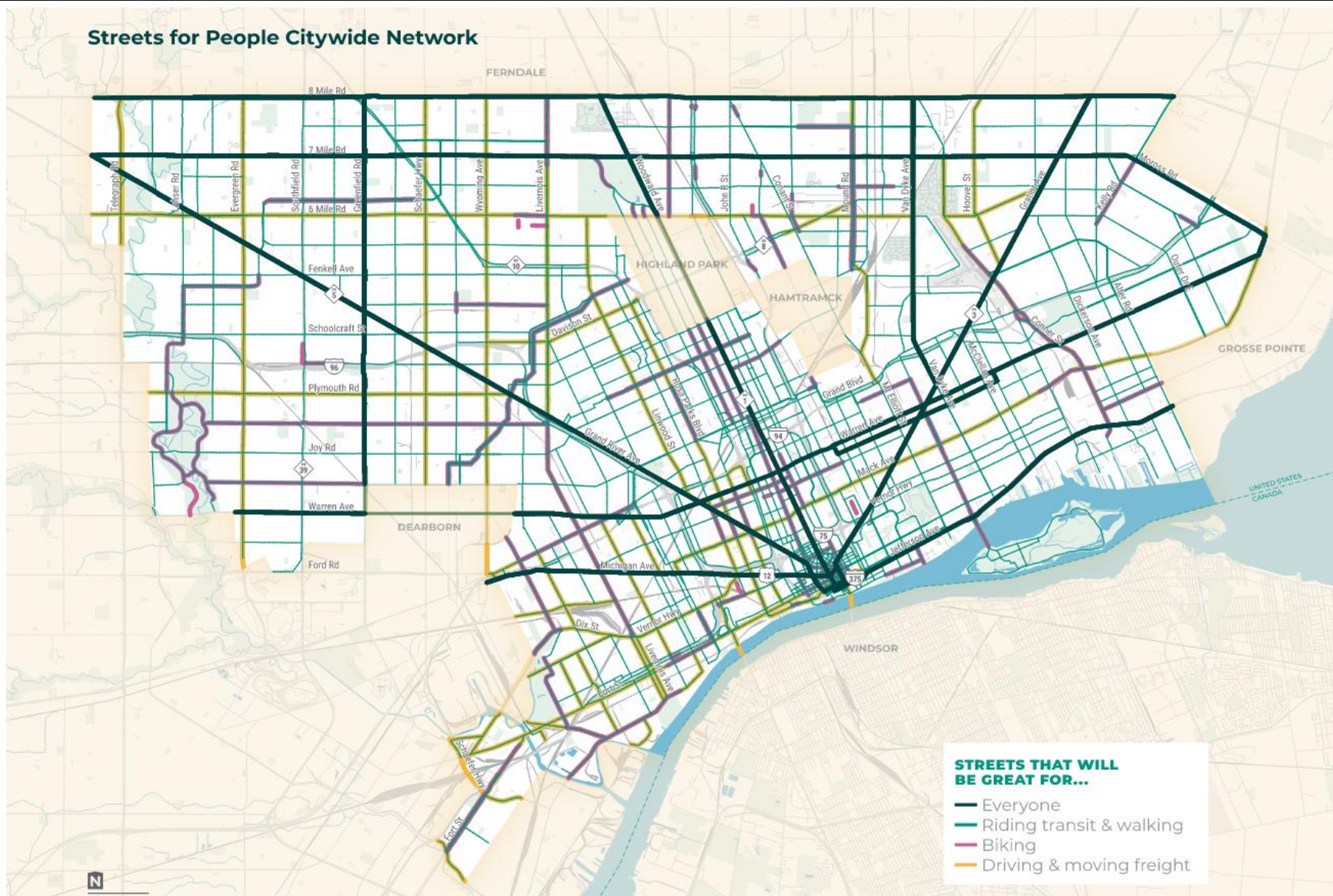
September, 2022



## **Streets for People is rooted in five values:**

1. SAFETY FIRST: Safe streets for all Detroiters - zero crashes, zero deaths.
2. EQUITY, DIGNITY, AND TRANSPARENCY: Transparent planning and rigorous community engagement.
3. ACCESS FOR ALL: Easy mobility throughout the city, no matter age or ability.
4. ECONOMIC OPPORTUNITY: Access to jobs, empowerment and neighborhood support.
5. PUBLIC HEALTH: Safe mobility options to improve health and reduce pollution.

## Streets for People Citywide Network



**STREETS THAT WILL  
BE GREAT FOR...**


- Everyone
- Riding transit & walking
- Biking
- Driving & moving freight



# COMPLETE STREETS IN TRAVERSE CITY

*What Are Our Priorities and How Are They Communicated?*



A scenic view of a river with autumn foliage and a large building in the background. The river flows from the foreground towards the background, with several wooden benches placed along its right bank. The trees on the right bank are in full autumn foliage, with yellow and orange leaves. In the background, a large, modern building with a central tower and many windows is visible. The sky is overcast and grey.

# ***What is Traverse City's "Special Brand?" that has meaning to the community and decision-makers?***

## ***Kalamazoo – Streets for All***

*Emphasizes community connectivity and place-making*

## ***Grand Rapids – Vital Streets***

*Emphasizes sustainability and green infrastructure*

## ***Ann Arbor – Moving Together***

*Emphasizes Vision Zero and carbon neutrality*

## ***Detroit – Streets for People***

*Emphasizes safety and equity for vulnerable populations*

## COMMUNITY FEEDBACK KEY THEMES

### Online Survey Responses

Joint Master Plan + Mobility Action Plan Survey: 1,910 Respondents

Mobility Action Plan Interactive Map: 182 Respondents

### Community Open House (October 26)

200+ Attendees

Billboard Mobility Map: 553 dots / 31 sticky-note comments

Mobility SWOC / Vision Boards: 469 sticky-note comments

Street Drawing Exercise: 83 drawings (58% of attendees)

Mobility Radio Booth: 40 interviews / 100+ minutes of audio content

### Focus Group Listening Sessions (October 7)

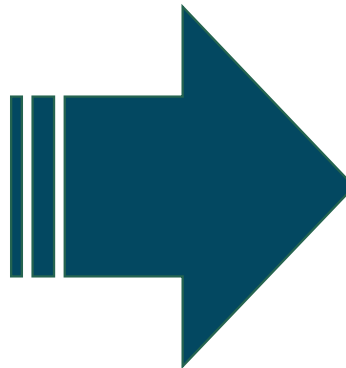
24 Attendees

Government Staff Focus Group: 10 Attendees

Macro-Mobility Focus Group: 7 Attendees

Micro-Mobility Focus Group: 5 Attendees

General Stakeholder Focus Group: 2 Attendees



***Importance of Safety and Education***

***Connection to Nature***

***Mobility Infrastructure's  
Influence on Placemaking***

***Access to Key Destinations***

***Multiple Modes of Transportation***




# GROUP DISCUSSION #1

*Do we need to call our vision for our streets something other than Complete Streets?*

*What is our vision statement?*





***Sample Vision Statement:** “We will make it easier for people to access the region’s jobs, housing, amenities, and natural features using a safe and balanced mobility network that reduces Traverse City’s carbon footprint.”*



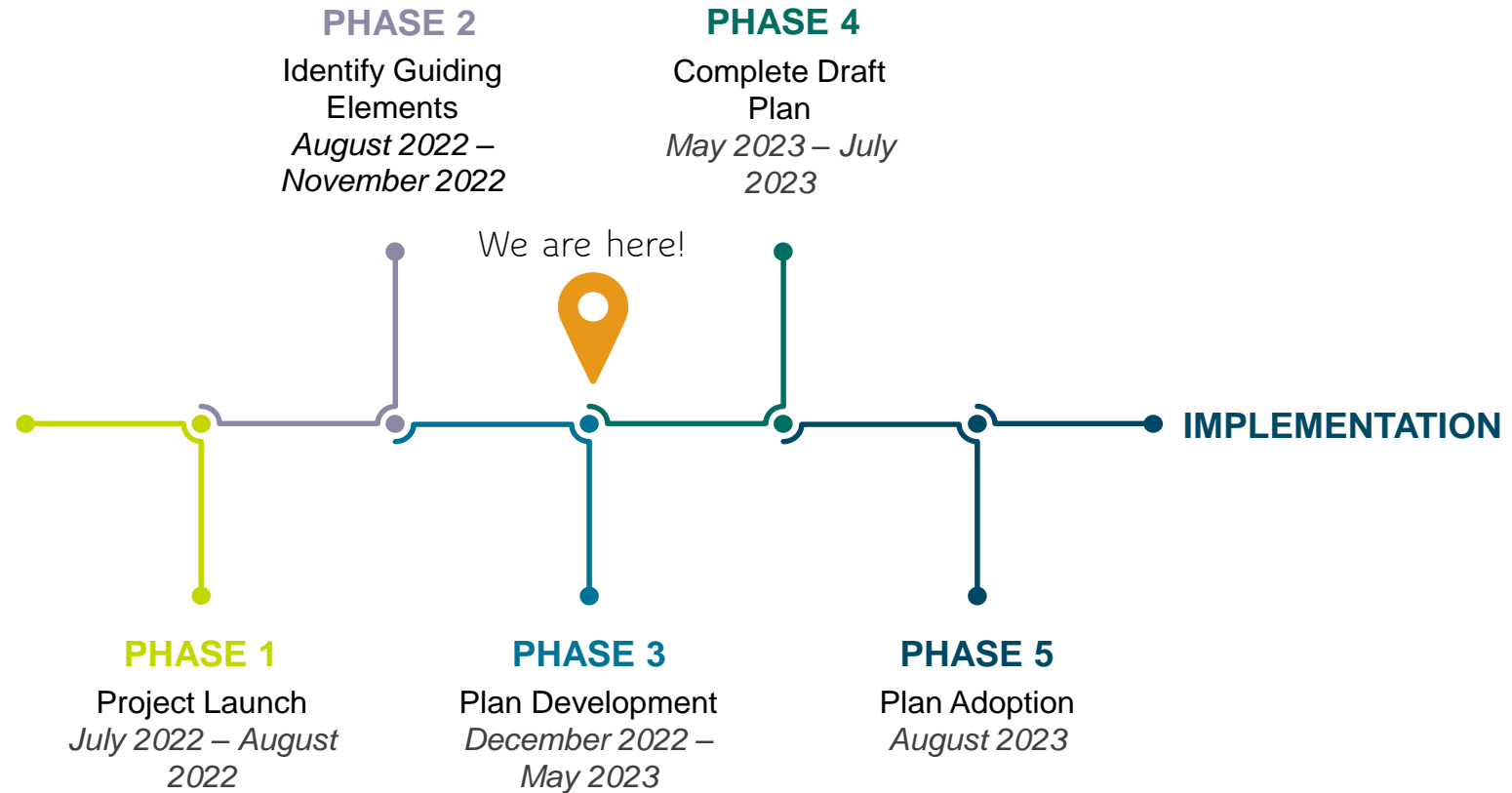
## GROUP DISCUSSION #2

*What should our transportation and mobility values be?*

# NEXT STEPS

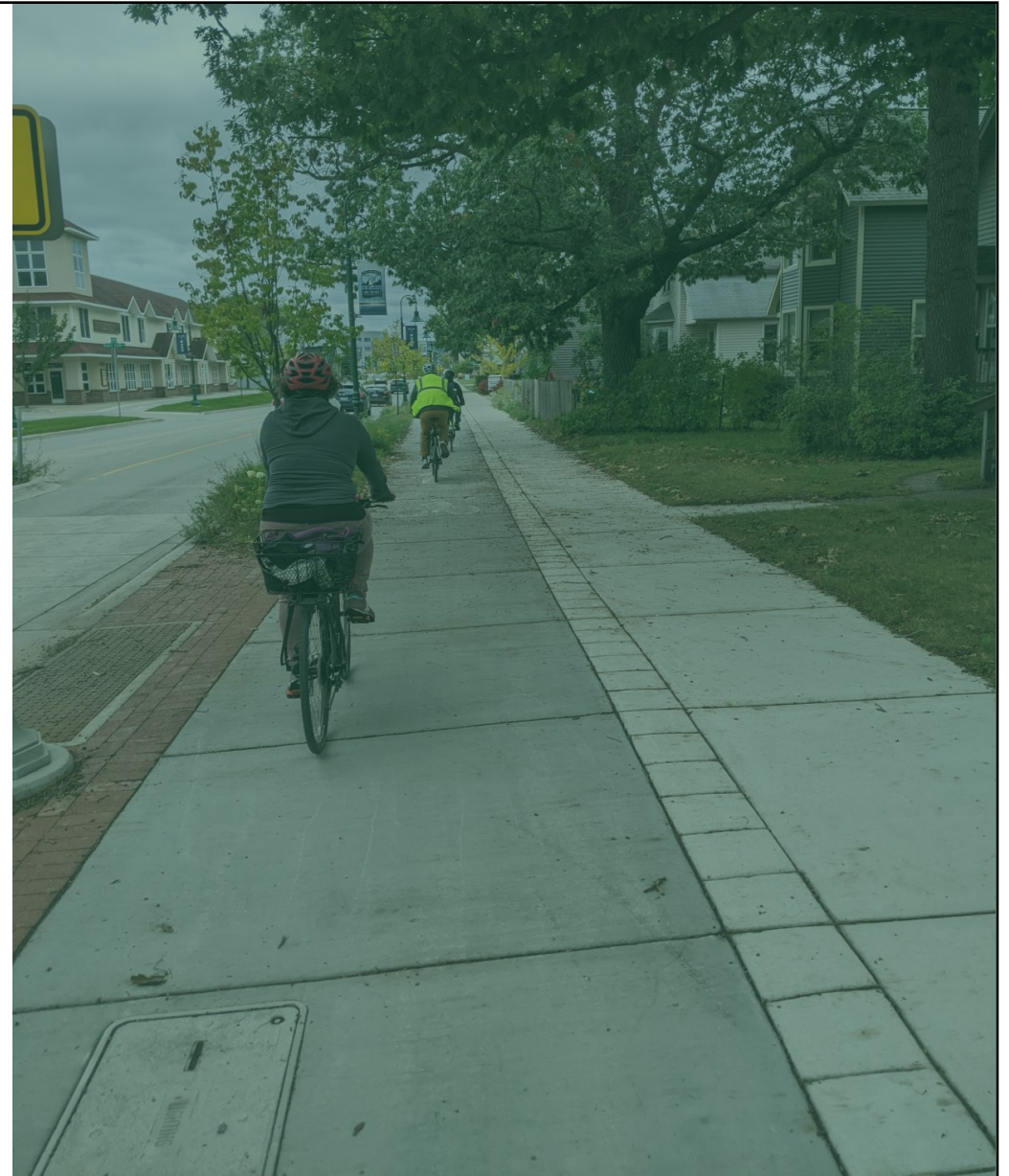


## TIMELINE



## WHAT WE'RE WORKING TOWARDS

- Synthesizing Data + Developing Proposed Network Map (Toole Design)
- Refine Vision Statement, Goals, Objectives, and Identify Metrics to Indicate Success
- Prepare for Second Community Engagement Meeting (Date TBD; Proposed Early March)



# QUESTIONS AND COMMENTS

progressive|ae



Downtown Development Authority  
303 E. State Street  
Traverse City, MI 49684  
jean@downtowntc.com  
231-922-2050

## Memorandum

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To: DDA Board of Directors  
From: Jean Derenzy, DDA CEO  
Date: January 16, 2023  
Subject: TDM Final Report

Attached is a memorandum from Nicole VanNess, Transportation and Mobility Director, Outlining steps followed for the updated TDM report completed by Nelson/Nygaard. As noted, this report updates the 2017 report and was reviewed by the Parking Advisory Committee twice and to the DDA Board and City Commission; with the Advisory Committee and DDA Board receiving a presentation by Nelson/Nygaard.

