

DOWNTOWN DEVELOPMENT AUTHORITY REGULAR MEETING AGENDA
Friday, April 20, 2018, 8:00 a.m.
Commission Chambers, Second Floor
Governmental Center, 400 Boardman Avenue, Traverse City
www.downtowntc.com

Information and minutes are available from the DDA CEO, 303 East State Street, Suite C, Traverse City, MI 49684, (231) 922-2050. If you are planning to attend the meeting and are handicapped requiring special assistance; please notify the DDA CEO as soon as possible.

1. Roll Call

2. Consent Calendar - The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one Board motion without discussion. Any member of the board, staff, or public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for full discussion. Such requests will be automatically respected.
 - A. Consideration of minutes for the Regular Meeting of March 16, 2018 (approval recommended)
 - B. Consideration of approving Financial Reports and disbursements for DDA, TIF 97, and Old Town TIF for March 31, 2018 (approval recommended)

3. CEO Report
 - A. Strategic Plan Discussion and Consideration for Adoption
 - B. TDM Strategy:
 1. Review of TDM Study and Three Year Implementation Plan
 2. Consideration for Bayline Participation
 3. Consideration of Downtowner Participation
 - C. Parking:
 1. Consideration of amendment to parking leases at Lot P located at 124, 128 and 130 W. State
 2. Consideration to concur with City Commission approval for the 2018 Restoration Project for the Larry C. Hardy and Old Town Parking Garages
 - D. DDA Budget:
 1. Fiscal Year 2018/2019 Budget
 2. 6 Year Budget Projections
 - E. Consideration to apply for USDA Grant – New Tech Incubator in Downtown
 - F. Consideration of reimbursement to 200 Lake Street Development, LLC for streetscape improvements at Radio Centre III

- G. Consideration for renewing agreement with the Fair Food Network in order to offer Double Up Food Bucks at the farmers market for the 2018 season
- H. Consideration to authorize construction of the DDA Office
- I. Medical Marijuana Input to City Planning
- J. Lower Boardman River Leadership Team
- K. Comments and Questions regarding Written Reports

5. Public Comment

6. Adjournment

The Traverse City Downtown Development Authority does not discriminate on the basis of disability in the admission or access to, or treatment or employment in, its programs or activities. The DDA Executive Director 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 DDA office.

Minutes
Traverse City Downtown Development Authority
Regular Meeting
March 16, 2018
Commission Chambers, Second Floor
Governmental Center, 400 Boardman Avenue, Traverse City

Bill Golden called the meeting to order at 8:02 a.m.

1. Roll Call

Present: Leah Bagdon-McCallum, Harry Burkholder, Steve Constantin, Scott Hardy, Debbie Hershey, Jeff Joubran, Gabe Schneider

Absent: Allison Beers, Mayor Jim Carruthers, Collette Champagne, Bill Golden, T. Michael Jackson,

2. Consent Calendar. **Motion by Hardy, seconded by Constantin that the consent portion of the agenda be approved. Motion carried unanimously.**

a. Approval of minutes of the Regular Meeting of February 16, 2018

b. Approval of Financial Reports and disbursements for DDA, TIF 97, and Old Town dated February 28, 2018 and Financial Reports for Traverse City Parking Services for January 31, and February 28, 2018.

3. CEO Report

a. Review the Fiscal Year '18-'19 Capital Improvement (CIP) for TIF 97, Old Town TIF, and Traverse City Parking Services.

i. Revenue projections to be provided at the April 2018 meeting

b. Update on Uptown Riverwalk Phase I

c. Consideration to authorize matching funds for the CZM Program Coastal Water Trails Grant for the Boardman River Water Trail Signage and Interpretive Development Project

i. Motion by Schneider, seconded by Joubran that the DDA Board of Directors authorize a match funds for the Coastal Zone Management Grant in the amount of \$10,000 for the lower Boardman river water trail comprehensive signage and interpretation plan. Motion carried unanimously.

d. Consideration of authorizing a purchase/service order for Parking and Revenue Control Systems

i. Motion by Constantin, seconded by Schneider that the DDA Board of Directors authorize a purchase/service order to Traffic and Safety Control Systems in the amount of \$108,072 for the replacement of Parking Access and Revenue Control

Equipment at the Hardy Garage and QR reading capabilities and the competitive bidding process be waived for a purchase/service order with Traffic and Safety Control Systems in the amount of \$83,626 for the Old Town Garage with funds available in the Parking System Fund. Motion carried unanimously

- e. Consideration to approve an agreement with Munson Health Center to implement the Fruit and Vegetable Prescription Program at the Sara Hardy Downtown Farmers Market
 - i. Motion by Burkholder, seconded by Hershey that the DDA Board of Directors approve an agreement with Munson Health Center to implement the Fruit and Vegetable Prescription Program at the Sara Hardy Downtown Farmers Market. Motion carried unanimously.**

- f. Consideration of amending the rules for the Sara Hardy Downtown Farmers Market as recommended by the Farmers Market Advisory Board
 - i. Motion by Hardy, seconded by Burkholder that the DDA Board of Directors amend the rules for the Sara Hardy Downtown Farmers Market as outlined in the Communications and Projects Coordinator, Nick Viox's memorandum and recommended by the Farmers Market Advisory Board to change the Wednesday market time to 8 am to Noon. Motion carried unanimously.**

- g. BATA Presentation on the Bayline
 - a. Presentation by Kelly Dunham and Tyler Bevier

- h. Comments or Questions regarding Written Report
 - i. Breakwater Project
 - i. Exception for surface parking
 - ii. Transportation Demand Management Study and Residential Parking
 - iii. Burkholder commented on design guidelines
 - iv. Strategic Plan
 - v. Hardy commented on the Annual Report

- 4. Public Comment
 - a. None at this time

- 5. Adjournment. The meeting officially adjourned at 9:14 a.m.

Respectfully submitted,

Colleen Paveglio
Marketing & Deputy Director

Downtown Development Authority
Balance Sheet
As of March 31, 2018

	Mar 31, 18
ASSETS	
Current Assets	
Checking/Savings	
Fifth Third Checking - 3112	302,777.44
Fifth Third Savings - 6740	201,682.47
Petty Cash	298.19
Total Checking/Savings	504,758.10
Accounts Receivable	
Accounts Receivable	119,685.42
Total Accounts Receivable	119,685.42
Other Current Assets	
Due From DTCA	765.76
Due From APS	3,438.47
Total Other Current Assets	4,204.23
Total Current Assets	628,647.75
Other Assets	
Due From Other Funds	27,135.44
Pre-Paid Expense	8,020.00
Total Other Assets	35,155.44
TOTAL ASSETS	663,803.19
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	2,135.90
Other Current Liabilities	
Due to Other Funds	12,868.65
Bryan Crough Memorial Fund	200.00
Accrued Salaries	12,784.90
Accrued Payroll Liabilities	1,482.77
Deposits Payable	
NCF Reimbursements	93.00
Senior Project Fresh	382.00
Double Up Food Bucks	7,867.00
EBT Bridge Card	13,584.55
Project Fresh	-7,020.00
Deposits Payable - Other	-18.00
Total Deposits Payable	14,888.55
Payroll Liabilities	
State Income Tax Payable	1,656.54
State Unemployment Tax Payable	1,519.59
Health Insurance Payable	693.00
Total Payroll Liabilities	3,869.13
Total Other Current Liabilities	46,094.00
Total Current Liabilities	48,229.90
Total Liabilities	48,229.90
Equity	
Opening Bal Equity	107,606.27
Retained Earnings	289,906.29
Net Income	218,060.73
Total Equity	615,573.29
TOTAL LIABILITIES & EQUITY	663,803.19