Should the DDA Board recommend approval, this final report will be presented to the City Commission for approval.

### **Recommended Motion**

Approval of the 2022 updated Transportation Demand Management Study.  
Further, that recommendation for approval be presented to the City Commission for adoption and approval.







## Memorandum

---

To: DDA Board of Directors  
From: Nicole VanNess, Transportation Mobility Director  
CC: Jean Derenzy, DDA CEO  
Re: January 12, 2023  
Date: Adopt Revised Transportation Demand Management Study Report

On February 6, 2020, the Parking Advisory Board adopted the following guiding principles prior to beginning to their work on implementing recommendations from the 2017 Transportation Demand Management (TDM):

Goal: Develop and improve parking to enhance the experience and vibrancy of the city center.

1. Use incentives, as well as, disincentives.
2. Respect local ordinances and plans.
3. Encourage public/private partnerships.
4. Serve as an advocate for safe multi-modal access.

Most of the recommendations completed over the past three years have been implemented through the Managed Parking Systems Approach. These changes have focused on updating incremental changes to processes to align with demand-based principals by shifting high demand to underutilized areas to meet the needs for future infill development and increase mobility options for all users in the downtown area.

The final revised Transportation Demand Management (TDM) Plan recommendations and appendices have been provided in your packet. These documents supplement the 2017 Transportation Demand Management (TDM) report which are still applicable. The revised TDM report builds off the existing recommendations offering revised demand based approaches, transit and mobility solutions.

The draft documents came before the DDA Board, City Commission and twice before the Parking Advisory Board. The comments received from City Commission at their November 14, 2022 study session were related to our forthcoming transit and mobility initiatives and overall accessibility. The comments received from the Parking Advisory Board were in regards to clarifying meter enforcement times. The 2017 TDM report that was adopted by both the DDA Board and City Commission referenced extended meter times as a consideration for evolving parking patterns and seasonal demands (see page 21). The revised report provides an update implementation action plan with considerations for morning loading and safeguarding valuable

customer parking in the evenings (see page 11). Additional information and demand utilization would be needed before we begin discussing in our work plan. This item would go to the DDA Board and require approval from the City Commission to update local ordinances.

Following the adoption of the report, the Parking Advisory Board will review the plan and objectives as they relates to the initial goal of the TDM, and begin identifying quick wins for a revised 3-year plan. The revised work plan will be brought back to the DDA Board for approval at a future meeting.



## INTRODUCTION

This document presents a revised TDM Plan consisting of updated TDM recommendations for improved parking management and multimodal access in downtown Traverse City. The memo organizes these recommendations by proposed implementation timeline, as follows:

**Quick Win Opportunities** – Recommendations that can be implemented with minimal cost, logistical, or policy/political barriers, and thus should be considered for implementation within the next two years.

**Short Term Priorities** – Recommendations that are likely to require some time to align funding, logistics, or policy/political support sufficient for effective implementation, and thus should be considered for implementation within the next five years.

**Recommendations for Further Study** – Recommendations that will take more time to develop, including, for most, some additional study and analysis, to determine the right implementation approach and timeline.

For each recommendation, a description is provided along with a high-level **Implementation Action Plan**, outlining the basic sequence of recommended implementation steps. Many recommendations are also accompanied by **Examples in Action** – descriptions of how the strategy has been implemented in other

cities. For those with direct links to recommendations in the 2017 TDM Study, a **2017 Recommendation Spotlight** on the related recommendation/s is also provided to underscore consistency with the findings and outcomes of the original TDM study.



## QUICK WIN OPPORTUNITIES (1 – 2 YEARS)

### Create Flex-Use Loading Zones in Key Locations

Key blocks of Cass and Union Streets have been identified for conversion to flex zones, with loading zone schedules more closely aligned with patterns of loading activity, and remaining hours used to provide more short-term parking.



Flex Zone in Athens, OH – After 2pm, Loading and Parking Share the Zone.

### Examples in Action

#### Seattle

Most loading zones are reserved for commercial activity between 7 AM and 6 PM, with some exceptions, after which the space is available for personal vehicle parking. This can apply to both passenger and commercial vehicle loading zones. This regulation allows priority access for loading and unloading during peak business hours and creates more space for on-street parking in the evenings when demand is likely to be higher.

Passenger vehicles parked in after-hours load zones are subject to the time limits and/or paid parking rates posted in the vicinity. Parking is permitted in signed loading zones all day on Sundays and holidays.

#### Los Angeles

Yellow painted curbs are reserved for both passenger and commercial vehicles during the day, from 7 AM – 6 PM Monday through Saturday in most cases. After hours, the space is available for personal vehicle parking, subject to posted duration-of-stay and fee regulations. Yellow curbs are available for personal vehicle parking all day on Sundays.

#### Spokane, Washington

Spokane reserves space at the curb between the hours of 8 AM and 6 PM, for commercial vehicle loading activity. Loading is limited to 30 minutes. Outside of posted hours, personal vehicle parking is permitted.

## 2017 Recommendation Spotlight

### Create short-term parking in off-hour loading zones.

On prime commercial streets, set loading-zone regulations to hours that balance the morning/afternoon peak in loading activity, with evening/weekend peaks in short-term parking demand.

- Adjust the schedule of loading-zone restrictions, as negotiated with nearby commercial uses who rely upon these spaces for delivery of goods and services, to expand curbside-parking capacities during evening and weekend periods, when demand for such high-convenience parking is at its peak, and when loading zones attract little to no activity

### Create early morning loading zones to encourage more activity at these times.

Generous early-morning loading zones on secondary streets, or on alternate sides on prime streets, can encourage more truck deliveries during these times of modest short-term parking demand.

- Set aside entire blocks for commercial loading/unloading between 6AM and 10AM, when short-term parking demand is modest.
- Pilot this on side streets, perhaps alternating sides of the street to moderate the impact on parking supplies, and expand to primary streets if results are positive.

- Concentrate enforcement efforts during the pilot to further incentivize use of these loading zones, and reduce the current rate of loading from within travel lanes.

## Implementation Action Plan

**Step 1** – Identify locations where this change should first be applied, and confirm that the change is appropriate by observing level and frequency of commercial loading activity during evenings and weekend afternoons – note that this activity would continue to be allowed alongside personal vehicle parking, so some activity should not preclude making the change.

**Step 2** – Change the regulations in these zones to allow personal vehicle parking after 6 PM.

**Step 3** – Observe activity when these spaces are reserved for loading, and when parking is allowed, and adjust the extent of these Flex Zones, as may be necessary, to balance activity with demand.

- If significant loading activity continues into the times when personal vehicle parking is allowed, consider reducing the length of the Flex Zone to provide more dedicated loading space at these times, or returning the full space to previous regulations.



## Expand Employee Parking Options



Make use of underutilized locations to offer low-cost options.

Using the Performance-Based Pricing approach defined in the 2017 recommendations, create new parking options for employees to find their right-fit balance between cost and convenience, leveraging reduced demand at the Old Town deck to create new permit types at a lower cost.

### 2017 Recommendation Spotlight

#### Performance-Based Pricing

Link parking rates to demand, measured as utilization/availability conditions during peak-demand periods, to underscore the standing policy that pricing is the most effective, and intuitive management tool for maintaining demand/supply equilibrium

across the downtown and across times of varying levels of demand.

- Review rates annually to determine if adjustments are warranted, raising or lowering rates to address any meaningful gaps between targeted and actual availability measures.
- Provide transparency by providing data, analysis, and findings used to make management/pricing adjustments

### Implementation Action Plan

**Step 1** – Create an All Deck permit, priced at the current rate for both decks, and an Old Town Deck permit that is offered at a reduced rate.

- This should be promoted to help address the impact of the redevelopment of Lot P
- The Old Town Deck permit should be monthly only
- Offer current annual permit holders the option to apply the remaining value of their permit toward monthly Old Town permits

**Step 2** – When demand between the two decks achieves greater parity, create a Hardy Deck permit, priced relative to the balance of demand between the two garages.

- Both deck-specific permits should be monthly only

**Step 3** – Phase out annual permit purchases to provide greater flexibility to align rates with variable demand across the year.



## Vary Monthly Permit Rates by Season



As monthly permit purchase become the norm, and annual purchases are phased out, this recommendation from 2017 should become a central strategy for reducing cost barriers to downtown

employment, and employee recruitment and retention – leveraging the fact parking costs can be lowest during months when driving alternatives are the least appealing/viable, and that parking costs are highest for just a few months when high-visitor demand must be prioritized and when seasonal conditions make options like transit, biking, and walking from peripheral lots more acceptable to more commuters.

### 2017 Recommendation Spotlight

#### Vary parking rates by season.

To maintain more-consistent availability during high-demand seasons, without overpricing parking during lower-demand, off-season months, establish a calendar of rate adjustments that closely track seasonal demand patterns. Collecting occupancy/availability data will be essential to make any necessary adjustments to these rates and the schedule of adjustments over time.

#### Implementation Action Plan

**Step 1** – While commuter demand remains below pre-COVID norms, reduce parking rates for off-season months.

**Step 2** – Monitor utilization to ensure that availability remains within the targeted range, in all seasons.

**Step 3** – Adjust pricing as necessary, as commuter demand continues to recover.

## Create Digital Validation Program

Leverage investments in new meter and pay-by-phone technology to offer a modern, digital validation program that would allow downtown businesses to reimburse or pay for the parking costs of their customers.

### Examples in Action

#### Atlanta, GA

Ponce City Market, located in downtown Atlanta, is a multipurpose redevelopment with restaurants, retail, offices, residences, and a dedicated parking garage. Regular parking costs \$1 for 1-30 minutes, \$1 for each additional 30 minutes after the first 30 minutes, \$10 for 4-8 hours and \$15 for 8-24 hours. Utilizing ParkMobile parking systems, Ponce City Market management provides special codes that restaurants, merchants, offices, and residence managers can purchase to allow their special guests and patrons to park at a discounted rate.<sup>1</sup>

#### Oakland, CA

Montclair Village is a neighborhood shopping area in Oakland, California with retail shops, service providers, restaurants, and financial services. Parking for Montclair Village predominantly occurs in a city-owned garage, and the rate is \$2 per hour Monday through Saturday. Through the ParkMobile App, customers are able to validate their parking with a code provided by Montclair

Village vendors. The code provides \$2 off, the equivalent of 1 hour of free parking.

### Implementation Action Plan

**Step 1** – Coordinate with representatives from the current downtown meters and pay-by-phone service providers to define options for creating a seamless validation program that would work at meters or via mobile pay.

**Step 2** – Work with downtown business owners to discuss options and define preferred options for creating and marketing a program.

**Step 3** – Work with payment-service vendor to establish processes and procedures for activity tracking and repayment collections.

**Step 4** – Track revenue collected and coordinate with participating downtown businesses to assess the value-add benefits provided by this option.

**Step 5** – Make adjustments to address underperformance and expand upon successes – including by marketing benefits, focusing on businesses similar to early adopters who have found the program beneficial.

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<sup>1</sup> Discussion with ParkMobile on March 2, 2016.

## Continue to Update the Performance-Based Management approach.

TCPS uses pricing as a primary means of distributing parking demand more broadly and efficiently across the full downtown parking system, using lower rates to increase parking activity outside the high-demand core. Following is a series of recommendations to formalize this approach, to create more transparency, clarity, and understanding regarding how, why, and when parking rates, regulations, and restrictions are established and adjusted.

### Step 1 - Formally define Availability as the primary performance measure for parking management in downtown.

- For visitor parking, define Availability as the number of empty parking spaces available, at any given time, along individual block faces and within individual off-street parking facilities.
- For commuter/resident parking, define Availability as the number of long-term parking permits (daily or monthly) available for off-street parking facilities.

### Step 2 - Monitor Performance.

Track occupancy/availability conditions across the TCPS parking system, using data-tracking technologies, as may be available, as well as field surveys.

- This should include all off-street facilities, all metered on-street blocks, and residential blocks known to attract significant parking demand (which is likely to change, seasonally).
- Take measures monthly, or more frequently as may be viable.
- Track findings against defined performance targets

### Step 3 - Define performance targets.

Targeted availability conditions:

- On-street parking: 15% of spaces are available, or about 1-2 spaces on each block-face
- Off-street, hourly parking: 10% of spaces are available
- Off-street, long-term parking: 5% of spaces are available, with no wait list for monthly permits.

### Step 4 - Define thresholds for management change.

#### Thresholds for rate increases

- On-street parking: Availability averages less than 10%, over three months of measures during peak-demand periods
- Off-street, hourly parking: Availability averages less than 5%, over three months of measures during peak-demand periods
- Off-street, long-term parking: Wait lists are established, with applicant wait-times lasting more than three months.

#### Threshold for rate decreases

- For all types of parking: Peak-period availability averages less than 50%



## Continue to Emphasize Mobility Investments as a Key to Effective Parking Management

This is the key to providing effective “carrots” in reducing/managing parking demand – those strategies that make driving alternatives better, as opposed to the “sticks” of discouraging driving/parking.



**Step 1** – Build on the success of the Destination Downtown program

**Step 2** – Continue to partner with BATA to provide more/better bus shelters

**Step 3** – Look for new opportunities coming out of the Mobility Action Plan, particularly mobility improvements that realize and expand Park Once opportunities (mobility hubs, shared bikes/scooters, wayfinding, etc.) and those that improve peak-season driving alternatives more viable/attractive for more downtown employees (bike buddy programs, promotional rides/challenges, pedal-and-ride, etc.).



## SHORT-TERM PRIORITIES (2-5 YEARS)

### Refine Resident Permit Parking Program



Incorporate a parking-benefit element to the current program, to provide a process for offering daytime permits, and/or incorporate metering, to meet employee/business parking needs in several growth areas and emerging mixed-use districts along the downtown periphery.

### Examples in Action

#### Columbus, OH

Columbus' Short North benefit district was created to generate revenue for reinvestment in the neighborhood, reduce parking demand, and increase mobility options. Parking regulations are actively enforced 7:30AM – 3 AM Monday through Saturday. 100% of revenue from the program, less administration costs, are used for parking and mobility improvements within the parking area boundaries, including but not limited to:

- Management of existing parking infrastructure
- Improved mobility information like signage and marketing
- Parking related technology improvements, like pay-by-phone, pay-by-plate, and license plate reader (LPR) for enforcement.
- Promotion of alternative travel modes like walking, biking, and riding transit

Permits are available to both employers and employees and residents. Employers are eligible for up to 10 employee permits, 4 of which are valid 24/7 and 6 of which are valid 6 AM – 8 PM. The first 4 permits are \$100 each, after which the cost of each additional permit increases by \$100. Residents are eligible for up to 1 permit per driver, up to 2 permits per address. There is a \$25 annual permit fee, and residents may also purchase a \$25 guest parking pass. Low-income individuals qualify for a reduced fee of \$10 per permit. Short term rentals qualify for the program under the residential provisions.



## Arlington, VA RPP Program

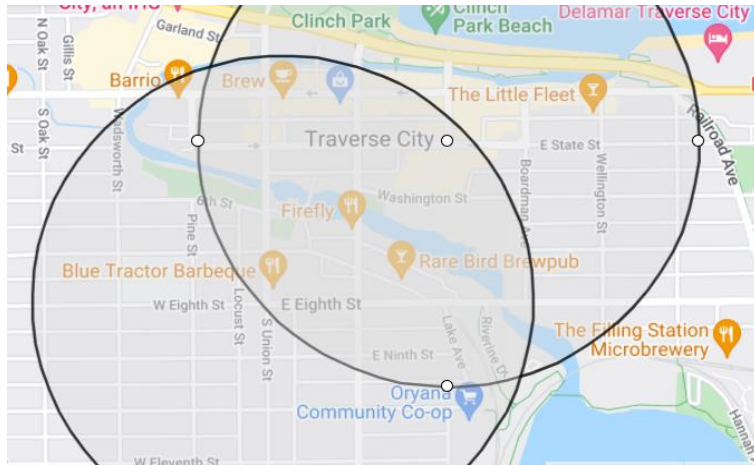
The RPP is a program established to make it easier for residents to park on public streets near their homes. RPP is an opt-in program, and each block of neighbors can choose whether to have permit parking or not. Residences with off-street parking are eligible for up to 2 permits; residences without off-street parking are eligible for up to 4 permits.