DDA Financial Report

	March 31, 2017	March 31, 2018	Budget 17-18 as Approved	Budget 17-18 with Amendments	% of Budget	Budget Variance
REVENUE						
Property Taxes	157,072	241,376	141,000	141,000	171.2%	-100,376
Interest and Dividends	950	1,418	200	200	708.9%	-1,218
Miscellaneous	2,996	983	0	0	-	-983
Rents and Royalties	38,595	40,160	53,000	53,000	75.8%	12,840
Administrative Services	524,274	572,036	776,366	776,366	73.7%	204,330
Prior Year Surplus	0	0	0	0	-	0
TOTAL REVENUE	\$723,886	\$855,972	\$970,566	\$970,566	88.2%	\$114,594
EXPENSES						
Payroll Expense	518,831	533,137	752,023	752,023	70.9%	218,886
Health Insurance	43,237	30,798	106,700	106,700	28.9%	75,902
Workers Compensation	13,651	3,534	0	0	-	-3,534
Office Supplies	3,983	7,981	10,000	10,000	79.8%	2,019
Operation Supplies	1,295	1,638	0	0	-	-1,638
Professional/Contractual	54,629	27,934	44,775	56,775	49.2%	28,841
Communications	3,387	4,326	4,800	4,800	90.1%	474
Transportation	347	2,405	2,000	2,000	120.2%	-405
Lodging/Meals	2,678	3,411	5,000	5,000	68.2%	1,589
Training	1,415	1,368	2,000	2,000	68.4%	632
Community Promotion	2,882	4,060	11,500	11,500	35.3%	7,440
Printing/Publishing	521	2,270	1,500	1,500	151.3%	-770
Insurance & Bonds	1,297	0	1,800	1,800	0.0%	1,800
Utilities	7,563	3,614	7,100	7,100	50.9%	3,486
Repairs & Maintenance	975	975	2,200	2,200	44.3%	1,225
Rentals	6,795	5,641	9,000	9,000	62.7%	3,359
Legal Expense	0	0	4,500	4,500	0.0%	4,500
Miscellaneous	123	156	400	400	39.0%	244
Equipment	2,255	4,664	6,000	6,000	77.7%	1,336
TOTAL EXPENSE	\$665,865	\$637,912	\$971,298	\$983,298	64.9%	\$345,386
NET INCOME/(LOSS)	\$58,021	\$218,061	(\$732)	(\$12,732)	75.0%	

thru fiscal year□

DDA - TIF97
Balance Sheet
 As of March 31, 2018

	Mar 31, 18
ASSETS	
Current Assets	
Checking/Savings	
Fifth Third Checking - 8026	1,400,469.08
Total Checking/Savings	1,400,469.08
Accounts Receivable	
Accounts Receivable	960,000.00
Total Accounts Receivable	960,000.00
Total Current Assets	2,360,469.08
Other Assets	
Due From Other Funds	11,968.65
Total Other Assets	11,968.65
TOTAL ASSETS	2,372,437.73
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	78,515.00
Total Accounts Payable	78,515.00
Other Current Liabilities	
Deferred Revenue	960,000.00
Due To Other Funds	14,035.44
Total Other Current Liabilities	974,035.44
Total Current Liabilities	1,052,550.44
Total Liabilities	1,052,550.44
Equity	
Opening Bal Equity	-21,200.00
Retained Earnings	339,750.77
Net Income	1,001,336.52
Total Equity	1,319,887.29
TOTAL LIABILITIES & EQUITY	2,372,437.73

TIF 97 Financial Report

March 31, 2017 March 31, 2018 Budget 17-18 as % of Budget Budget Variance
Approved

REVENUE

Property Taxes	1,657,020	1,906,167	1,890,000	100.9%	-16,167
Grants	0	0	0	0.0%	0
Reimbursements	(616,768)	129,889	115,000	112.9%	-14,889
Interest Revenue	3,595	3,334	4,500	74.1%	1,166
Prior Year Surplus	0	0	0	0.0%	0
TOTAL REVENUE	\$1,043,846	\$2,039,390	\$2,009,500	101.5%	(\$29,890)

EXPENSES

Professional Services	352,192	237,330	397,000	59.8%	159,670
Printing/Publishing	0	0	1,000	0.0%	1,000
Contributions to Other Governments	0	798,732	831,000	96.1%	32,268
Capital Outlay	1,836,434	1,991	1,027,500	0.2%	1,025,509
TOTAL EXPENSE	\$2,188,626	\$1,038,054	\$2,256,500	46.0%	\$1,218,446

NET INCOME/(LOSS)	(\$1,144,779)	\$1,001,337	(\$247,000)	75.0%	
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thru fiscal year□

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04/16/18

Accrual Basis

DDA Old Town TIF

Balance Sheet

As of March 31, 2018

	<u>Mar 31, 18</u>
ASSETS	
Current Assets	
Checking/Savings	
Fifth Third Checking - 0650	182,562.64
Total Checking/Savings	<u>182,562.64</u>
Total Current Assets	<u>182,562.64</u>
TOTAL ASSETS	<u><u>182,562.64</u></u>
LIABILITIES & EQUITY	
Equity	
Retained Earnings	1,000.00
Net Income	181,562.64
Total Equity	<u>182,562.64</u>
TOTAL LIABILITIES & EQUITY	<u><u>182,562.64</u></u>

Old Town TIF Financial Report

	March 31, 2017	March 31, 2018	Budget 17-18 as Approved	% of Budget	Budget Variance
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REVENUE

Property Taxes	0	164,976	141,000	131.2%	-43,976
Reimbursements	0	0	200	0.0%	200
Interest Revenue	0	55	0	0.0%	-55
TOTAL REVENUE	\$0	\$185,031	\$141,200	131.0%	-\$43,831

EXPENSES

Professional/Contractual	0	3,429	752,023	0.5%	748,594
Printing/Publishing	0	39	106,700	0.0%	106,661
Contribution to Other Governments				0.0%	0
Capital Outlay				0.0%	0
TOTAL EXPENSE	\$0	\$3,468	\$858,723	0.4%	\$855,255

			thru fiscal year		
NET INCOME/(LOSS)	\$0	\$181,563	(\$717,523)	75.0%	

DOWNTOWN DEVELOPMENT AUTHORITY AGENDA ITEM

FROM: Jean Derenzy, CEO

SUBJECT: Strategic Plan

SUMMARY OF ITEM TO BE PRESENTED:

Attached is the draft Strategic Plan that the Board has worked on with Tim Ervin, staff and community. This Plan will be the basis for starting my "yearly work plan" which will be presented next month.

Tim will be present to review the Plan and seek the Board's final input into the Plan for adoption.

After input and discussion by Board members the following motion is recommended:

RECOMMENDATION: Approval of Traverse City Downtown Development Authority 2017-2020 Strategic Plan.

DRAFT

Strategic Plan



Traverse City Downtown Development Authority

2017 - 2020

November 2017



October 12, 2017

Dear Friends and Colleagues,

We are pleased to present the Traverse City Downtown Development Authority's (TCDDA) Strategic Plan covering 2017-2020 period. This Plan establishes the mission, vision, values and strategic direction of the TCDDA.

We hope you agree that great things await the Traverse City Downtown, a downtown unlike any other.

Sincerely,

Bill Golden, Chair

Harry Burkholder

Leah McCallum, Vice-Chair

Jim Carruthers, Mayor

Steve Constantin, Secretary

Debbie Hershey

Gabe Schneider, Treasurer

T. Michael Jackson

Allison Beers

Jeff Joubran

Scott Hardy

Purpose

- *21 Nicest Small Towns in America Everyone Should Visit before They're 50* (Reader's Digest, April 2017)
- *21 of the Best Small Towns in America* (Architectural Digest, October 2016)
- *25 Coolest Midwest Lake Vacation Spots* (Midwest Living, August 2016)
- *Top 25 Places to Retire* (Forbes Magazine, April 2016)
- *20 Best Small Towns* (Smithsonian Magazine, April 2015)

Traverse City's downtown is unlike all others. It is at the center of the Great Lakes that hold 1/5th of the World's fresh water. It a regional driver of economic development, a four-season feast for culinary aficionados, a palette of choices for shoppers and a place to live, work and play for all.

The acclaim for downtown, the expectations of a global destination and the need to sustain a balanced and economically sustainable community create a substantial responsibility and challenge for those charged with developing and governing the City. An important part of that load is shouldered by the Traverse City Downtown Development Authority (TCDDA).

This is the TCDDA's Strategic Plan for the 2017-2020 period. One purpose of the Plan is to establish performance goals that will guide annual work plans of the organization. As this Plan was being prepared, the TCDDA Board was recruiting to fill the Chief Executive Officer (CEO) position for the organization. Once that position is filled, the CEO will collaborate with the Board to establish a more definitive timetable and budget to implement the Strategic Plan.

Progress toward achieving the mission, goals and action steps will be assessed to quantify and report progress and ensure that the Plan is updated as conditions evolve.

The TCDDA, through its Board and staff, welcomes ideas and input from all interests. Input may be provided at meetings of the TCDDA Board, by mail or email or by direct contact with TCDDA staff or Board members. Contact information for the TCDDA and more information about the organization is available at www.downtowntc.com.

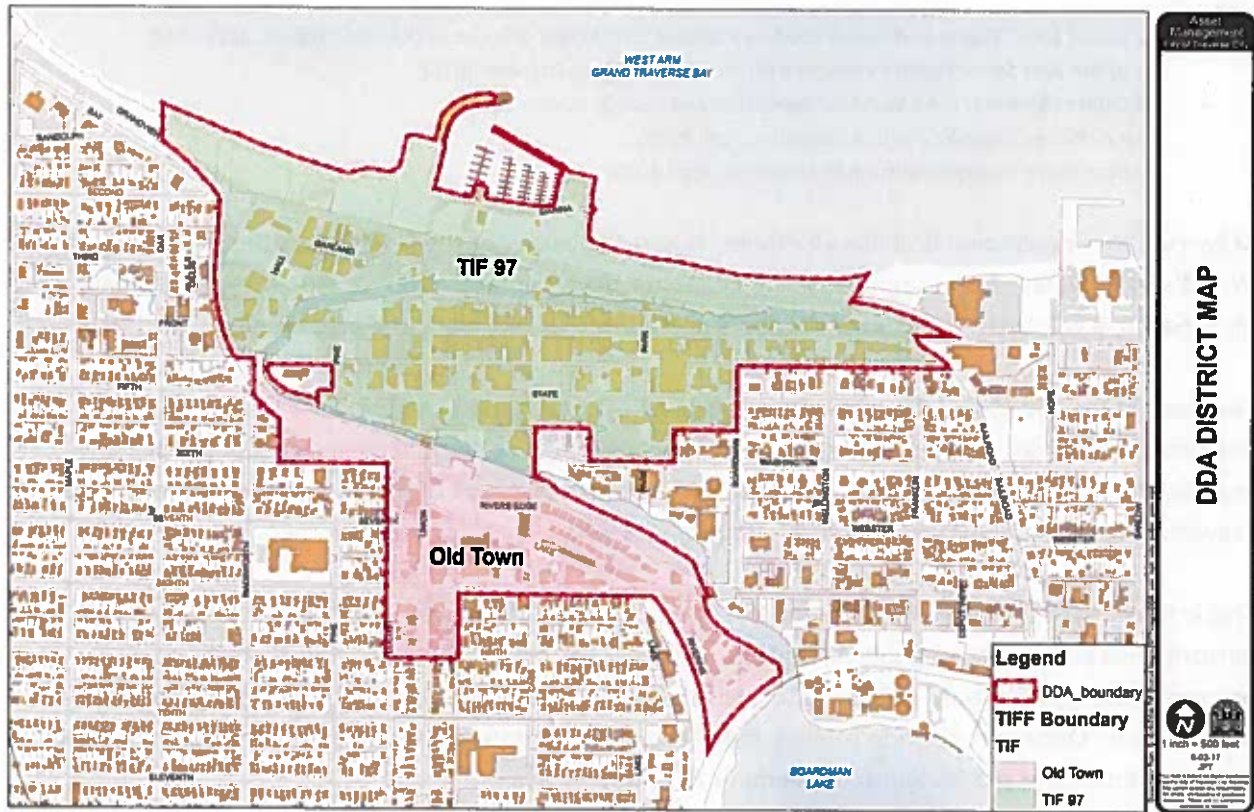
Process

This Strategic Plan, prepared with support from the North Sky Nonprofit Network administered through Rotary Charities of Traverse City, was developed through the following steps:

1. Review of bylaws, policies and procedures, budgets, financial statements, prior plans and other documents.
2. Individual interviews with Board members, management staff and stakeholders.
3. Facilitated work sessions with the Board to develop the Strategic Plan content.

Figure 1 delineates the downtown district that is the primary focus of the TCDDA and this Strategic Plan.

Figure 1 - TCDDA District



Mission

The mission of the TCDDA is to *collaborate with all stakeholders to provide a world class downtown that is active, thriving and inclusive.*

Through investments in sound, sustainable infrastructure and civic amenities, the DDA supports and guides responsible growth to retain and attract business, leverage investment, and meets needs of both residents and visitors.