- Residents may purchase one of two passes:
  - Vehicle-specific permits: stickers placed on the driver's-side bumper of the vehicle. The vehicles must be registered with the Arlington County Commissioner of Revenue at the zoned address.
  - FlexPass (\$40): a dashboard placard that can be used in either a resident or guest's vehicle.
- The FlexPass is specific to the household and displays the zone number and household address.
- Other passes include:
  - Short-Term Visitor Pass (1st book, \$5; 2nd-5th book, \$10): a paper pass to be displayed on the dashboard valid for up to three consecutive days. Short-term visitor passes are sold in books of 20 and each household may obtain up to five books per year.
  - Landlord Pass (\$40): People who own real estate on street with RPP restrictions, but don't live there may apply for one Landlord Pass each year. The pass should be displayed dashboard and the owner to park at the

zoned address for the purpose of conducting business concerning the property.

- Contractor Passes: a zone-specific temporary dashboard placard valid for three months
- School Staff Permit (\$40): One annual permit may be issued to employees of elementary, middle, or high schools when 50% or more of the streets Permits will be issued on a first-come-first-served basis. When applying for the permit, employees must provide a signed employer confirmation form as proof of eligibility.
- Group Home Staff Permit (\$40): One annual permit may be issued to employees of group homes within an RPP zone. When applying for the permit, employees must provide a signed employer confirmation form as proof of eligibility.
- Good In All Zones (\$40): A permit issued to eligible health care workers and social workers who conduct multiple site visits to multiple homes in the County. The permits enable the workers to park on permit parking restricted blocks while serving residents on those blocks. When applying for the permit, employees must provide a signed employer confirmation form as proof of eligibility.

## Implementation Action Plan



**Step 1** – Identify current and likely districts where RPP implementation is likely to become desirable, as follows:

- Define Zones for these new areas, based on anticipated expansion of commercial activity beyond the downtown periphery.
- When restrictions are applied within these zones, households should become eligible for permit parking, if they have vehicles registered to an address on an affected block

**Step 2** – Identify preferred policies and practices for offering access to non-residents at key times when there is significant non-residential demand, and moderate residential demand, for resident-street curb parking.

- This should focus on strategies that support a Parking Benefit approach that uses paid parking to manage non-resident demand while also generating revenue that can be dedicated to local investment in the neighborhood.
- This can include any combination of:
  - Business permits, offered to nearby businesses to accommodate employee or commercial-vehicle parking needs.
  - Hourly parking rates, using meters and/or pay-by-phone technology to facilitate public parking while exempting vehicles with resident permits from having to pay.

**Step 3** – Define benchmarks for determining whether a Parking Benefit component is warranted, this being determined at the discretion of the City, based on proximity to:

- Commercial uses with employee parking needs at times suitable for accommodating on RPP blocks.
- Parks and open space with significant visitor parking demand at times suitable for accommodating on RPP blocks.
- Other similar circumstances where a specific form of parking demand that advances community needs or development goals could be accommodated on RPP blocks without undue impact to resident parking needs.

**Step 4** – Create a dedicated budget line for revenues collected in each RPP district, to accrue all revenues above program costs, and to be spent on local benefits, to be determined in consultation with neighborhood representatives.

## Adjust Meter-Enforcement Schedules



On-street utilization patterns support the shifting of parking-meter enforcement schedules, as follows:

- Starting enforcement later in the mornings, as availability remains ample until at least 10am on most downtown blocks, even during the summer season.
- Requiring meter payments later into the evenings, as demand currently constrains availability along most core-downtown blocks after 6pm, when parking currently becomes free and time limits no longer enforced.

Such a shift will provide hundreds of spaces of free parking during early morning hours, incentivizing visits to coffee shops, bakeries, cleaners, and other businesses that typically have an early-morning, pre-work rush of customer visits. These spaces will also

become more convenient for business owners to use for early-morning loading/unloading activity at the start of the day.

By contrast, downtown-core spaces that transition to free parking early in the evening tend to become popular options for evening-shift employees – occupying downtown’s best parking spaces for several hours, when offering convenient visitor parking is most critical for supporting evening-oriented downtown businesses.

### Implementation Action Plan

- **Step 1** – Shift meter-enforcement schedules to start no earlier than 10am across downtown.
- **Step 2** – Within the downtown-core (where meters currently charge a premium rate reflective of higher demand) enforcement meter payments until 10pm during the summer season, and until 8pm during “shoulder” seasons.
- **Step 3** – Communicate these changes to incentivize drivers to both seek out the free parking options – particularly those created by this adjustment – and to look for increased availability during new hours of meter enforcement.
- **Step 4** – Monitor utilization periodically to document shifts in behavior – and adjust hours and locations of the new schedules to seek targeted levels of availability.

Another key step to consider is **capturing any increased revenue resulting from these adjustments** – which should be expected, since it would be shifting meter hours to overlap with high-demand times more closely – to fund targeted walkability improvements, such as additional/expanded snow clearance activity to keep downtown walkable in all seasons.

## Develop a Plan for Supporting Future of Consolidated Parking

It is generally anticipated that downtown's growth potential will be best achieved through the gradual redevelopment of most to all downtown surface parking lots. The future envisioned would create better and more consistent walkability across an expanding "downtown" district. It will also mean that downtown parking will gradually become consolidated into three parking structures – the two current structures, plus the planned West Front Street parking structure.



## Implementation Action Plan

**Step 1** – Quantify the capacity of existing, public surface parking lots likely to be redeveloped, including timeline benchmarks for when redevelopment is likely to occur.

**Step 2** – Update projected net capacity increase of proposed West Front Street structure.

**Step 3** – Quantify gaps between the net capacity increase of the 3<sup>rd</sup> structure and the capacity lost, including the timeline benchmarks of Step 1 and Step 2.

**Step 4** – Outline capacity expansion strategies to develop in anticipation of these gaps, including phase implementation to align with timeline benchmarks.

## Complete a First/Last-Mile Alternatives Analysis

Study the viability and cost/benefit potential of a downtown circulator that connects all three public parking decks as part of an Alternatives Analysis of other means of providing first/last-mile connections between these parking locations and key downtown destinations, including:

- Expanding BATA service
- Specialized/Branded BATA service
- Micro-mobility – shared, public bikes and e-scooters

## Examples in Action

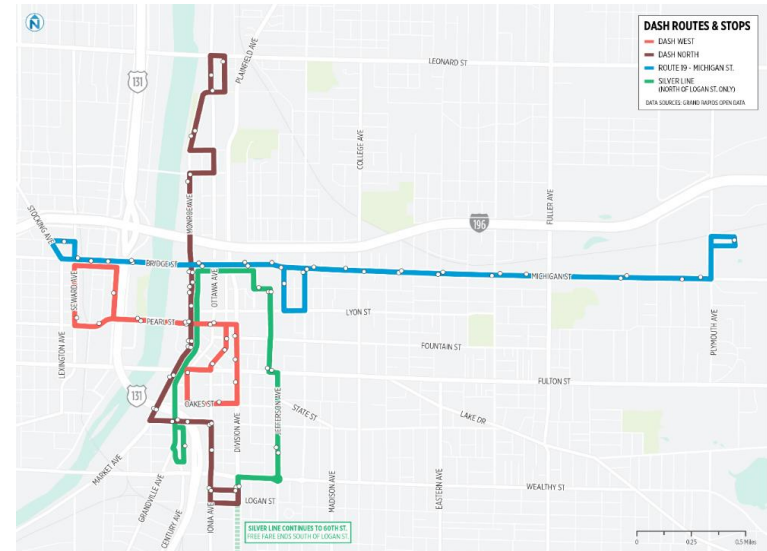
### Hilton Head Breeze

The Breeze is a tourist focused trolley operated by Low County Transit Authority. The Breeze is branded as a distinct, circulator service covering just the six-square miles of Hilton Head Island. The fare-free service runs on 30-minute frequencies, serving fixed-route stops that focus on hotels, resorts, major shopping centers, beaches, and other key tourist destinations. The service is funded by the Tourism Bureau, with member hotels and resorts paying ridership-based dues.

### Grand Rapids DASH

The City of Grand Rapids, through the Mobile GR Department, operates the Downtown Area Shuttle (DASH), a system of free buses that connects key Downtown locations and provides access to multiple off-street parking locations. DASH service was

expanded in 2018 to include later operating hours and weekend service. DASH is solely funded by the City of Grand Rapids.



### Service Characteristics of DASH Shuttles

Frequency	Span of Service			
	Monday - Wednesday	Thursday - Friday	Saturday	Sunday
8 Minutes	6:30am - 10:30pm	6:30am - 1:00am	10:00am - 1:00am	10:00am - 8:00pm



## Implementation Action Plan

**Step 1** – Coordinate with the City’s ongoing **Mobility Action Plan** to ensure that development of micromobility/microtransit and mobility-hub concepts include a focus on extending the effective range of existing and future off-street public parking facilities.

**Step 2** – Continue to explore case studies of parking circulator services, and compile a list of key components linked to successful programs.

**Step 3** – Use this list to inform an Alternatives Analysis feasibility study that anticipates a future in which most public parking is consolidated into three City-controlled structures – the two existing and the planned structure. The analysis should focus on comparing the viability of replicating success from case studies explored during Step 2, and the potential value-add that a circulator might provide as a complement to existing/anticipated first/last-mile micromobility/microtransit options and mobility hubs recommended in the Bike and Mobility Plan.

- The study should focus on circulator options that include a BATA-operated circulator as well as a 3<sup>rd</sup>-party operated service
- It should also identify a financial model for a potential service, including likely funding partners.
- It must also identify essential components of a successful service – minimum frequency, supportive information technology such as vehicle tracker mobile apps, route simplicity and efficiency, and fareless rides – to ensure that

funding partners are aligned with these service plan parameters.

**Step 4** – If a circulator is supported by the Step 3 study work with BATA staff to determine whether such a circulator would be best provided as an extension of its services, or via contracting to a third-party operator – based on the technologies, operational models, and service providers available at the time.

## RECOMMENDATIONS FOR FURTHER STUDY

These recommendations will take more time to develop, including for most some additional study and analysis, to determine the right implementation approach and timeline.

### Secure an LPR-Data Collection Package

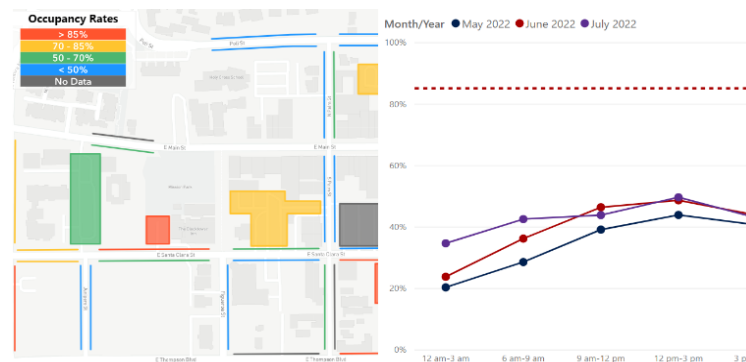


Image Source: <https://dixonresourcesunlimited.com/rapid-lpr-report/>

License Plate Readers (LPR) generate a data stream that can be used to document occupancy conditions along downtown streets. Most LPR vendors pair their hardware with analytical software that aggregates, analyzes, and synthesizes the data collected by the cameras. Data is presented in a dashboard that can be scaled anywhere from the blockface to a regional level. This can include software that translates plate-read data points into parking-

occupancy data points, which can be referenced to supply, to track utilization.

This data would greatly enhance a demand-based approach to pricing downtown parking options, providing a robust set of data from which patterns of high and low demand can be more clearly identified – including by time of day, day of week, and seasonal variations.

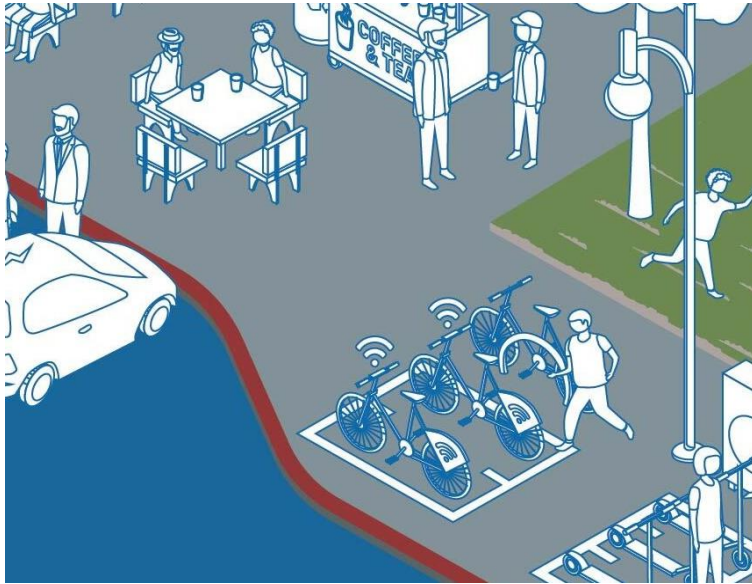
### Example in Action

#### Rapid LPR Tool

Dixon Resources Unlimited offers a software package, branded as the Rapid LPR Tool, which leverages the data being collected by LPR devices used for parking compliance monitoring. With the tool, data that is collected during routine monitoring activity is transformed into parking analytics that can include:

- Occupancy – Percentage of parking spaces occupied.
- Length of Stay – Duration and turnover results.
- Repeat Plates – Identification of re-parking on the same day or across days.
- Timestamped and Geocoded Collection Details – Overview where data is collected, when it was collected, and by which data collector and system data were obtained.

## Leverage Mobility Hubs and Microtransit to Enhance & Expand Park Once



Mobility hubs are multimodal transportation connection points designed to integrate independent mobility networks and services to make these resources more viable as primary and connected means of transportation. Mobility hubs commonly address “first-mile/last-mile” gaps, including by providing immediate access to shared and public mobility options at key parking facilities.

Hubs can include a variety of multimodal such as:

- Bus Stops: sheltered waiting area for circulators and buses
- Bike Parking: secure bike racks or public lockers
- Micro-Transit Stations: shared bikes and scooters, including e-assist options
- Ride-Share: dedicated pickup/dropoff zones for local taxi services, Uber, and Lyft rides
- Charging infrastructure for private and shared electric mobility devices

### Example in Action

#### Ann Arbor, MI



Bike racks, car-share, and bike-share are co-located with a below-grade parking structure, which is also adjacent to a downtown transit center and library branch.

## Explore Options to Re-Introduce Public Valet

The primary challenge faced by the Public Valet program, as recommended by and implemented following the 2017 Study, was funding – with no sustainable source of sufficient subsidy identified to maintain the program. However, the funding gap might have been greatly reduced if the program had included user fees for the service. This is a common component of public valet programs, generating significant revenue, though often not enough to cover all program costs.