The mission is consistent with the purpose that is established in Article I of the Rules Governing the TCDDA: (Act 197, P.A. 1975))

"...to correct and prevent deterioration in the Downtown Development District, to encourage historic preservation, to create and implement development plans, and to promote economic growth."

Vision

The vision reflects what the TCDDA Board believes is the ideal future state of the downtown and how it will influence the City:

Traverse City is America's most inclusive, family-friendly fresh water destination - featuring world class dining and shopping, a growing economy, entrepreneurial opportunity, and all season recreation.

Values

The **Values** of TCDDA Board guide Board decisions, processes and operations. The Mission, Vision and Values serve as “filters” for decision making. The Board Values are:

- ***Sustainability*** of the TCDDA and the Downtown District
- ***Inclusivity*** and ***collaboration*** in developing and implementing this Strategic Plan
- An ***economically healthy***, vital TCDDA and Downtown District
- ***Transparency*** in the TCDDA’s strategies, priorities and plans for Downtown

Stakeholders

The success of the TCDDA and, more importantly, of Traverse City’s downtown, will depend on partnership and collaboration and the unification of stakeholders around priorities and plans for the community. Stakeholders include but are not limited to:

Downtown businesses	Northwestern Michigan College
Visitors	Munson Medical Center
Downtown and neighborhood residents	Grand Traverse Band of Ottawa & Chippewa
Developers	Indians
Nonprofit organizations	Mich. Dept. of Natural Resources
City of Traverse City Government	Mich. Economic Development Corporation
Neighboring/regional townships, villages	Great Lakes Fisheries Commission
Grand Traverse County	Rotary Charities of Traverse City
Connect Traverse City	Networks Northwest
Venture North	Grand Traverse Area Community Foundation
Traverse City Area Convention and Visitor’s Bureau	Neighborhood Organizations

How is the TCDDA Funded?

It's important for all stakeholders to understand how the TCDDA is funded to carry out its mission.

The Downtown Development Act, Act 197 of 1975, provides ways DDA's to partner with municipalities, property owners and developers to finance public improvements in a defined downtown area. These can include:

- Levying up to two (2) mills on DDA property owners.
- Special assessments on property within the DDA.
- Tax Increment Financing, also known as TIF.

TIF is often a poorly understood financing tool for a DDA. Under TIF, a specific area or district within the DDA is defined, a development plan is adopted, and the future property tax revenues are captured within that district to be used to finance the public improvements needed to carry out the development plan. Revenues through TIF may be the sole source of financing for these public projects or they may be used in combination with other financing or funding sources.

The statutory goal of TIF, created by the DDA Act, is to help cities correct and prevent deterioration of downtown business districts, encourage historic preservation and promote economic growth in the designated downtown area. Since many downtowns are the oldest areas in a city, providing and upgrading infrastructure is essential for downtown prosperity. The DDA statute provides for the use of TIF, setting up a mechanism for partnerships with other benefitting taxing units who also have a stake in the health of downtown, ensuring funds are used for needed public improvements. Public investment is a catalyst for private investment creating the tax revenue to pay for the public improvements. When a TIF district is created, its current taxable value is established and that is the value base for the duration of the TIF's existence. The taxable value base is also the value base for all taxing units that contribute to TIF. As long as the TIF District exists, the City continues to receive revenues normally generated by this taxable value base, dependent upon the annual millage rate adopted by the City. After the TIF district is established, revenues generated from the difference between the new annual taxable value and the value base are placed into the TIF Fund and use for public improvements identified in the TIF development plan.

As an example, some of the projects including in the TCDDA TIF 2 District include: streetscapes on Union Street and in Old Town; landscaping and sidewalks from Union Street to Lake Street and the Cass Street corner improvements; utility relocation, river bank stabilization, river walk and streetscape to support the River's Edge Project; streetscapes and other renovations on Lake Street; and the Riverwalk on the Boardman River along the Mid-Town Development. TIF funds along with grants, special assessments and utility funds in this case supported over \$3.5 million in improvements.

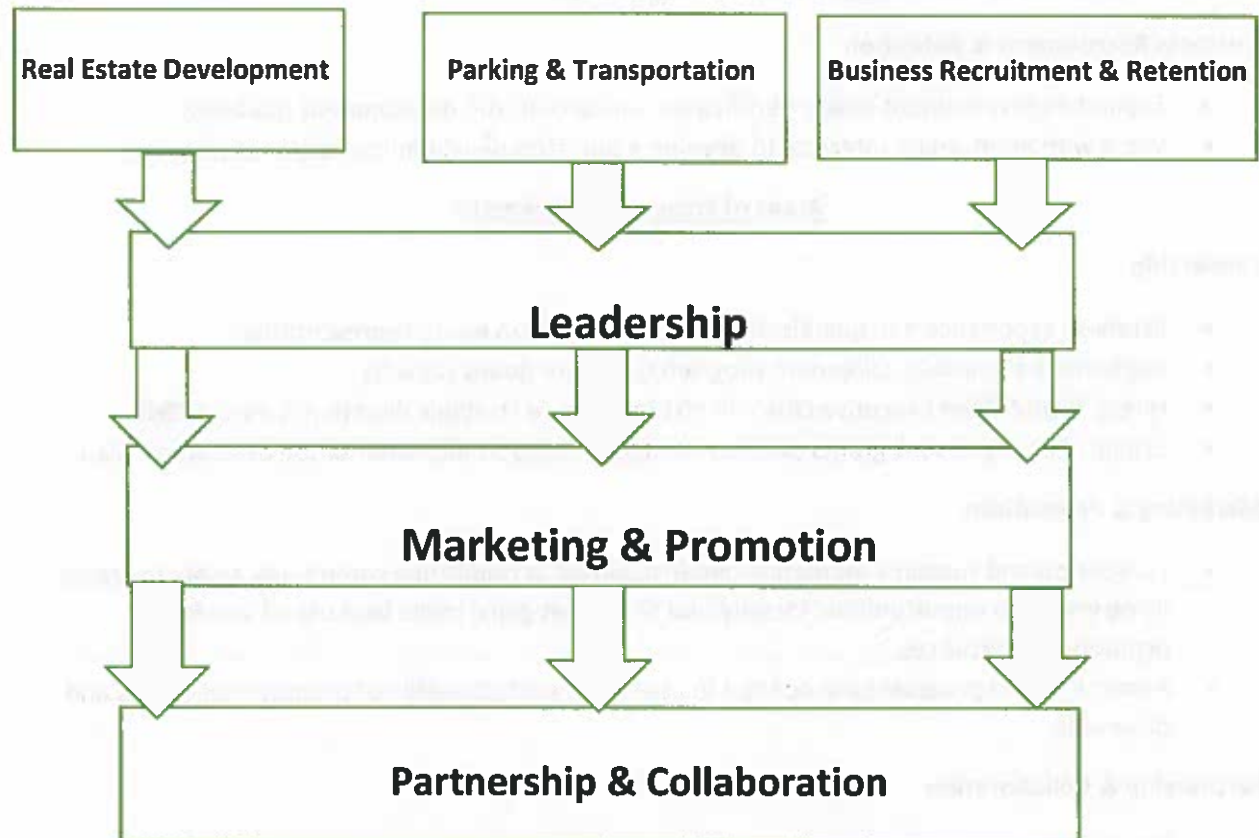
Areas of Focus and Strategic Goals

The TCDDA has strategic goals for the following three areas of focus (numerical order does not infer priority):