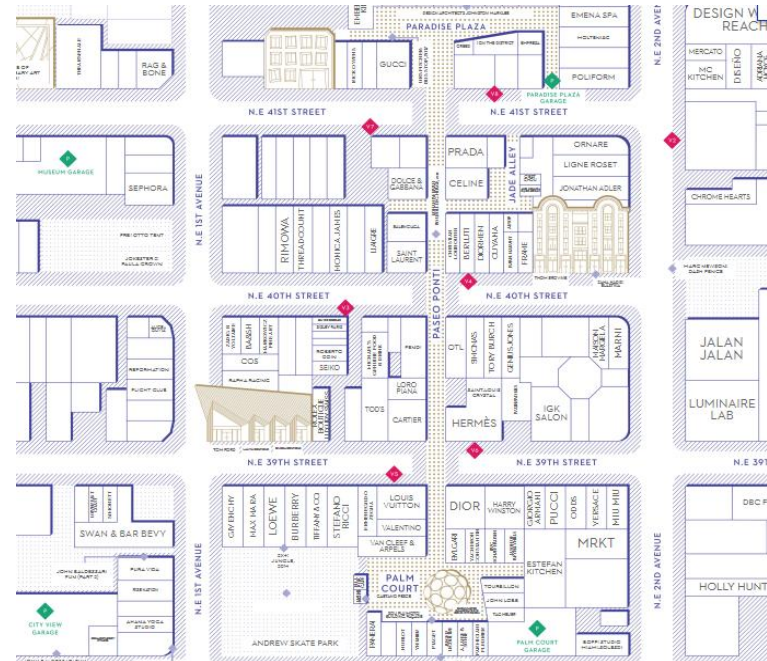
### Example in Action

#### Miami, FL

Located just under three miles north of downtown, the Miami Design District is a master-planned redevelopment of a historic commercial district, based on the new-urbanist model of mixed-use retail centers. In January 2019, its owners secured an agreement with the City of Miami's Parking Authority, paying it \$10 per day to use 29 on-street spaces in seven distinct locations to operate a public valet program. The five-year deal is renewable at a rate of \$15 per space, per day. The 29 spaces are used to provide seven valet stations across the district, allowing drivers to choose the location of greatest convenience, for both dropoff and pickup – which need not be the same station.<sup>2</sup>

<sup>2</sup> John Charles Robbins, Miami Today, January 1, 2019

Parking Decks (green) and Valet Stations (red).



### Key Elements of Successful Implementation

- Public valet, broadly available and marketed as a Park Once option for all downtown
- Must be strategically located, close to key destinations, but also centrally located enough to function well as a Park Once solution
- User fees – this is a premium parking option, leveraging high-demand curbside spaces, and should be priced accordingly
- Will likely still require subsidy to cover costs -- this must be a sustainable source of subsidy
- Potential operators with capacity to provide attractive, effective service
- Digital validation component







This memo provides supplementary information, analysis, and research findings to expand upon key updated TDM Study recommendations. The memo is organized into the following sections.

## Appendices

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## DOWNTOWN CIRCULATORS

### Concept Overview

Transit circulators can be defined as specialized fixed transit routes, often served by trolley-style or otherwise-notable vehicle types, that facilitate movement throughout a downtown or business district, and often reduce parking demand (or shift it to peripheral locations) by facilitating “park once” access. Business groups and elected officials often support these services for their potential to support and signal downtown revitalization and economic development.

A recent TCRP report provides one of the most comprehensive studies of existing urban circulators, documenting the motivations for and outcomes of such services.<sup>1</sup> It surveyed 42 transit agencies and provided case studies of seven circulators in Baltimore, Hartford, Los Angeles, Louisville, Philadelphia, Washington D.C., and Austin. Key findings help define challenges and opportunities for establishing successful circulator services in other cities.

- **Funding and fares.** Due to the target audience (e.g. employees who do not typically rely on transit or tourists who are new to the area), free fares help attract a broader ridership. It eliminates the barrier of figuring out how to pay. Further, due to the absence of fare revenue, other stable funding

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<sup>1</sup> TCRP Synthesis 87: Practices in the Development and Deployment of Downtown Circulators (201). Available online at <http://www.trb.org/Publications/Blurbs/165166.aspx>.

sources are necessary. Voluntary contributions have not succeeded in sustaining circulators in the past.

- **Branding.** A distinctive, strong brand will increase the visibility of the service, which likely targets a population that otherwise does not consider transit a viable alternative.
- **Service characteristics.** The findings emphasize frequency and simplicity over coverage. The simpler the route, the better. And, it is ok to reduce coverage (e.g. by limiting stops or deviations) to increase frequency.
- **Partnerships.** The most successful circulators have collaborative relationships with local elected officials, business representatives, and other community stakeholders, which provide important feedback on critical destinations for the route and mitigate duplicative services provided by private partners. Further, a collaborative relationship with the local transit agency supports success.
- **Access and target market.** Key to the success of circulators is the walkability of the area served—and the willingness of the local population to walk. In Dublin, wintertime may pose a barrier to people's desire or ability to access the service, however given the frequency of the service, it may provide an opportunity to foster economic development *despite* of the winter chill.

## Conventional Operating Models

### Grand Rapids, MI: DASH

Grand Rapids' Downtown Area Shuttle, known as DASH, is a free shuttle service that connects residents and visitors to the city's downtown core. The DASH routes originally started as parking shuttles, connecting peripheral parking lots with the downtown core. The service is marketed to drivers who park in these lots, and information is housed on the City's Mobile GR/Parking Services website. All DASH buses are branded with the DASH logo. Schedules and live buses are available online via the RapidConnect website or app. In 2016, Mobile GR/Parking Services began exploring options for providing a more traditional circulator route, serving visitors as a Park Once service that can both make remote parking options more viable, and reduce visitor tendencies to drive between downtown locations.

**Figure 1**

Operating Characteristics	
Service Design	Shuttle
Running Time (Round Trip)	DASH West: 28 minutes DASH North: 20 minutes
Number of Stops (Round Trip)	DASH West: 20 DASH North: 16
Fare (One-way)	Free
Service Span (weekdays)	6:30 AM – 10 PM
Service Span (weekends)	None
Frequency (weekdays)	15 minutes
Peak	15 minutes
Frequency (weekends)	N/A
Start-up Capital Costs	N/A
Annual Operating Costs	\$1M +
Annual Ridership	660,000
Operating Cost/Passenger	\$1.52

## 2022 Status

This service has been expanded in the last few years, as follows:

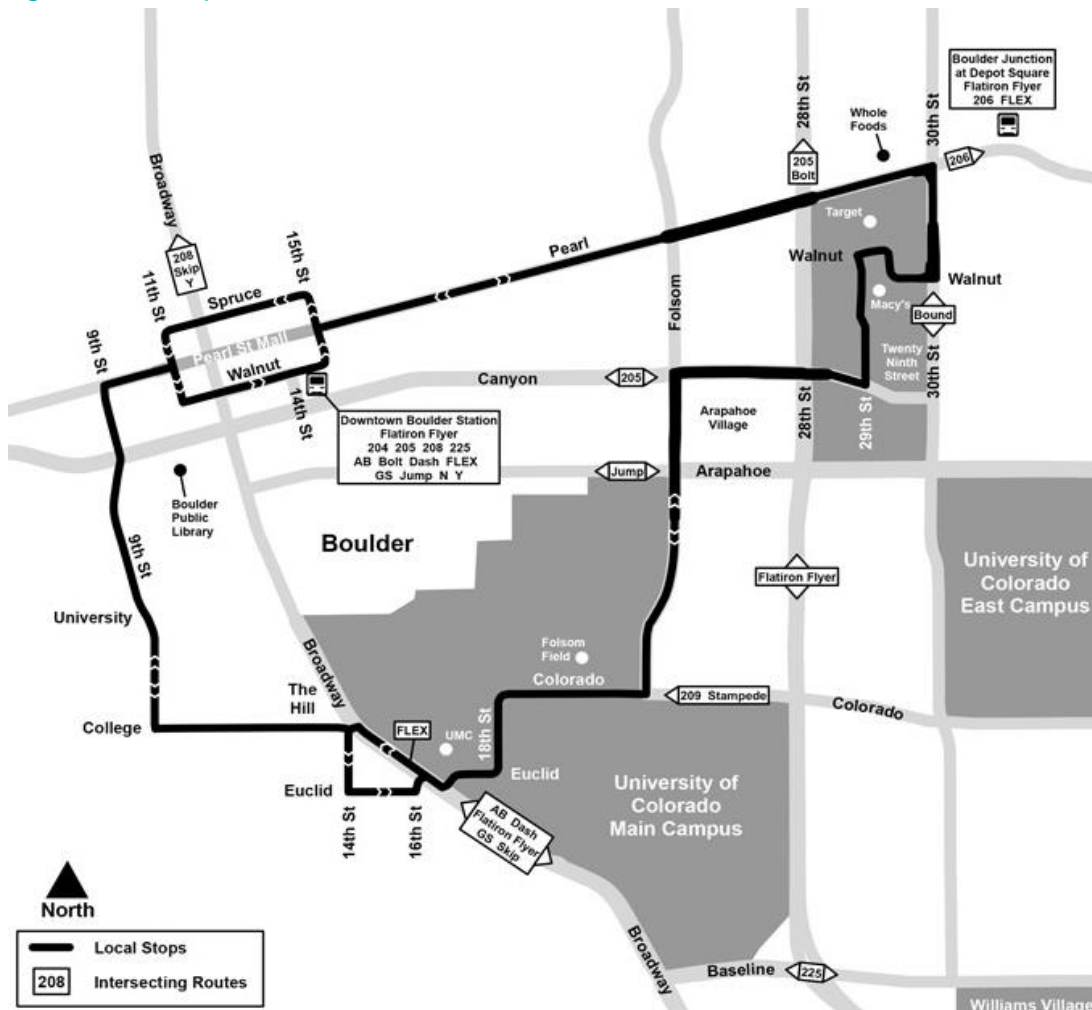
- Now operates on Saturdays, 10-10
- 6:30 - 10 weekdays, 10 to 10 weekends
- DASH North expanded to 31 stops

## Boulder, CO: The Hop

The Hop has been operating as a free, high-frequency circulator since 1994. It was implemented to encourage the use of transit between several activity centers within central Boulder. The route helps to ease parking demand in key areas, makes it easier to get around these areas without a car. It is currently one of a set of nine branded local transit routes (also Skip, Jump, Bound, Dash, Stampede, Buff, Climb and Bolt)

The service operates as a loop with headways every 7 to 10 minutes. It runs Monday through Friday from 7 AM to 10 PM, Saturday from 9 AM to 10 PM and Sundays/holidays from 10 AM to 6 PM, and serves major bus stops including Downtown Boulder, 29<sup>th</sup> Street Retail District, University Hill, University of Colorado, and Boulder Junction.

Figure 2 The Hop Route



Ridership has been slowly decreasing since 2003, despite the high demand of travel between student housing and University of Colorado and increased investment in service. The Hop offers the highest frequency of any Regional Transit District bus, but is only the fourth-most productive route (where productivity is ridership relative to hours of service provided, or cost to operate). The City attributes this to the majority of the ridership only occurring between the short segment between the 29<sup>th</sup> Street Mall and CU. For many people, The Hop route only competes time-wise against walking, cycling, or driving on the straight segments, but not around the full loop.

Furthermore, the Hop is not being used, as had been expected, for last- or first-mile connections to intercity transit routes. Only 9% of Hop riders report transferring to or from another transit route in 2016. Additionally, there is a mismatch between the city's development trends and the shape of the loop since the route was created in 1994. Boulder workers and students live further away from the center of the city than they used to, so the loop does not serve as high a population as it could. The Hop additionally does not



connect to the main downtown commercial area very well. The CU's Late Night Black route, along with RTD's Dash and Skip routes, more directly serves the route between CU and downtown.

**Figure 3 Operating, Performance, and Funding Characteristics of Hop in Boulder, CO**

Operating Characteristics	
Service Design	Circulator
Running Time (Round Trip)	35 minutes.
Number of Stops (Round Trip)	Inbound: 22 Outbound: 15
Fare (One-way)	Free
Service Span (weekdays)	7 AM – 10 PM
Service Span (weekends)	Saturday: 9 AM – 10 PM Sunday / holidays: 10 AM – 6 PM
Frequency (weekdays)	10 minutes
Peak	7 minutes
Frequency (weekends)	18 – 30 minutes
Start-up Capital Costs	N/A
Annual Operating Costs	\$2.5 million
Annual Ridership	800,000
Operating Cost/Passenger	\$6.88

### 2022 Status

This service has been expanded in the last few years now making 31 inbound stops and 25 outbound stops. It also has transitioned to a fare-based service, at a rate of \$3 per ride.

### Duluth, MN: Port Town Trolley

The Port Town Trolley provides service between destinations of Canal Park, Bayfront, the HART District and downtown Duluth during the summer months, from June 1<sup>st</sup> to Labor Day. It operates seven days a week, every 20 minutes from 11:30 AM to 7:00 PM, and every 30 minutes from 7 PM to 11 PM. On Sundays and Labor Day, it only operates until 10:30 PM. The trolley is a bi-directional loop with just under 30 stops.

Figure 4 Port Town Trolley Route



The Port Town Trolley was put into place as an option to expedite movement between downtown Duluth and the Canal area with aims to reduce congestion. It is primarily targeted towards tourists as a way to avoid driving in the downtown area during the summer season. In Duluth Transit's 2008-2009 Vision Update, the route was recommended as a way to expand on the already-existing trolley to include the hospital area and more of Downtown Duluth. The route has been crucial in that it relieves traffic and parking shortages near the waterfront during the heavy-tourist months.

The main users of the Port Town Trolley are summer tourists looking for rides along the waterfront, downtown, and through the Canal Park area. Because of this, DTA has learned that on-time performance is a critical aspect to making sure tourists who are not familiar with the transit system are able to ride easily. Duluth ridership has been decreasing since 2013, as shown in Figure 5.

Figure 5 Annual Duluth Ridership 2010-2016

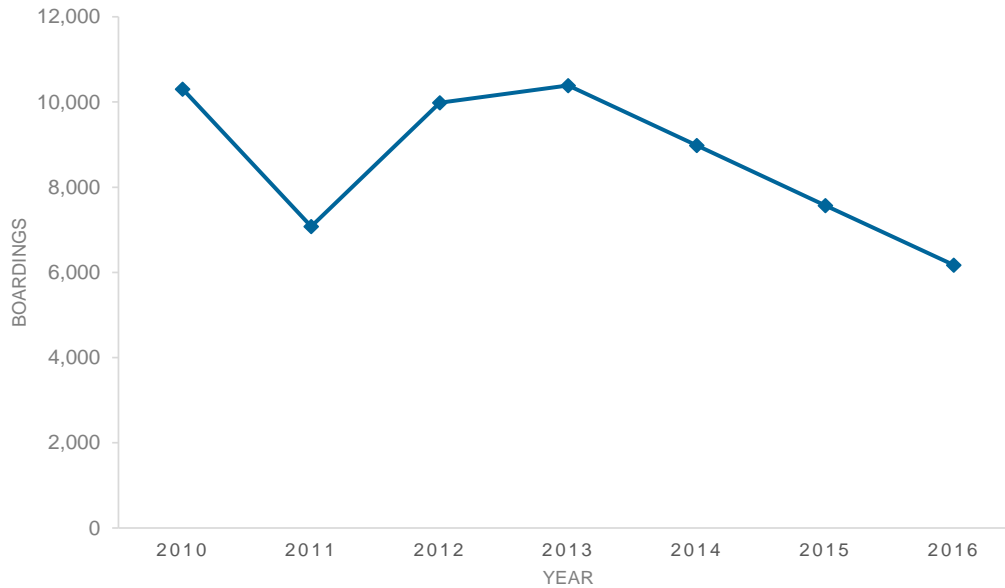


Figure 6 Operating, Performance, and Funding Characteristics of Hop in Boulder, CO

Operating Characteristics	
Service Design	Shuttle/Circulator
Running Time (Round Trip)	40 minutes
Number of Stops (Round Trip)	25-28
Fare (One-way)	Free
Service Span (weekdays)	11:30 AM – 11 PM
Service Span (weekends)	Saturday: 11:30 AM – 11 PM Sunday: 11:30 AM – 10:30 PM
Frequency	30 Minutes
Start-up Capital Costs	\$600,000
Annual Operating Costs	\$160,000
Annual Ridership	6,172
Operating Cost/Passenger	\$25.29

### 2022 Status

The \$0.50 fee for the trolley was eliminated for a time but then brought back, along with a \$4 day-pass option.