1. **Real Estate Development**
2. **Parking & Transportation**
3. **Business Recruitment & Retention**

To attain goals in the areas of focus, the DDA will strengthen and apply the following core strengths:

- **Leadership**
- **Marketing and promotion**
- **Partnerships and collaboration**



Implementation Snapshot

Areas of Focus: Strategic Goals

Real Estate & Place Making

- Continue existing TIF Plans, begin process to update TIF Plans.
- Establish process to identify and acquire properties for reuse and redevelopment.
- Develop & implement universal access system so people of all ages, needs and abilities can enjoy from lower Boardman River, complimenting Union St. Dam work.
- Finalize site plan and design and initiate funding campaign for Farmers Market.

Parking & Transportation

- Update definitive parking strategy and develop parking business plan using results of Transportation Study.
- Proceed with West End Parking Deck when financially feasible.
- Prepare and implement strategy for Transportation Study to be completed fall of 2017.
- Provide leadership for regional commuting strategy.

Business Recruitment & Retention

- Expand Redevelopment Ready Certification and attain true development readiness.
- Work with appropriate interests to develop a one-stop development response program.

Areas of Focus: Core Strengths

Leadership

- Establish experience and qualification criteria for TCDDA Board representation.
- Implement a Board Development program to ensure Board capacity.
- Hire a TCDDA Chief Executive Office in 2017 to ensure strategic direction is met. **DONE**
- Create capacity to seek grants or other funding to support implementation of strategic plan.

Marketing & Promotions

- To develop and sustain a marketing initiative aimed at optimizing community assets to create living wage job opportunities; identify and fill market gaps; make best use of and focus promotional resources.
- Assess if added processes are needed to assess the costs/benefits of promotional events and programs.

Partnership & Collaboration

- Use multiple communications tools to achieve meaningful engagement of all interests in the management, development and prosperity of downtown, including collaboration with Traverse

City outside of DDA boundaries so that the entire community is unified around shared goals and opportunities.

1. Real Estate & Place Making Development Goals and Steps

- A. **GOAL: TIF 1997 Update.** To implement the TIF 97 Project plan that calls for projects through the 2022-23 Fiscal Year.

STEPS:

- See Attachment A that lists projects, their prioritization, type of project and funding and estimated project costs, a total of over \$21.5 million through FY 2022-23.

- B. **GOAL: To optimize economic sustainability and growth through the development of real estate in keeping with the needs, opportunities and character of downtown.**

STEPS:

- **Property Reuse or Redevelopment.** Complete a process to inventory and identify key properties for acquisition and reuse or redevelopment. This will require an identification of the capacities and expertise needed to carry out the project and, potentially, new funding to support the process.

- **Boardman River.** Complete and begin implementation of a definitive plan involving various forms of access and amenities for the lower Boardman River that complement the Union Street dam modifications, including but not limited to: 1) access to use and enjoy the River by people of all ages, needs and abilities; 2) reduction/elimination of non-point sources of pollution within the downtown district.

- **Transportation.** Develop the implementation schedule for the Transportation Study due to be completed in October.

- C. **GOAL: Farmers Market.** To redesign the current Farmers Market and make the Traverse City downtown a hub for the direct sale of locally grown foods by growers to consumers that compliments and supports other downtown businesses.

STEPS:

- Confirm design and site plan and develop cost estimates
- Develop and implement a fund development strategy to secure resources to complete final engineering and construction of the Farmers Market using North Sky resources.

2. Parking and Transportation (or Mobility) Goals and Steps

- A. **GOAL: Parking Capacity.** To ensure that parking infrastructure and parking programs support the vision and mission of the TCDDA and the needs of businesses, organizations and events.

STEPS:

- **West Front Parking Garage** – work with West Front Parking Committee to accomplish:
 - + Collaborate with City Treasurer to refine and update financial projections as conditions change until a favorable financing package is achieved.
 - + Develop communications plan, including collateral for the project, emphasizing need, benefits and process.
 - + Work with City Engineer and Parking Administrator to manage the design, focusing on public and stakeholder engagement.

- **Streamline Parking Management** – work with DDA Board and CEO toward more efficient parking oversight, including:
 - + Review various management models from other downtown organizations in Michigan including parking authorities and contracted services.
 - + Provide objective and subjective evaluation of options to establish direction.
 - + Develop a definitive 3-year business plan for parking, including financial proforma.

- B. **GOAL: Transportation Demand Management (TDM) Implementation.** Work with DDA Board, CEO and partners to prioritize and implement TDB strategies.

STEPS:

- Facilitate prioritization of TDM recommendation strategies to prepare three-year plan.
- Develop and implement communications plan to TDM study and its implementation.
- Retain consultant if needed to assist in plan execution if needed.

3. Business Recruitment & Retention Goals and Steps

- A. GOAL:** To collaborate with the City of Traverse City, Grand Traverse County and other interests to attain and maintain **development readiness** to the benefit of current and future developments and the health and well-being of downtown.

STEPS: In keeping with the implementation of the City's redevelopment ready certification, in 2018, the TCDDA will seek appropriate partnerships to either lead or participate in a process to:

- Develop and define internal processes and procedures encompassing all local government planning, permitting and other programs and services to establish clear and consistent expectations for developers that create predictability and reliability of government/TCDDA responses, including zoning and land use review, permits and licenses and other authorizations.

- B. GOAL:** In keeping with development readiness, facilitate or participate in a "one-stop" program and service that provides an integrated response to developers and developments. involving but not limited to the following programs and services:

STEPS: Involve the following to develop a true, functional one-stop process:

- **Local government:** Zoning and planning; Brownfield Authority; building codes and code compliance/enforcement.
- **Regional government (Networks Northwest):** Procurement Technical Assistance Center, Small Business Development Center, Skilled Trades Training Fund, Healthcare Skills Alliance, Hospitality Skills Alliance, and NW Michigan Agriculture and Food Systems Sector Alliance.
- **Michigan Economic Development Corporation:** Community Assistance Team, Community Revitalization Program, Community Development Block Grant Program and Licensing.
- **Other Agencies:** MDARD; MSHDA; MDOT; SCORE, Venture North; Goodwill Industries of Northern Michigan; Michigan Works; Consumers Energy; DTE and others.

To achieve these goals we will enhance our core strengths as follows:

4. Leadership Goals and Steps

- A. Goal: Board Skills and Experience.** To establish criteria for making TCDDA Board appointments to ensure the Board has the diversity and expertise to support the vision and mission of the organization.