## On-Demand Circulators

### Pickup | Austin, Texas

In June 2017, Via launched a new service—branded Pickup—in partnership with Capital Metro in Austin. The agency wished to rethink its existing public dial-a-ride service in a mixed-use area of the city. By removing the current two-hour advance booking requirement, Capital Metro hoped Via's platform could help increase ridership and rider satisfaction. Through Via's customized rider app, customers can request a ride from and to anywhere within a predetermined five square-mile zone. Capital Metro provides the vehicles—Pickup-branded cutaways—and drivers, while Via provides the technology platform, including the rider and driver apps, an operations control center, and training for Capital Metro staff.

Figure 7 Pickup by Capital Metro (Austin, TX)



Source: Capital Metro

### 2022 Service Metrics

- \$1.25/ride, daily/weekly/monthly passes also work
- 11 service areas in Austin and suburbs, 5 with Saturday service
- Weekday services hours: 7-7
- Saturday service hours: 10-6
- Service aims for pickup within 15 minutes

## The RideScout Route | Austin, Texas<sup>2</sup>

In June 2015, RideScout, a mobile trip planning app company, launched the “RideScout Route”—a free Downtown Austin circulator six-week pilot funded by RideScout. RideScout (now a part of Moovel) wanted to test the viability of a several different downtown circulator routes. It tested a fixed-route service with designated stops and fixed-route service with customer hailing; it tested open-air Electric Cab vehicles for four weeks and 20-passenger Ford Sprinter vans with R&R Limousine & Bus for the last two weeks. RideScout experimented with peak and off-peak operating models. The first week only 30 riders used on the electric shuttles; by the third week, as word spread, 350 riders took advantage of the service.

RideScout ended the six-week pilot with good information and data to provide public sector leaders. They found that ridership was higher on the electric vehicles than the Ford Sprinters, likely due to the fact that riders noticed the adapted golf cart vehicles more than the typical passenger vans, which blend in with the urban environment. Without fares, they also found that customers were confused about proper tipping behavior, and eventually added messaging to the vehicle specifying a tip was not expected.

The Austin Chamber of Commerce, together with Rocky Mountain Institute, used the findings to release an RFP to private vendors looking to serve downtown and the nearby Market District. Chariot was selected and operated the service using a similar fixed-route to the original RideScout Route.<sup>3</sup>

Figure 8 RideScout Route (Austin, TX)



Source: KXAN

### 2022 Service Metrics

- No longer operational

<sup>2</sup> <http://kxan.com/2015/06/25/ridescout-route-brings-back-downtown-transit-options/>,  
<http://www.statesman.com/news/local/switching-partners-ridescout-teams-with-limo/gqaxQ1bs1tYxyHclXydnL/>,  
<https://www.austinchronicle.com/news/2015-07-17/public-notice-dog-week-of-summer/>

<sup>3</sup> Interview with RideScout's former Executive Director of Mobility Solutions, Meg Merritt



## 2022 TDM Study | Appendices

City of Traverse City Downtown Development Authority

- Downtown Austin Alliance initiated a Downtown Circulator Study, completed in 2021.
- The report showed that a circulator is viable in downtown Austin and proposed 2 alignments, one entirely downtown (A, 8 stops), and one connecting to the south side of Lady Bird Lake (B, 9 stops).
- Annual operating costs for route A is estimated at \$2.08 million, and route B at \$3.2 million.
- Startup costs are \$120,000 and \$135,000 for each respective route.
- The study recommended no fare for the service and 5-10 minute headways

### **The Downtowner | Manhattan Beach, CA<sup>4</sup>**

The City of Manhattan Beach launched a free electric vehicle shuttle service pilot program in January 2017. In order to ride, users must download the “Downtowner” app and select the Manhattan Beach service area. Passengers can be picked up or dropped off anywhere within the designated three-square-mile service area. The Downtowner operates six vehicles daily between 11 a.m. and 11 p.m. Each vehicle seats up to six passengers and is equipped with iPads playing informational videos about the city, announcements, and local advertisements. The Downtowner is free to customers and sponsored by local businesses and the Chamber of Commerce. Advertisements are displayed inside and outside of the shuttles. Drivers also receive tips.

The service is intended for locals and visitors in downtown Manhattan Beach. Proximity to the beach and other tourist attractions generate more activity than current parking supplies can handle. The Downtowner is a response to growing parking and traffic congestion concerns in the downtown area.

During the first five months of the pilot program, more than 28,000 riders used the service and the self-reported wait time was 12 minutes. In July 2017, the service was officially extended for an additional 12 months. City staff will begin researching grant funding that could help offset city costs.

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<sup>4</sup> <http://www.dailybreeze.com/general-news/20170719/free-downtowner-shuttle-service-extended-in-manhattan-beach>

Figure 9 The Downtowner (Manhattan Beach, CA)



Six-seat Downtowner vehicle (Source: Daniella Segura, TBR News)

## 2022 Service Metrics

- No longer operating
- Pilot ended after 10 months

## FRED | San Diego, CA<sup>5</sup>

Free Ride Everywhere Downtown (FRED) is an electric-powered shuttle that serves a 2.5-mile service area around downtown San Diego. The effort is led by Civic San Diego and the Downtown San Diego Partnership.<sup>6</sup> Users can request a ride by downloading The Free Ride smartphone application and inputting their current location and desired destination. Alternatively, users can flag down a shuttle along the route without the smartphone application. FRED shuttles operate seven days per week:

- 7 a.m. to 9 p.m., Monday through Thursday
- 7 a.m. to midnight, Friday
- 8 a.m. to midnight, Saturday

<sup>5</sup> <https://www.sandiego.gov/mayor/news/releases/mayor-announces-launch-of-downtown-circulator-program>,  
<http://sandiegodowntownnews.com/gaslamp-quarter-premieres-new-parking-options/>,  
<http://www.sandiegouniontribune.com/business/sdut-downtown-shuttle-free-2016aug08-htmlstory.html>,  
<http://www.businessinsider.com/hampsons-free-ride-shuttle-service-2017-7>

<sup>6</sup> Civic San Diego is a nonprofit corporation created by the City of San Diego to replace the redevelopment agency. The Downtown San Diego Partnership is a nonprofit organization serving as the leading advocate for the revitalization and economic health of Downtown San Diego.

- 9 a.m. to 9 p.m., Sunday

During the initial launch, FRED operated 15 five-passenger vehicles, with the expectation that the fleet would grow to 20 vehicles within the first year. Drivers receive benefits and \$14.66 an hour, not including tips. The average wait time for a ride is about seven minutes.

FRED serves downtown San Diego residents, locals, and tourists. It aims to fill the transportation gap for short, free rides that traditional public transit and ride-hailing companies cannot fill. In Downtown San Diego, the service allows people to travel to and within the parking-constrained commercial district without a car.

Initial funding comes from \$500,000 in downtown parking meter revenues. Revenue is also generated from private sponsorships in the form of advertisements, both inside and on the outside of the vehicle. Eventually, the city hopes to support the service solely through ad revenue. Up to \$2 million over five years has been earmarked with more funds available, if needed.

Within the first six weeks of the program, over 20,000 people signed up for the app. Each week yielded an average of approximately 4,000 rides.

**Figure 10 Free Ride Everywhere Downtown (FRED), San Diego, CA**



Sources: The Coast News; OOPM Creative

### **2022 Service Metrics**

- Program funded through at least April 2023
- \$1.2 million annual operating cost

- M-Th 7-9, F 7-10, Sat 8-10, Su 9-9
- downtown service area
- rides can be ordered through an app or flagging down a vehicle on the street
- 20 vehicle fleet, each vehicle fits 6 passengers
- 2019 ridership was 275,000, 136,000 in 2020, 182,000 in 2021.

## Public-Private Partnerships

### DC Circulator| Washington, DC



The DC Circulator is a fixed route, frequent all-day system that operates 6 standing routes and 1 seasonal route. Originally established in 2005, the Circulator has always operated as a public-private partnership, initially between the Washington Areas Metropolitan Transit Authority (WMATA) and First Transit from 2005 to 2018, when RATP Dev took over as the private operator, and the District of Columbia Department of Transportation (DDOT)

took over the public oversight role.

The Circulator operates with 10-minute headways and a fixed fare of \$1 per ride, although there have been several very popular fare-free pilots, and popular support remains high to reinstate fare-free rides. The system has a fleet of 81 clean diesel, hybrid, and fully electric 40-foot buses. Passenger capacity on the buses ranges from 71 to 80.

DDOT and RATP Dev have a strong working relationship, holding regular weekly meeting to discuss system operations, and frequent coordination to address customer complaints.

### Top reasons why downtown circulators/shuttles fail

- **It's faster to walk.** In a small city, the "remote" parking garage is only 3 or 4 blocks from the heart of downtown. Even if the wait for the circulator is only 5-10 minutes, most people can walk to their destination in that time.
- **It's too expensive to do it "right."** In order to attract riders, the circulator must be "ultra-frequent," such as every 5 minutes. This requires multiple buses and drivers.
- **It's even more expensive than that.** In order to attract riders you need a separate circulator for each garage. Otherwise, you take riders on a tour of multiple parking garages that is much slower than walking. So you need the multiple buses and drivers on multiple routes.

- **It runs empty.** The “ultra-frequent” service needed to attract riders will carry only a few riders on each trip, only in the heavier direction (like toward downtown in the morning,) and only during the busiest hours. In the lighter direction, and in the lighter hours, it could run almost completely empty.
- **It looks empty.** It looks like more of a failure than it actually is.

## Keys to increasing the potential success of a downtown circulator

- **Serve more than downtown.** It should serve more than just parking and downtown. It should connect attractions just a bit too far to walk from downtown. Like, in Traverse City, consider Old Town, the Warehouse District and, perhaps further). Note: this is still costly, but it’s less likely to run empty.
- **Serve more than DDA garages.** Encourage use by people who use other parking throughout the service area; #8 and #9 combined create a “park once” option for people with multiple reasons to be in the service area.
- **Integrate with BATA routes.** It may be possible to reconfigure BATA’s routes so multiple routes connect each garage to downtown. Then, the circulator can be used to beef up the frequency of BATA routes, and riders can take the first vehicle that arrives (BATA or circulator). The combined service is likely less costly than using the circulator alone.

# MONITORING FOR PERFORMANCE-BASED MANAGEMENT

## Concept Overview

Performance-based curb management is reliant upon effective performance monitoring – a regular series of data collections to track availability and utilization conditions, to in turn inform pricing and. Benefits of this approach include:

- More convenient and reliable parking experience for visitors, which can help improve public perception of a district
- Demonstrates “good government” stewardship of public assets, promoting efficiency, and improved user satisfaction with better information, parking availability, and ease of payment
- Improves access by other modes: Better parking availability reduces parking search times and traffic enhancing transit speed and reliability, and safety for people walking and cycling
- Decreases greenhouse gas emissions: Less circling means fewer emissions
- Improves neighborhood commercial vitality and access: People can more reliably access commercial, retail areas

Performance-based parking does require significant and regular data collection so that rate-setting and performance metrics are accurate and reflective of current on-the-ground conditions. These metrics may include, but are not limited to:

- Hourly occupancy by block



- Average duration of stay by block and posted time limit
- Rates of non-compliance
- Levels of meter and mobile-payment transactions
- Citation rates

At a minimum, this data should be collected annually.

## Examples

### Seattle, WA: Performance-Based Parking Pricing Program

Seattle has used a performance-based model to price on street parking since 2010. The program goals in Seattle are to:

- Help customers reliably find parking within walking distance of their destinations
- Reduce emissions and lessen traffic congestion from drivers circling in search of parking
- Increase access to businesses by ensuring turnover of parked cars

Seattle currently adjusts on-street parking rates three times per year across its 19 paid parking areas, impacting over 1,100 paid spaces. Seattle also prices parking dynamically by time of day. Morning rates are in effect from 8 AM to 11 AM, afternoon from 11 AM to 5PM (extended to 6 PM in areas without evening rates), and evening from 5 PM to 8 or 10 PM, depending on the area. Dynamic pricing throughout the day allows the city to manage parking supply at a finer grain and takes into account the land use patterns and needs of local businesses within a given parking district.

Per city code on street parking rates must be between \$0.50 and \$5.00 per hour. Rate changes are guided by the following policy

- If occupancy is over 85%, increase rate by \$0.50/hour, if over 100%, increase rate by \$1.00/hour
- If occupancy is between 70% and 85%, rates do not change
- If occupancy is below 70%, decrease rate by \$0.50/hour

Seattle publishes an annual parking report, which summarizes pricing and occupancy data from the previous year as well as any significant policy or programmatic changes.

See: [SDOT Annual Parking Reports](#)

### Portland, OR: Performance-Based Parking Management

Portland established a performance pricing program in 2016 with the goals of increasing parking availability and managing on-street parking more efficiently.

Currently, hourly rates in Portland vary from \$1 to \$2, depending on the location. The Council approved rate range is between \$1 and \$5.

Current policy for rate adjustment, set in 2018, dictates the following:

- Meter rates should be **reduced**
  - If the observed peak occupancy for a district is less than 65%
- Meter rates should be **increased**

- If the observed average peak occupancy for the district exceeds 85%, AND  
Average occupancy reaches or exceeds 85% during 3 or more hours during the day, AND
- Average occupancy reaches or exceeds 70% during 5 or more hours during the day, AND
- Annual on-street meter and SmartPark pay station transactions have not decreased since the last meter rate increase

## FLEX USE LOADING ZONES

The following provides a more expansive overview of this concept, which is identified as a Quick Win recommendation in the update to the TDM Plan.

### Concept Overview

Flex zones, or variable regulations, create dynamic curb space that is responsive to need by allowing different uses access to the same space at different times of day. For example, on prime commercial streets, early-morning loading zones might be balanced with regulations that shift the same curb zone to short-term parking at midday, and potentially to passenger pickup/drop-off space during evenings. Flexible loading zones could also allow for multiple users to occupy the space throughout the day, such as a shared passenger and commercial loading zone.

Flex zones can also vary seasonally as the weather dictates behavior and travel patterns. For example, in the summer space can be reserved for a circulator stop of passenger pick up and drop off near restaurants, shops, and other attractions space where demand is highest. In the cooler, quieter months, this space could transition to parking or commercial loading. Flexible infrastructure can reduce competition for the right-of-way and allow multiple modes to take advantage of the same space at alternating times. Thoughtful design of infrastructure and space can ensure that all impacted/accommodated modes see benefits, while, in many cases, dedicated infrastructure for one mode may be preferred.

### Design & Infrastructure Considerations

Flex zones, as with other loading and unloading curbside spaces, require enough space to be efficient. Specific considerations include the following:

- Commercial loading zones should be designed with the following space parameters:
  - 8' wide preferred, 7' minimum, located within parking lane.
  - At corners, 20' long minimum for one parallel parking space. 50' long preferred, if no parking between crosswalk and first parking stall.
  - If midblock, 22' long minimum.
  - 40' long minimum for spaces expected to accommodate a delivery truck or two passenger vehicles
- Loading zones should be placed so that they don't obstruct visibility of crosswalks, either at intersections or midblock locations.
- Trees should not be planted in furnishing zones adjacent to loading zones.

## MOBILITY HUBS

### Concept Overview

Mobility hubs combine points of access to distinct components of the local/regional multimodal network, often including services and programs that operate independently of each other – the placement of a City-provided bike rack and a shared bike or scooter corral installed adjacent to a BATA bus stop, for example – to facilitate seamless transfers between these services and programs that, when effectively combined, reduce travel dependence on personal autos. The mobility hub concept originated as branded public spaces designed and programmed to integrate travel modes with information to guide trip planning and mode-selection. The first mobility hubs were largely focused on addressing “first-mile/last-mile” gaps, particularly related to connections to and from mass transit services. Providing immediate access to taxis, car-share services, and bike parking/networks gave those alighting buses and trains reliable options for completing their trips. Likewise, these options provided a range of options for getting to stops and stations without driving oneself and having to secure parking.

#### Information Kiosk at Branded Mobility Hub in Bremen, Germany



Image Source: [www.carsharing.de](http://www.carsharing.de)

The concept has proven broadly useful, however, to call attention to points of intersection between two or more non-driving travel modes and to make it as easy as possible to access these modes, including transferring from one to another. As emerging mobility options increasingly diversify travel options in more places, and as technology makes it increasingly easier to find immediate information on and access to these options, informal mobility hubs are emerging across many of our communities. A bus rider who hails a Lyft ride upon receiving notice of a bus delay is one example of an informal mobility hub in action. Nonetheless, opportunities to create distinctive public spaces by co-locating points of access to these modes and

enhancing these spaces with information and marketing, can create important opportunities to reduce driving trips and parking demand in places like downtown Traverse City.

## Whether Simple or Complex, Mobility Hubs Optimize Access to Key Mobility Options

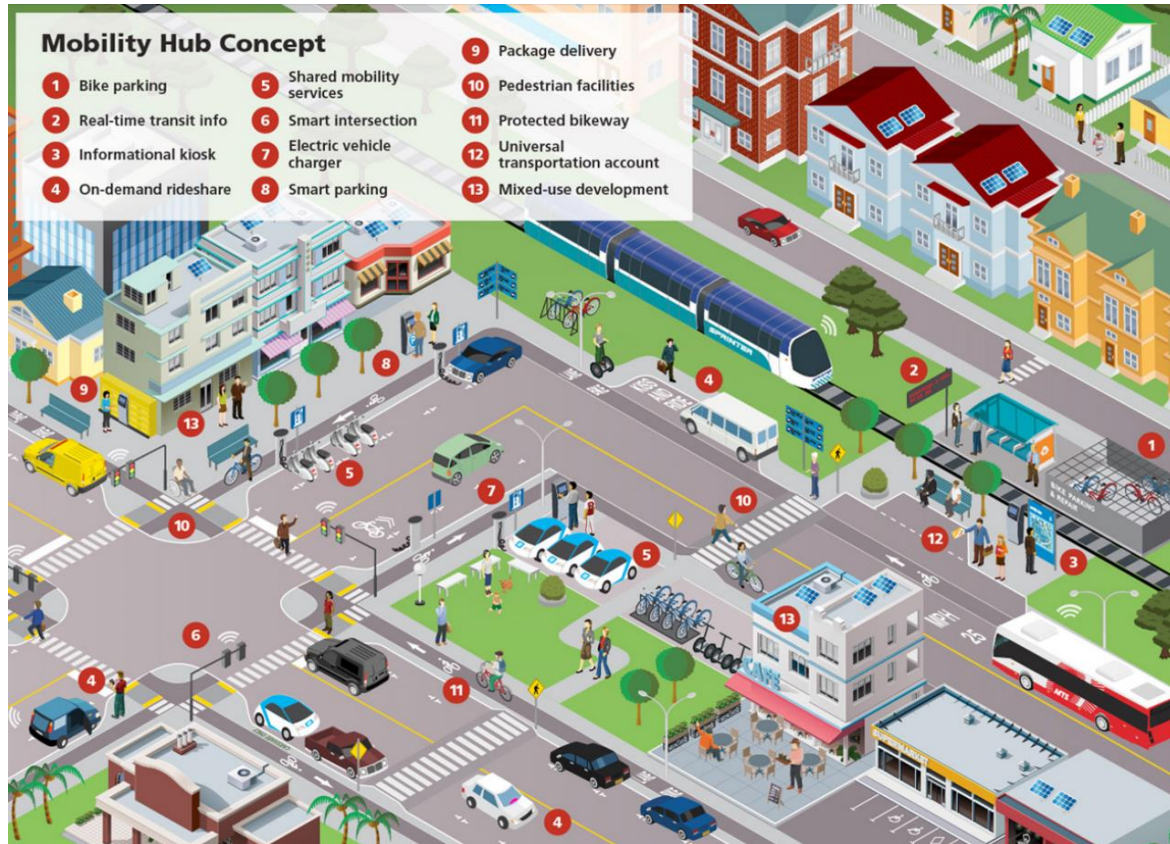


Image Source: SANDAG

Mobility hubs can include a variety of multimodal infrastructure components customized for their location within the transportation network, and they can range from simple to complex in their range of features. Beyond mobility connections, mobility hubs can provide a sense of place and community connection, which may include access to food and drinks, as well as proximity to public facilities and/or amenities. For the purposes of this document, the term “mobility hub” refers to any intentional co-location of two or more publicly accessible travel modes within a public space or facility.

## Design & Infrastructure Considerations

Designing mobility hubs depends heavily on the surrounding context and the mode of transportation that is placed at the hub. Regardless, mobility hub services and devices should not impede mobility of other modes,

such as walking. Specific design and infrastructure considerations for the elements that may be located at mobility hubs include:

- Bikeshare and scootershare stations should be located:
  - 1.5' from back of curb if not adjacent to parking; 3' from back of curb when adjacent to parking.
  - 3' from building or building frontage while maintaining a 5' minimum pedestrian access route.
  - 10' from a building doorway.
  - 3' from all street furniture or fixed objects including trees and vegetation, light poles, benches and other bike racks as well as accessible (ADA) parking spaces.
  - 5' from a marked crosswalks and driveways.
  - 10' from a fire hydrant, fire call box, police call box or other emergency facility.
  - 3' from the front and 15' from behind a designated bus stop sign post.
- Hubs may be located on-street in the clear space where motor vehicle parking is prohibited or in place of parking.
- Avoid placing hubs within streets that have high traffic volumes/speeds.
- Vertical barriers, such as flex posts, precast curbs, or planters should be used to restrict motor vehicle encroachment on on-street docks and corrals.
- Mobility hub elements should be oriented so they can be accessed from the sidewalk or a protected on-street area.

## PUBLICLY OWNED SHARED MOBILITY

### Concept Overview

Shared mobility is a shared transportation service where bicycles or e-scooters are available for public use through short-term rental. Bike and scooter share provide a low-cost transportation option that is ideal for short trips. It also offers a low barrier to entry for individuals to incorporate active transportation into their routine. Shared mobility is proven to help lower VMT, reduce carbon emissions, and improve public health. Shared mobility can operate independently or in tandem with other mobility services like public transit to create a seamless public transportation network.

### Examples

#### Metro Bike | Austin, TX

MetroBike was established in December of 2013. The system is owned by the City of Austin and operated by the local 501(c)(3) non-profit Bike Share of Austin. Funding partners include Whole Foods, SXSW, Downtown Austin Alliance, the Austin Chronicle, Austin Parks Foundation, Austin Community College, and others. In 2020, the MetroBike was also integrated with CapMetro, the local transit operator. The MetroBike system includes 75 stations and a fleet of 700 bikes, 500 traditional and 200 electric bikes. It is a docked system, and all trips must begin and end at a docking station.

Pricing options for MetroBike are as follows:



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- Pay as you ride: \$1.09 to unlock + \$.023 per minute
- Day pass: \$12.99 for unlimited trips up to 60 minutes within a 24-hour period
- Weekend pass: \$19.49 unlimited trips up to 60 minutes within a 72-hour period
- Monthly pass: \$11 + \$15 one-time activation fee for unlimited trips up to 60 minutes
- Annual pass: \$86.60 for unlimited trips up to 60 minutes

There is an additional fee of \$4/30 mins for any trip over 60 minutes.

### **CDPHP Cycle | Albany, NY**

CDPHP *Cycle!* is a bikeshare program offered through the Capital District Transportation Authority (CDTA) in partnership with CDPHP, a local health insurance company based in Albany. The system has over 400 bikes at more than 80 station in Albany, Watervliet, Schenectady, Troy, Cohoes, Saratoga Springs, and the Lake George/Glens Falls area. CDPHP Cycles is a peak season service only, operating annually from April to November. The system does have docks, but bikes do not have to be left at specified parking locations.

Pricing options include:

- \$5 hourly plan, prorated by minute
- \$15 monthly plan, which includes 60 minutes of ride time per day
- \$55 seasonal plan, which includes 60 minutes of ride time per day
- Half price plans for students
- Discounted plans are available for CDPHP members

### **Spokies | Oklahoma City, OK**

The City of Oklahoma City launched its Spokies docked bike share program in May 2012. The Spokies program was initially funded with an Energy Efficiency and Conservation Block grant administered by the City of Oklahoma City's Office of Sustainability. This grant was designed to promote energy efficiency, including alternative methods of transportation.

Spokies has been part of EMBARK, the region transit authority in Central Oklahoma, since August 2014. In June 2019, Spokies launched Spokies DASH with the assistance of a Congestion Mitigation and Air Quality (CMAQ) grant supported by ACOG, Downtown OKC, Colony Partners, and Uptown 23rd.

The Spokies fleet includes 60 pedal-only bikes and 53 E-bikes, added in 2022 and funded by a federal TAP grant. User fee options include:

- Annual Pass: \$120/year, includes 40 minutes of ride time/day. Ride time exceeding 40 minutes per day are charged usage fees of \$0.12 per minute for E-bikes and \$0.06 per minute for pedal-only bikes.
- Monthly Pass: \$20/month, includes 40 minutes of ride time per day. Ride time exceeding 40 minutes per day are charged usage fees of \$0.12 per minute for E-bikes and \$0.06 per minute for pedal-only bikes.

- Day Pass: \$12, includes 4 hours of ride time to be used in a 24-hour period. Ride time exceeding 4 hours (240 minutes) are charged usage fees of \$0.15 per minute for E-bikes and \$0.12 per minute for pedal-only bikes.
- Walk-up - Unlock a bike for \$1. Riders pay \$0.15/minute for E-bike and \$0.12/minute for pedal-only bikes.

## PEDESTRIAN SAFETY BEST PRACTICES

### Concept Overview

The recommendation to Adjust Meter Schedules, to focus more on evening peaks and provide more free parking during early mornings should be a revenue-positive change that could create a meaningful increase in the DDA's parking fund income. It is suggested that an optional implementation step would be to capture that new revenue to fund winter sidewalk clearance/maintenance activities, to ensure that downtown remains walkable during all seasons. This could include:

- Clear obstructions from sidewalks, curb ramps, and crosswalks
- ADA requires at least 36 inches of clear passageway
- Use of salt or gravel to reduce slip hazards
- City ordinance on snow clearance time frame, BID hires contractor to maintain

### Examples

#### Expanded Sidewalk Snow Clearance | Marquette, MI

The Marquette DDA significantly expanded its downtown parking meters following a 2012 Downtown Parking Study that found a large share of downtown's on-street parking was occupied by downtown merchants and employees, as well as a general willingness among downtown visitors to pay for parking if it was convenient and consistently available. To help build support for this change, the MDDA agreed to use the increase in meter revenue to pay for sidewalk snow clearance during winter months, helping to maintain downtown's walkability during winter months. A 2020 update to the 2012 parking study found that there was significant support for both the snow clearance and the meters that helped fund it among downtown's retail business owners.

#### Snow Center Website | Cambridge, MA

The city of Cambridge maintains a web page<sup>7</sup> that serves as an information repository for all things snow-related, including updates on parking bans, transit service and delays, city snow removal policies, and other resources. The website also allows residents to report snow-related hazards on streets, sidewalks, bike lanes, and bus stops.

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<sup>7</sup> <https://www.cambridgema.gov/snow>

## **Sidewalk Snow Support Pilot | Grand Rapids, MI**

The City of Grand Rapids operates a limited scope sidewalk clearing pilot program, modeled after similar programs in East Grand Rapids and cities in Wyoming. The program began in 2020 will continue through at least April 2023. The program area covers 164 of the city's 922 miles of sidewalks. 80% of pilot sidewalks are on major roads, and 20% are on neighborhood streets. The purpose of the program is to make it easier for residents to clear their sidewalks after heavy snow events, and focuses on neighborhoods with high community need, where there are high concentrations of seniors, people with low-incomes, high levels of pedestrian traffic, and large populations of school children, among other factors. Snow support is provided after a storm resulting in at least 3 inches of accumulated snow.

## **REVISING PARKING REQUIREMENTS**

### **Eliminating Parking Requirements**

Parking requirements dictate the minimum number of parking spaces that a developer must build in conjunction with a new project. Parking requirements generally correlate to land use and building square footage, and are outlined in a city's zoning code. There is movement across the US to reduce or eliminate minimum parking requirements, either in defined areas like a downtown district, or citywide. This wave of policy change is heralded by numerous benefits, most notably to support economic development, downtown revitalization, and small business growth, and to address the rapidly increasing cost of housing.<sup>8</sup>

#### **Key Benefits**

Benefits of reduced or eliminated parking requirements include

- Lower costs for new commercial and residential development, promoting new business growth and making housing more affordable. Surface parking generally costs between 5,000 and 10,000 per space to build, and these costs are most often passed along to the consumer in the form of higher commercial or residential rent.
- Improved environmental sustainability, with less impervious cover creating stormwater runoff and management concerns.
- Promote the use of alternative transportation modes like transit, walking, and biking, which reduces congestion and improves public health.

#### **Case Studies**

##### **Fayetteville, AR**

In 2015, Fayetteville became one of the first cities in the United States to eliminate minimum parking requirements for commercial building citywide, giving businesses and developers the freedom to determine how much parking their customers truly needed. The change helped spur the redevelopment of several historic sites across the city into restaurants and mixed-use buildings that otherwise would not have been feasible due to

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<sup>8</sup> For more on this trend and its impacts: [Nov 2022 Next City Article](#)

the high cost of parking construction. It has also increased foot traffic in commercial areas, as visitors are more able to easily walk between businesses.

## **South Bend, IN**

In early 2021, the South Bend City Council voted to eliminate minimum parking requirements citywide, expanding on previous policy that removed parking requirements in its downtown only. South Bend had already eliminated parking requirements for its downtown, but Motivations behind the policy change were to eliminate burdens on small businesses and attract new investment to the area. Previously, small businesses had to apply for a zoning variance to build fewer parking spaces, which cost both the businesses and the city government time and money to develop, submit, review, and approve applications.

## **Setting Maximum-Parking Limits**

Parking maximums define the maximum amount of on-site parking that would be approved for each land use in a development proposal. Maximums seek to ensure that parking is not oversupplied and incentivize developers to plan for alternative transportation modes. Parking maximums can also increase development density, improving area walkability and multimodal functionality in support of the TOD concept.