STEPS. We recommend that the TCDDA Board appointments achieve composition as follows:

- TIF boundaries business owner or operator
- TIF boundaries property owner
- TIF boundaries resident
- City business owner or operator
- City property owner
- City resident

We further recommend that appointees reflect the diversity of the community and have well-rounded expertise and qualifications in areas involving finance, real estate, banking and finance, business and municipal law. To support the composition objectives, the TCDDA Board will, on an ongoing basis, complete and update a matrix of Board skills, qualifications and age/ethnicity so that gaps can be readily filled.

- B. GOAL: Board Development.** To ensure that all TCDDA Board members receive thorough orientation and training so that they are informed and have an instrumental role in achieving the missions and goals of the organization.

STEPS. The DDA will have a Board development plan:

- Each new board member will participate in a comprehensive education program on the following:
 - a. The roles and responsibilities of a DDA board member
 - b. The relationships between the DDA and Parking Services, DTCA, City Council, Chamber, Regional Brownfield Authority.
 - c. How Tax Increment Financing works, rules, boundaries, where and how funds can be spent
 - d. Review of other programs available in addition to TIF
 - e. The history of TIF in Michigan
 - f. The history of TIF in Traverse City
 - g. The TIF97, TIF2 and Old Town TIF Plans and current situation
 - h. Current budget
 - i. DDA Strategic Plan and Annual Goals.
- Each board member will participate in annual development activities to ensure they have capacity to give a standard TIF presentation and, as part of that process, update their understanding by reviewing:
 - a. How TIF works, rules, boundaries, where and how funds can be spent.
 - b. Other programs available in addition to TIF

- c. All TIF Plans, budgets and priorities
- d. The DDA Strategic Plan and annual goals

C. GOAL: Chief Executive Officer. To recruit and hire a Chief Executive Officer (CEO) for the TCDDA who will succeed in carrying out the strategic direction of the Board in a way that unites community interests.

STEPS.

- Partner with NorthSky Nonprofit to support recruitment, posting and screening leading up to interviews of finalists and candidate selection in 2017.
- Develop and provide an orientation to the TCDDA, including bylaws, financials, board representation and affiliations, Strategic Plan, position requirements, partners and partnerships.
- Provide a mentor or mentors to support the orientation and introductory process.
- Establish the process, desired content and schedule for completion of the operating plan by the CEO to implement this strategic plan.
- Identify and develop a schedule to meet training needs.
- Develop the process and schedule to create the 360 evaluation process to ensure formal, constructive feedback.

D. GOAL: Fund Development. Develop a process to systematically identify and seek funding to support TCDDA missions and goals.

STEPS:

- Assess options, approaches and needs and, through internal or external resources create a fund development function for the TCDDA that identifies, secures and manages public and private funding sources and takes advantage of collaborative opportunities with partners, including Traverse City and other political jurisdictions. This would also identify and establish a process for TCDDA entities to become aware of and seek capital and other forms of financing from a variety of sources, including Venture North, Rotary Charities of Traverse City, the Grand Traverse Regional Community Foundation and others.

5. Marketing & Promotion

A. GOAL: To create and sustain an ongoing market analysis and marketing program that includes:

STEPS:

- Assessment of all commercial properties downtown in terms of location, dimensions, amenities, owner/lessor requirements/objectives.
- A market analysis of the scope and scale of Downtown business offerings, programs and services and an analysis of offerings, programs and services that are potential gaps within the Downtown market.
- A consumer analysis of the composition, character and demand preferences of current and anticipated future Downtown consumers.
- An ongoing, meaningful needs analysis of downtown businesses along with corresponding programs, including education and training, to respond to those needs.
- An annual strategy to approach existing businesses or businesses not currently within the downtown district to fill gaps defined through the analyses.
- Development of strategies to: (1) build stronger and effective linkages between businesses seeking to fill jobs and the labor pool, including education about the breadth, scope and compensation of positions; and (2) to partner with businesses and providers of training and skill certification to support a program of employee growth and development that would trigger an increase in employee wage/benefits.
- Examination of user needs studies and the development of other processes needed to to assess existing promotional programs and events.

6. Partnership & Collaboration

A. GOAL: To use multiple channels of outreach to invite partnership and collaboration in the ongoing development and refinement of this Strategic Plan and in programs and activities to implement the Strategic Plan.

STEPS:

- Present this Strategy to diverse interests to encourage dialogue and input and establish a baseline for accountability, including presentations to neighborhood groups; neighboring local governments; key stakeholder organizations; economic development organizations; nonprofits; and others.
- Provide and present at least annually a progress report on the attainment of Strategic Goals and modifications to the Strategic Plan.

- As appropriate, use tools such as partnership agreements, service sharing agreements or agreements under the Urban Cooperation Act to articulate and formalize partnerships that create efficiency in operations, eliminate duplication or establish unity and roles and relationships for attaining mutual goals and objectives.

TCDDA Management Plan Summary

This needs to be developed with Jean & approved by Exec. Comm.

Area of Focus: Real Estate

Goal	Steps	Timetable	Benchmarks	Funding Source(s)
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DOWNTOWN DEVELOPMENT AUTHORITY AGENDA ITEM

FROM: Jean Derenzy, CEO

SUBJECT: Parking Strategies

SUMMARY OF ITEM TO BE PRESENTED:

Attachment A: TDM Study

Attachment B: Three-year Implementation of TDM Goals

Attachment C: Bay Line Sponsorship Packet

Attachment D: Downtowner Overview

There are four components to this agenda item that I will highlight:

Transportation Demand Management (TDM) Study: (Attachment A and B)

At the December 15, 2017 meeting, an overview of the TDM study was presented to the Board for your information. At your January meeting authorization was received to purchase License Plate Readers (LPR) which will improve enforcement while also generating an ongoing stream of data to track occupancy measures and therefore help have data to move into year 2, 3 and build-out the implementation phase(s).

The approach that I am recommending be taken with the TDM for the DDA Board is to:

- Identify the goals of the TDM
- Identify a three-year implementation plan

Attached is a one-page simple overview of a three-year implementation strategy with a description of each year attached. Nicole VanNess, Parking Administrator, will be providing a general overview of the TDM, what we are currently completing, an overview of the three-year plan at your meeting.

I am asking for the Board's input and approval of the three-year strategy, with authorization to implement the first-year goals and move this to the City Commission for their information and authorization.

This authorization is only for year one, updates will be provided, and yearly goals changed and approved by this Board each year.

RECOMMENDATION: Approval of three-year implementation strategy of the Transportation Demand Study.

Bayline and Downtowner Participation with BATA (Attachment C and D)

As identified in the three-year strategy in implementing the TDM, helping with employee parking is important. By partnering with our public transportation organization, BATA, we can:

- Provide employees alternatives then to drive and find parking.
- Reduce and in turn reducing the stress for parking downtown.

The Bayline is anticipating to be a fare-free east-west option for residents and visitors. BATA is looking for sponsorship to allow for this fare-free option to gain momentum to change behaviors to utilize public transportation. This support is recommended in our 2018/2019 budget in the amount of \$5,000, (\$4,500 coming from the DDA and \$500 from the DTCA).