The original concept of a parking maximum focused on defining a hard cap on a development's on-site parking supply, with no/minimal exceptions. Today, many cities choose to establish a more flexible form of maximum, in which one or more options are available to provide more parking. The most common exceptions made available through such an approach are:

- The provision of shared, or public, parking
  - Example: Transit Oriented Development (TOD) Districts (Charlotte, NC)
- The provision of mobility improvements or TDM commitments
  - Example: Aspen, CO
- The payment of a fee toward a public mobility or TDM investment fund
  - Example: Columbia Pike form-based code (Arlington County, VA)

## **Key Benefits**

Parking maximums can yield the following benefits:

- Facilitating and encouraging higher development densities
- Preventing oversupply of parking
- Reducing traffic congestion by reducing induced parking demand
- Reducing housing costs by reducing the potential impact of excess parking supplies on rent prices
- Reducing housing costs by increasing potential housing density
- Emphasizing the expectation of reduced parking needs in the affected TOD area

## **Benefits Specific to Flexible Maximums**

The following benefits are specifically associated with flexible parking maximums:

- Making lower maximums more viable, allowing codes to clearly indicate the preferred amount of parking for land uses in key growth areas

- Providing strategic flexibility to developers, minimizing the risk of shifting development activity away from these areas
- Generating public benefit when developers choose to provide more parking, commensurate with how much more parking they provide

### Case Study: Flexible Maximums in TOD Districts (Charlotte, NC)

Charlotte's new Transit Oriented Development Districts code – adopted in 2019 and covering the majority of the city's South End neighborhood – includes an incentive to provide public parking, by **limiting the amount of on-site parking that can be provided** for most land uses (Maximum Vehicle Parking Spaces) **but allowing developers to include more parking if a significant share of the parking will be available for public use**, as described below:

- Visitor parking in multifamily residential development can exceed the maximum by 10 spaces, or 10% of the number of dwelling units on-site, whichever is greater.
- Supplies can exceed the maximum by up to 50% if any one of the following conditions are met:
  - 10% of the total number of spaces are provided for public use 24 hours a day and seven days a week.
  - 20% of the total number of spaces are provided for public use as shared spaces available from 8:00 a.m. to 6:00 p.m., Monday through Friday.
  - 20% of the total number of spaces are provided for public use as shared spaces available from 6:00 p.m. to 8:00 a.m., seven days a week

This policy encourages new projects to include parking that can help meet the longstanding and expanding public parking supply deficit in South End, particularly in a market where many developers are likely to seek approval for supplies that exceed the “maximums” now allowed in these districts. Because the City offers this flexibility, rather than emphasizing a hard cap on parking that can be provided, it was able to adopt “maximums” that are significantly lower than what can typically be adopted for a hard-cap maximum. The lower maximum combined with flexibility that is tied to a desired public good (in Charlotte's case public/shared parking) both signals to developers what the City considers to be an appropriate (rather than maximum) amount of parking is for each use, and defines the concessions it wants from developers if a higher supply is to be approved -- public parking, to encourage more efficient, resilient parking facilities.

## MEETING PARKING REQUIREMENTS VIA MOBILITY IMPROVEMENTS

The growth of active transportation shared mobility over the past several years (including biking, scooter share, car sharing programs, and ride-hailing apps) provides opportunities for people to have access to fast and convenient modes of transportation without needing to own and store a personal vehicle. Incentivizing and promoting the use of active and shared mobility leads to less demand for on-site parking and provides opportunities to reallocate the parking footprint to other uses. The prevalence of ride-hailing services in



certain communities, for example, may increase demand for exclusive loading and unloading zones at a site rather than a parking space.

## **Bicycle Examples**

### **Folsom, CA**

The City of Folsom, a city of about 75,000, allows for the reduction in vehicle parking requirements if development provide additional secure bicycle parking over and above the minimum bike parking requirements.

- One vehicle space may be reduced for every three additional bicycle spaces provided up to a maximum of 2% of required parking. The provision of end of trip shower/locker facilities for developments at least 100 employees reduces required spaces by 2% or 5 spaces, whichever is greater.
- There is also reduction opportunities through the provision of preferred parking spaces to employees participating in carpool or vanpool. The reduction for this measure is one required space per every carpool/vanpool space up to a maximum of 2%

### **Dallas, TX**

Dallas boasts comprehensive bicycle-based parking reductions for off-street vehicle parking. Specific reductions are based on bicycle parking class. Dallas allows up to a 10% reduction of required off-street parking.

- A reduction of one vehicle parking space is permitted for every six Class I bicycle parking spaces (e.g., racks for short-term use). Required bicycle parking does count towards parking reduction. A minimum of 20 off-street parking spaces must be required to receive parking reductions
- A reduction of one space for every four Class II bicycle parking spaces (e.g., secure lockers for long-term use)
- Reductions May not exceed 5% of total required off-street parking spaces.
- An additional 5% reduction of total off-street parking requirements may be granted by providing showers, lockers, and changing facilities for bicycle riders. This provision does not apply to retail or personal service land uses.

## **Shared Mobility Examples**

### **Chandler, AZ**

Chandler encourages the installation of passenger loading zones to meet demand for passenger drop-off and pick-up areas generated by ridesharing vehicles

- Municipal code allows a 10% reduction of parking requirements per each passenger loading zone up to a maximum of 40%
- 1 loading zone space may be counted per 50,000 sq. ft. for commercial uses

## **Austin, TX**

Austin has several off-parking reduction incentives for developers to install active and shared mobility infrastructure, such as:

- Reduction of up to 10% if shower facilities are provided
- Reduction of 20 spaces for each car-sharing space provided on site.

These and other incentives can be combined to reduce parking requirements up to 40%.



Downtown Development Authority  
303 E. State Street  
Traverse City, MI 49684  
jean@downtowntc.com  
231-922-2050

## Memorandum

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To: DDA Board of Directors

From: Jean Derenzy, DDA CEO

Date: January 16, 2023

Subject: West End Property Purchase – City/DDA Fund Transfer Agreement

At their January 3<sup>rd</sup> meeting, the City Commission passed a resolution of support to enter into an agreement to purchase five parcels (see below and on attached map) from Socks Construction for a total cost of \$6,599,340 by January 31, 2023.

- 130 West State Street
- 128 West State Street
- 124 West State Street
- 122 West State Street
- 118 West State Street

As noted in the meeting, funds would be used from TIF 97 through a fund transfer between the Downtown Development Authority (DDA) and City of Traverse City. It was also noted in the meeting, that the City would transfer (reimburse) funds back to the DDA for reimbursement of TIF 97 upon the sale of the 145 West Front Street parcel and 103 Pine Street parcel to Socks Construction by July 1, 2023.

The transfer agreement, between the DDA and City is attached for your review and consideration.

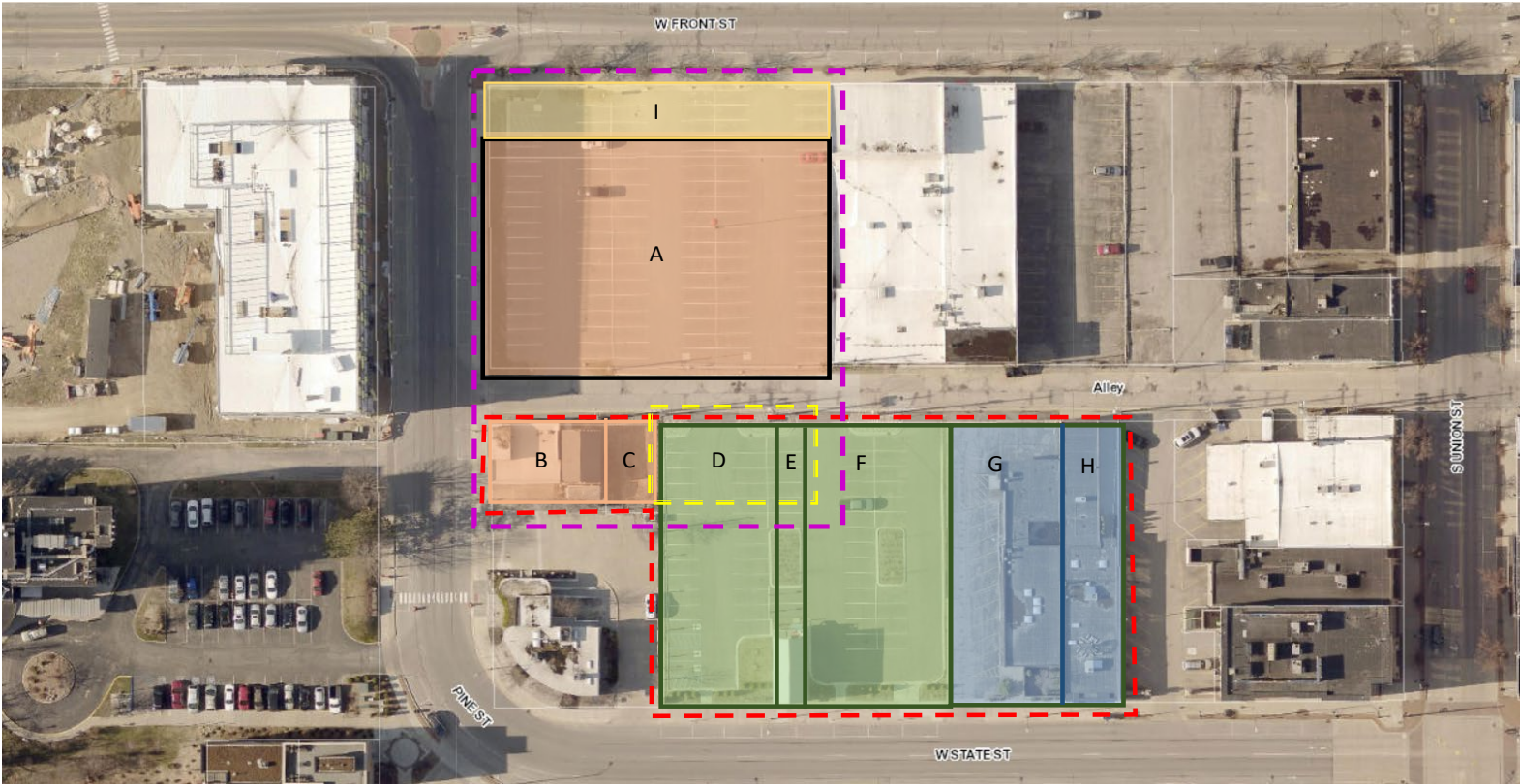
### **Recommended Motion**

That the DDA Board Approve the Letter of Agreement for the interfund Loan between the Traverse City Downtown Development Authority and the City of Traverse City, subject to approval as to substance by DDA CEO and as to form by the DDA Attorney.



West End Parking Structure Options

January 3, 2023



- Original Proposed Parking Deck Footprint
- Aggregated Proposed Parking Deck Footprint
- New Proposed Parking Deck Footprint

- (A) 103 Pine Street  
(B) 115 Pine Street  
(C) 136 West State Street  
Owner: City of Traverse City
- (I) 145 West Front Street  
Owner: City of Traverse City  
Closed in December 2022

- (D) 130 West State Street  
(E) 128 West State Street  
(F) 124 West State Street  
Owner: Paulos Land Co.
- (G) 122 West State Street  
(H) 118 West State Street  
Owner: RSF Holding LLC  
\* Must close by Jan. 31, 2023

\* Verbal Agreement Only  
Between DDA & Socks





## LETTER OF AGREEMENT FOR INTERFUND LOAN

Premises:

Whereas the City of Traverse City (City) and the Traverse City Downtown Development Authority (DDA) wish to purchase property within the City limits within the established DDA District for use by the City; and

Whereas, Public Act 57 of 2018, as amended, allows use of tax increment financing funds for the purchase of property to advance a purpose contained within the tax increment financing plan; the DDA Board to make loans with interest at a market rate or below market rate, as determined by the Board; and allows the Board to make and enter into contracts necessary or incidental to the exercise of its powers and the performance of its duties; and

Whereas, the Property purchased shall be owned by the City of Traverse City.

Now therefore, in consideration of the Premises the parties agree as follows:

1. Upon execution of this Agreement, the DDA shall transfer an amount of FIVE MILLION FIVE HUNDRED FIFTY-FIVE THOUSAND NINE HUNDRED DOLLARS AND 00/100 (\$5,555,900.00) from the TIF 97 fund to the City.
2. Upon closing of the sale of the property commonly known as 145 West Front Street and 103 Pine Street, the City shall transfer an amount of FOUR MILLION NINE HUNDRED FORTY-SEVEN THOUSAND NINE HUNDRED DOLLARS AND 00/100 (\$4,947,900.00) to the DDA TIF 97 Fund.
3. The remaining amount of SIX HUNDRED EIGHT THOUSAND DOLLARS AND 00/100 (\$608,900.00) will be paid back over a period of three years from the Auto Parking Fund to the TIF 97 Fund each year by July 1, 2023, July 1, 2024 and July 1, 2025. This amount may be paid off at any time without penalty. Interest shall be a fix rate of 1% to be calculated monthly beginning July 1, 2023.

Neither the City nor DDA may assign this loan.

This Letter of Agreement is entered into and effective on this \_\_\_\_ day of \_\_\_\_\_, 2023.

**TRAVERSE CITY DOWNTOWN  
DEVELOPMENT AUTHORITY**

By: \_\_\_\_\_  
Gabe Schneider, Chairman

**CITY OF TRAVERSE CITY**

By: \_\_\_\_\_  
Richard I. Lewis, Mayor

By: \_\_\_\_\_

By: \_\_\_\_\_  
Benjamin C. Marentette, City Clerk

**APPROVED AS TO SUBSTANCE:**

**APPROVED AS TO SUBSTANCE:**

By: \_\_\_\_\_  
Jean Derenzy, CEO

By: \_\_\_\_\_  
Martin A. Colburn, City Manager

**APPROVED AS TO FORM:**

**APPROVED AS TO FORM:**

By: \_\_\_\_\_  
Scott W. Howard, General Counsel

By: \_\_\_\_\_  
Lauren Tribble-Laucht, City Attorney



Downtown Development Authority  
303 E. State Street  
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231-922-2050

## Memorandum

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To: DDA Board of Directors  
From: Jean Derenzy, DDA CEO  
Date: January 16, 2023  
Subject: Pedestrian Signage

As summarized in the CEO Report, the four upcoming public infrastructure projects centered around the Cass Street bridge (as well as the Union Street bridge reconstruction project) will create significant disruption to pedestrian movement throughout downtown. In anticipation of this work (and other future projects that may create the need for pedestrian detours), DDA and city staff has been working to develop a new system of pedestrian detour signs.

The new system includes a smaller concrete base, utilizing uniform metal signs (similar to some of the signs used for the two-way pilot project). Staff determined these signs are sturdier and have a smaller foot-print than the pedestrian detour sandwich board signs and large wide-based metal signs we used for the Pine Street, Eighth Street and West Front Street bridge reconstruction projects.

Furthermore, due to their durability, we will be able to utilize these signs again for future construction projects throughout the downtown, including the 2024 Grandview Parkway reconstruction project. To be clear, these new pedestrian signs would be considered DDA signs. Costs would come from the two TIF accounts.

### **Recommended Motion**

That the DDA Board approve not-to-exceed \$17,000 to purchase and fabricate materials for new pedestrian detour signs for upcoming and future downtown public infrastructure projects. Further, costs shall come from TIF 97 and Old Town.







Downtown Development Authority  
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231-922-2050

## Memorandum

---

To: Downtown Development Authority Board of Directors  
From: Jean Derenzy, DDA CEO  
Date: January 13, 2023  
Subject: Project Updates

The following memo is intended to provide a summary of on-going and anticipated projects throughout downtown. I have attached two maps/timelines to help illustrate the location and timing of several of these projects.

### **Projects Centered Around the North Cass Street Bridge & Boardman River**

There are four critical infrastructure projects that will begin this spring on and around the North Cass Street Bridge.

#### **Cass Street Bridge**

This summer, the city will be completing its reconstruction of the remainder of downtown bridges. Mobilization of materials and equipment for the Cass Street Bridge reconstruction is tentatively scheduled for February. Work will commence in March and completed by June. Cass Street will be closed for the duration of the reconstruction project, between Grandview Parkway and Front Street.