Budget for Parking Services has also put dollars in for the support for both the Bayline and Downtowner program in the amount of \$35,000.

RECOMMENDATION: Approval to provide sponsorship from the DDA in the amount of \$4,500 for the Bay Line Program.

The Downtowner is a program that provides an alternative to parking in downtown. The program is a partnership between the Downtown Development Authority (DDA), Traverse City Parking Services (TCPS) and Bay Area Transportation Authority (BATA). The program provides a parking alternative for employees by utilizing BATA as a transit option. This commuter benefit makes it easy for employees to get between their homes and downtown by accessing any of the City Loop or Village Loop routes.

I am asking for the DDA Board's endorsement in supporting the Downtowner to help with downtown employee transportation. Updates will be provided to the DDA board when data is available on the utilization of this program, which could include financial support of the program. As indicated in the TDM, programs like the Bayline and the Downtowner should be supported and implemented.

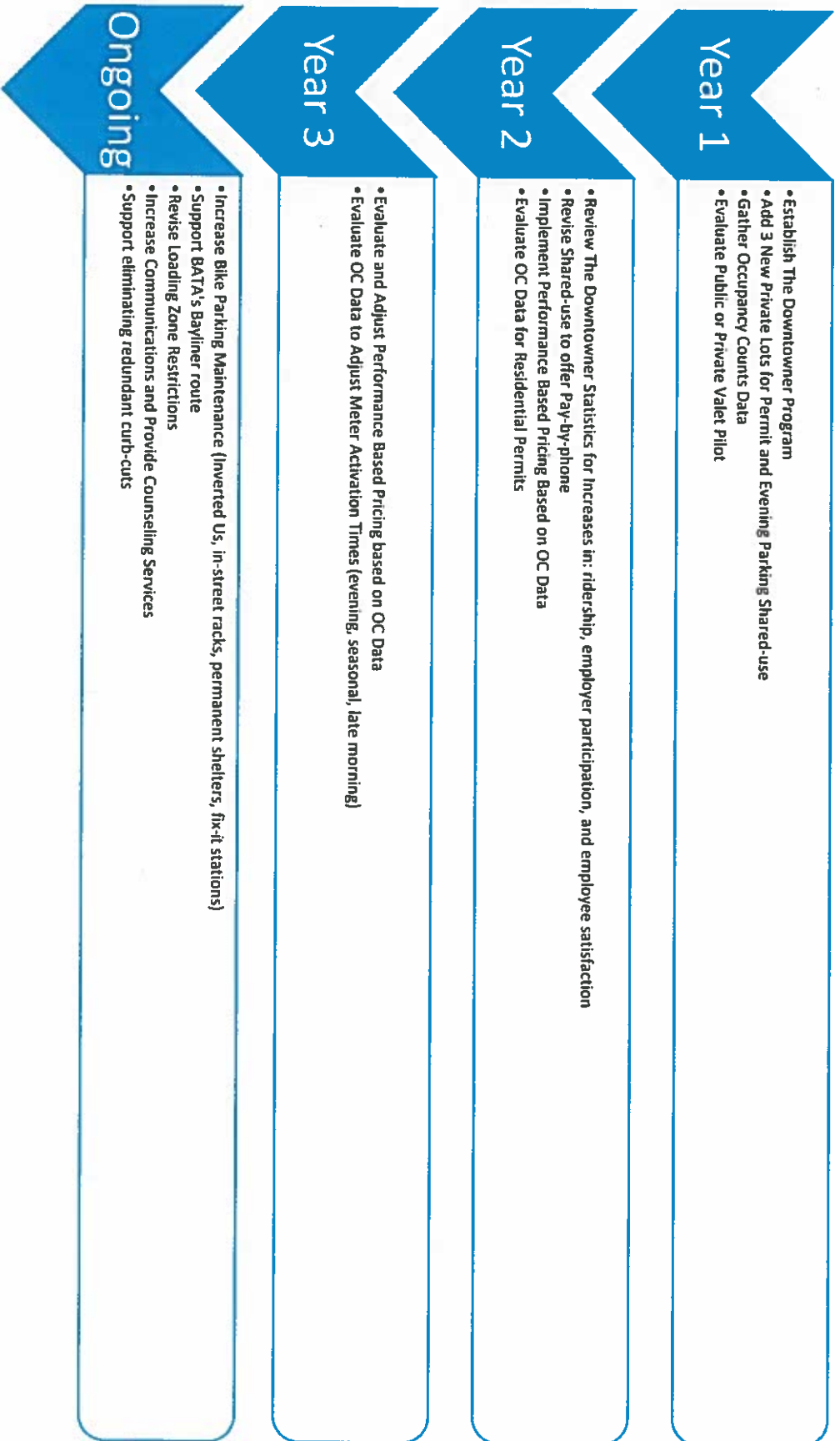
RECOMMENDATION: That the DDA Board endorse the Downtowner BATA program.

Parking Advisory Committee

I am recommending that the DDA Board consider authorizing the investigation of a Parking Advisory Committee to report directly to the DDA Board (similar to the Farmer's Market Advisory Committee). As we look at the TDM study, implementing parking strategies the assistance of an Advisory Committee (working committee) would serve the DDA to dig into options and provide recommendations.

RECOMMENDATION: Approval for staff to investigate the role through bylaw adoption of a Parking Advisory Committee

Transportation Demand Management 3 Year Implementation Plan



ATTACHMENT B

TDM Implementation

The overall goal of Transportation Demand Management (TDM) is to use multi-modal strategies to increase the efficiency and effectiveness of our available resources and build on new opportunities/new approaches for parking.

Goal: Promote better land use and increase development in the DDA District by reducing our need to build parking.

- Improve space utilization with effective management for the 18-hour day rather than the traditional 8 AM- 5 PM workday.
- Redistribute demand using utilization reports and performance-based management with regular monitoring and adjusting.
- Expand multi-modal amenities: bike shelters, commuter benefit options, and car and bike shares opportunities.
- Encourage park-once zoning by promoting shared parking.

Year 1 Objectives:

Decrease parking demand by a minimal percent.

Establish and Implement The Downtowner Program and support the Bay Line Program

The Downtowner is a commuter benefit for employees within the DDA District where parking is currently constrained. This program will allow employees to access downtown by utilizing the existing City Loop and Village Loop bus routes offered by the Bay Area Transportation Authority. By providing this service, we are using funds that would be used to build parking to reduce demand, offer a parking alternative, and increase employee satisfaction.

Partner with Private Property Owners to Add 3 New Lots for Permit and Evening Parking Shared-use

There are many private parking lots that are primarily used for traditional workday employee parking. By partnering with the private property owners, we can offer additional permit and evening parking to increase efficient use of the lots while redistributing demand for those visiting downtown in the evening hours and on weekends.