#### **100 Block – Sewer Realignment**

Work to realign the sanitary sewer main along the river (as well as new leads to the existing businesses) is expected to begin in April and wrap-up by mid-June. I, in cooperation with city staff, will be facilitating meetings with property owners to discuss project logistics and their individual assessment(s) for the sewer lead portion of the project. We will also be working with the project contractor to plan for and coordinate deliveries and trash pickup

#### **Parking Lot B (Farmers Market Lot) Reconstruction and Repaving**

The city has obtained the environmental reports on this lot and is currently working on finalizing all the design components. The reconstruction/repaving of Lot B will be awarded in the 2023 city-wide paving project package, with construction likely to begin

in April and completed near the end of June. The reconstruction and repaving of Lot B will include:

- Eliminating parking along the river (consistent with the Lower Boardman Unified Plan and our Riverwalk Conceptual Plan)
- New tree canopy islands
- Eliminating vehicular connections to Lot T (pedestrian connections will be maintained)
- Closing the entrance off of Grandview Parkway
- Converting paid parking to pay-by-plate parking
- Temporary relocation of the Farmers Market during construction

### **Progress To Date**

#### **200 Block – Boardman River Wall Stabilization**

The first phase of work to stabilize the river wall with sheet-piling along the 200-block alley of Front Street should be completed by the end of the month, if not possibly sooner. The second phase of this project (back-filling and alley treatments) is expected to begin in March and run through the end of May.



### **Other Projects**

#### **South Union Street Bridge**

The reconstruction of the South Union Street bridge is scheduled to begin in April and should be completed by the end of June. The sidewalks on both sides of the bridge will be widened and parking will no longer be allowed on the bridge. DDA staff is also working with the city (and the bridge contractor) to re-design and replace the existing staircase on the south-west corner of the bridge.

We are working with City Engineering to establish a unique pedestrian detour way-finding system for the Cass Street area projects and Union Street bridge reconstruction.

#### **Rotary Civic Square**

The DDA staff is continuing to explore ideas on how to activate the space throughout this coming spring and into the summer. In consideration of some of the larger DDA projects that are currently under development throughout downtown (e.g., West End Parking Structure and Riverwalk), as well as uncertainty regarding the adjacent FishPass project, I have decided to postpone the release of a conceptual design RFP for the Rotary Civic Square to allow time to focus on the major infrastructure projects that have been identified.

### **Platform Café Components**

At our October meeting, the Board discussed the potential implementation of a DDA program for outdoor platform cafe's - one in which the DDA purchases the on-street platform café and then leases the platform café to an individual restaurateur over a period of time.

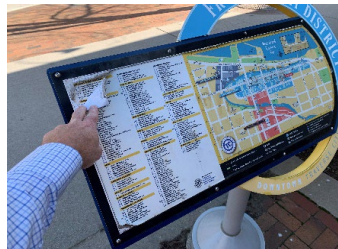
Over the summer, the DDA had several discussions with *MODSTREET*, a company out of Durango Colorado that specializes in creating easy to assemble parklets, platforms, enclosures and barricades for municipalities, about product availability and costs.

At the October meeting, board members expressed a desire to continue researching options for such a program, but also express interest in local fabrication options. We have met with two local manufactures and hope to have design options/cost estimates by the end of the month.

### **Wayfinding Signage**

Valley Hill Sign has completed the installation of the way-finding signs that were approved earlier this fall, including:

- A. The large-wayfinding signs (replacement for the signs that were damaged)
- B. The 12 new specialty signs (see below, left)
- C. Kiosk Panels (see below, right)



### **TART Expansion Design and Engineering**

We have officially kicked off activities with Progressive AE for design and engineering services related to improvements and an extension of the TART Trail along Grandview Parkway. As you recall, this is a three-party initiative between the City of Traverse City, TART and the DDA. This project is anticipated to run through December of 2023. We will be working with TART and the city throughout the year to determine and pursue funding opportunities for construction. Design and engineering could extend into 2024 if the project team decides to pursue a Murchie Bridge pedestrian bridge option.

### **Stairs at 309 West Front**

I am working with city engineering and the site developer to determine the final design for a public staircase that would connect West Front Street with a planned walkway in front of the 309 West Front building currently under construction



### **Two-Way Pilot Project**

We continue to make small updates/modifications to signage along State Street, Pine Street and Boardman Avenue. To date, we've received 18 comments/suggestions regarding the pilot conversion project, but only two since November. In general, the comments have been positive, with suggestions for minor tweaks. We are working with the city engineering office and Progressive AE to determine what additional modifications we could make this coming spring and/or summer. With the help of the Street Department, snow removal went fairly well during the pre-Christmas blizzard. We will be providing a more thorough update (as well our plans for evaluation) regarding the pilot at our February meeting.

### **Community Planning Initiatives - Mobility Action Plan and City Master Plan**

This fall, the DDA (in partnership with the city) kicked off a comprehensive planning process to develop a Mobility Action Plan for the city. This planning effort is linked to another comprehensive planning process to develop a new Master Plan for the city. Members from the Progressive AE team (the lead consultant for the Mobility Action Plan) will be at our meeting to provide an overview of the results of the initial round of community engagement and facilitate a discussion on street definitions. Information on the two planning efforts can be found on their project websites:

**Master Plan:** <https://tcmasterplan-bria2.hub.arcgis.com/>

**Mobility Action Plan:** <https://tcmobility-pae.hub.arcgis.com/>

### **Pedestrian Plaza 100/200 Block**

Staff will be working with the conceptual design and costs associated with the design to present a phasing approach for implementation at your February study session.

Spring 2023 Downtown Core Project Timelines



2023 Spring Projects	2023					
	Third Quarter			Fourth Quarter		
	Jan	Feb	Mar	Apr	May	June
A. North Cass Street Bridge						
B. Sewer Realignment (100 Block Alley)						
C. Sheet Piling (200 Block Alley)						
D. Parking Lot B (Farmers Market Lot)						

- Notes**
- \* Staging for the Cass Street Bridge is scheduled to begin in February
  - \* Portion of the staging (trailers, parking etc.) will take place in Lot C
  - \* Cass Street will likely remain closed from Grandview Parkway to Front Street throughout the duration of the projects
  - \* Second part of the sheet piling project involves infill cement between the existing wall and the new sheet-piling
  - \* Alleys must allow access for deliveries and trash removal
  - \* Farmers Market will need to be temporarily relocated
  - \* All of the 100-Block alley will be repaved
  - \* Projects will call for significant pedestrian detours and signage
  - \* Project timelines are all weather dependent







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## Memorandum

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To: Downtown Development Authority Board of Directors

From: Harry Burkholder, DDA COO & Steve Nance, DDA Board Member

Memo Date: Jan 13, 2023

Subject: Arts Commission Update

### **Revolving Art – Mr. Petrokovitz**

The City Commission approved a one-year contract extension with Mr. Petrokovitz at their January 3<sup>rd</sup> meeting for the four sculptures along the TART Trail (down the hill from 10<sup>th</sup> Street).

### **Paint-it-Forward Grant Program**

Staff is working with the City Attorney to discuss the creation and administration of an community grant program (*Paint it Forward*) through the Arts Commission.

### **Banner Initiative**

Staff is still working to secure art for new banners along West Front Street. We are working with students from the Children's House Middle School (downtown) to developed art for the banners as well as other artists.

### **Park Initiative**

The Arts Commission will be working with the Parks Department to develop a mural on the restroom building at Bryant Park.

### **Mural Festival**

Staff is working to schedule a second meeting with a Leadership Team to organize the concept and possible components of a potential Mural Festival in the fall of 2024.

### **Strategic Planning**

The Arts Commission continues to work through their strategic planning initiative.





## Memorandum

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To: DDA Board of Directors  
CC: Jean Derenzy, DDA CEO  
From: Nicole VanNess, Transportation Mobility Director  
Date: January 12, 2023  
Re: Staff Report: Parking Services – January 2023

### Project Updates

#### CivicSmart Smart Meters

Phase 2 implementation will begin this month. Below is a map for the areas that will now offer credit card smart meters.



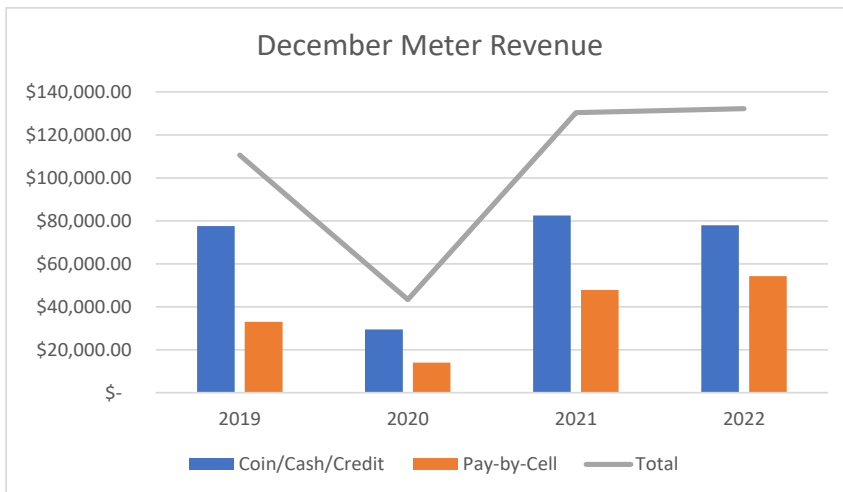
### December Parking Revenue

Below are the December revenues compared to December 2019. Additional charts include four years of data to show pre and post-pandemic revenues.

#### Meter Revenues

Meter revenues were up 1% from 2021. The increase to pay-by-cell has been significant over 3 years.

Compared to 2019	2021	2022
Total Revenue	18%	20%
Coin/Cash/Credit	6%	1%
Pay-by-Cell	45%	65%



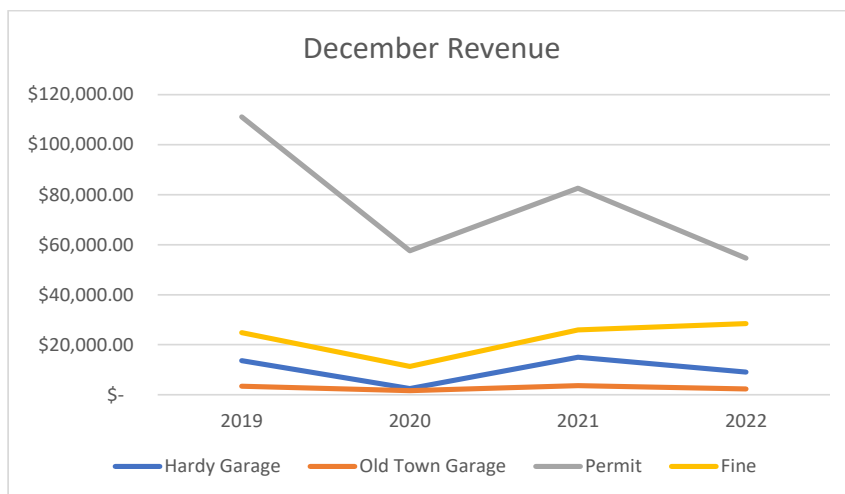
#### Hourly Admissions

Old Town transient revenues are down 36% compared to last year due to construction of the entry and exit lanes suspending all transient activity. Hardy transient revenues were down 39%.

#### Permits & Fines

Fine revenues were up slightly from pre-pandemic revenues with an increase of 10% compared to 2021. Permit revenues were down -34% compared to last year likely due to capping surface permits sales from the lease termination of parking lot P.









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231-922-2050

## Memorandum

---

To: Downtown Development Authority Board of Directors  
From: Abby Taylor, DDA Downtown Experience Coordinator  
Date: January 20, 2023  
Subject: DTCA Events Update

### **Traverse City Comedy Fest**

This is a very exciting time for the DTCA to own a new event held downtown at five different venues from February 2-4. There are over fifty comedians all over the state that will be coming to Traverse City including five headliners. We have had two meetings per week to discuss and plan this event and have been planning since last February. We are encouraging businesses to stay open during these times and have discounted lodging options on the Comedy Fest website to encourage people to be downtown during these winter months. There are still tickets available and we have done some outreach within our community. Please spread the word on this awesome event. Thank you to TCT, Innovo/Breakwater and Cherry Capital Airport for being the head sponsors for this festival.

### **Traverse City Restaurant Week**

Restaurant Week will run from February 26<sup>th</sup> through March 4<sup>th</sup>. After conducting a brief survey, the price tiers will be \$25, \$35 and \$45. Applications from restaurants are due by January 18<sup>th</sup>. We currently have 30 restaurants signed up. Our sponsorship for this event is Midwestern Broadcasting. We will be promoting heavily throughout Comedy Fest. We plan to have a spin the wheel gift card giveaway, along with a social media competition.

### **Art Fair Series**

An application for the 2023 Old Town Arts & Crafts Fair along with the National Cherry Festival Arts & Crafts Fair has been posted to our website. We are requiring applications to be turned in by April 1<sup>st</sup>. This year, we will be focusing on art and music happening downtown Front Street every Friday in May.

### **Dates for shows are below:**

- Old Town Arts & Crafts Fair | Saturday, June 17
- National Cherry Festival Arts & Crafts Fair | Sunday, July 2
- Downtown Art Fair | Tentative date- Friday, August 18





**Minutes of the  
Arts Commission for the City of Traverse City  
Regular Meeting  
November 16, 2022**

A regular meeting of the Arts Commission of the City of Traverse City was called to order at the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 3:30 p.m.

The following Commissioners were in attendance: Commissioners Walter, Nance, Niemi and Amundson

The following Commissioners were absent: Commissioners Hoisington, Stanley and Early  
Chairperson Amundson presided at the meeting.

(a) **CALL TO ORDER, ATTENDANCE, ANNOUNCEMENTS**

Meeting called to order at 3:40

(b) **CONSENT CALENDAR**

- (1) Consideration of Approving the October 19, 2022 Arts Commission Meeting Minutes (approval recommended) - Burkholder
- (2) Consideration of Approving the October 2022 Arts Commission Financials (approval recommended) - Burkholder  
Motion to approve the Consent Calendar as presented

Moved by Chelsie Niemi, Seconded by Steve Nance

**Yes:** Ashlea Walter, Chelsie Niemi, Roger Amundsen, and Steve Nance  
**Absent:** Mi Stanley, Caitlin Early, and Joshua Hoisington

**CARRIED. 4-0-3 on a recorded vote**

(c) **OLD BUSINESS**

- (1) Art on the TART Project Update

Mr. Burkholder thanked the Commission for their participation in the ribbon-cutting ceremony and provided an update on the installation of signage

- (2) Banner Initiative Project Update

Mr. Burkholder noted he received interest from the Children's House Middle School about participating in the initiative and noted Commissioner Early secured interest from her artist leads.

**(3) Petrakovitz Rotating Exhibit Project Update**

Mr. Burkholder noted Mr. Petrakovitz has agreed to the terms of a contract extension. Mr. Burkholder will work with the City Attorney to get the new contract assembled and work with the City Commission to secure approval.

**(4) Mural Project Update**

Mr. Burkholder noted that each entity that he reached out expressed interest in a mural festival and will work on setting a date for the first meeting.

**(5) Strategic Planning Discussion**

Ms. Motil lead Commissioners through a discussion on Goals and Actions.

**(d) NEW BUSINESS**

**(e) PUBLIC COMMENT**

**(1)** General

**(2)** Commissioners

**(f) ADJOURNMENT**

Arts Commission lost quorum during the strategic planning discussion

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Roger Amundson, Chairperson