Gather Occupancy Counts

Up until last year, we did not have true occupancy counts which leaves the utilization throughout the parking system open to perception. Over the past year, we have been collecting data manually through physical counts. Most recently our request for a counting program was approved. Once the License Plate Recognition (LPR) cameras and software is installed this summer, we will collect and report on actual occupancy. We intend to collect data for a year while we define a performance-based management approach to further redistribute demand. During this time, we will review new meter technologies that allow for easy reconfiguration and potentially adding credit cards on-street.

Evaluate Public or Private Valet Pilot

We are exploring piloting a public/private valet system that will allow visitors to access downtown without having to search for parking. The valet kiosks will be strategically located near highly constrained blocks. This will give parkers the option to have their car parked allowing for a more walkable experience.

ATTACHMENT B

Year 2 Objectives:

Redistribute demand from highly constrained areas to underutilized areas.

Review The Downtowner Statistics for Increased Use

BATA will provide the total ridership (trips), and the number of individual users. The data will be reviewed to identify a steady increase in overall ridership and an increase in users. The goal is a 2% increase each year. Based on application information, we will look for a similar increase in employer participation. The overall goal is to increase employee satisfaction in having an alternative to parking.

Revise Shared-use to offer Pay-by-phone

Work with private property owners to offer pay-by-phone through our existing mobile payment vendor. This will reduce the capital investment used and increase the revenue back to the property owner.

Implement Performance Based Pricing Based on Occupancy Count Data

Information captured in year 1 will be the basis to redistribute demand based on pricing. Areas where occupancy data has shown low utilization will have reduced meter rates, whereas, areas that show high utilization will have increased rates. The time limits in underutilized areas may be increased to allow for additional long-term parking. The overall goal is to shift the demand to underutilized areas and redistributing the demand for highly desired areas.

Evaluate Occupancy Count Data for Residential Permits

Occupancy will be reviewed to see if high demand of residential parking use on the periphery of downtown has decreased due to the implementation of The Downtowner, Shared-use, and Public Valet. Occupancy will be reviewed throughout other neighborhoods to determine if metered districts should be considered and if other programs are impacting residents. Once more information is available, the residential permit program will be revised to reflect the needs of both resident and non-residential needs.

Year 3 Objectives:

Evaluate and Adjust

Evaluate and Adjust Performance Based Pricing Based on Occupancy Data

In year three, we will build off of the performance-based pricing implemented in year 2. We will modify rates to further redistribute demand from constrained areas as shown in occupancy data. This approach will be the basis for annually increasing and decreasing rates on a regular basis each subsequent year. Our biggest challenge will be effectively communicating the changes each year.

Evaluate Occupancy Data to Adjust Meter Activation Times

Data collected in years 1 and 2 will be used to determine if the posted meter times should be reduced or increased, and if seasonality should be considered. Certain locations may have little to no demand and benefit from extending the meter start time later into the morning, while other locations may benefit by having the meter end time extended later into the evening to encourage turnover of constrained blocks for those accessing downtown after the typical workday.

ATTACHMENT B

Continued Efforts:

Increase Bike Parking Maintenance

Many of the inverted Us are faded and/or rusting at the base. We are inventorying and assigning a replacement scale value. Overtime, we will repair those that carry a low value, and fully replace the existing Us with a high value. In a full replacement, the color scheme will change which will help make bike parking options more identifiable. Included in the maintenance program, we are exploring fix-it station options and expanded seasonal in-street rack locations. We will continue to seek our locations where bike shelters can be installed and more inverted Us added.

Support Bay Area Transportation Authority's Bayline Route

The millage increase in May 2017 provided plans to offer increased frequency to downtown. We support this new route, and their mission to offer this service FREE to residents, employees, and visitors. This route will benefit all of downtown.

Revise Loading Zone Restrictions

There are many parking spaces marked as loading zones scattered throughout downtown. Some of the loading zones were added for specific business activities, but have never been reviewed. We are inventorying the spaces and the restricted time limits. The enforcing loading zone time will be adjusted to relate to more appropriate loading zones times which will free up underutilized spaces.

Increase Communications and Provide Counseling Services

As we plan to make regular adjustments, we are evaluating how we can effectively communicate these changes to our day-to-day parkers (employees and residents) and our visitors. We continue actively updating the interactive map but will seek out other media forms that appeal to all users of the parking system. We remain the point of contact for all parkers new to the system and would like to engage more with employers on employee orientations along with providing easy to follow parking guides for new hire packets.

Support Eliminating Redundant Curb Cuts

We will continue to support new projects eliminating curb cuts as outlined in the local ordinance, as well as, encouraging existing property owners to utilize alley access and free up curbside spaces. These efforts will further promote the walkability of downtown.

Parking Partnerships

Redevelop existing surface lots, either as mixed-use buildings with public parking or as parking-structures with street-level commercial uses, in line with the redevelopment vision for the downtown core. Facilitate joint-development partnerships to bring targeted land-uses to the downtown. Discourage on-site, private parking at new downtown development projects, by offering reliable access to shared, TCPS-managed parking structures.



FINAL REPORT

Transportation Demand Management Study

City of Traverse City



December 2017

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STUDY SUMMARY

WHAT IS TRANSPORTATION DEMAND MANAGEMENT?

Transportation Demand Management is a general term for strategies that increase the efficiency and effectiveness of transportation infrastructure and resources, by encouraging traveler-choice patterns that:

- Redistribute demand away from constrained times, days, and seasons
- Redistribute demand away from constrained locations and facilities
- Reduce demand by increasing use of high-occupancy or high-efficiency transportation modes, such as:
 - Transit and ride-sharing modes that accommodate more travelers in fewer vehicles;
 - Ride services and car-sharing, which accommodate more travel relative to parking needs;
 - Bikes, scooters, and motorcycles, which take up less right-of-way and parking space; and
 - Walking which requires no parking and needs minimal right-of-way space.

BACKGROUND CONDITIONS

A review of Background Conditions was conducted to gain insights from previously-completed studies, data-collection, and analysis, and to identify primary issues, concerns, and opportunities with downtown stakeholders.

Document Review

This project benefitted from previously completed study, analysis, data assembly, and documentation from several efforts, key amongst which are those listed below.

- *Downtown & Corridor Market Analysis Update, AECOM, 2016*
- *Traverse City Parking Services Quarterly Reports*
- *Traverse City Downtown Permit Parking Services Policy (2016)*
- *Traverse City Parking Services 2015-2018 Parking Plan*
- *Neighborhood Parking Meetings: Minutes*
- *Residential Parking Survey Summary Memo*
- *Traverse City Parking Services/DDA: Residential Parking Program Recommendations*
- *Bay Area Transportation Study: Transit Service & Coordination Study (Nov. 2011)*
- *City of Traverse City Master Plan: Transportation Element (November 2011)*
- *Traverse City Area Transportation and Land Use Study: Vision 2035 (September 2014)*
- *Traverse City Parking Services Downtown Parking Maps*

Stakeholder Engagement

Concurrent with the review of the above documentation, the study team facilitated meetings, discussion groups, and surveys to gain the insights of those most directly engaged with the downtown parking system, and the mobility resources and options shaping the intensity and patterns of downtown parking demand. These are summarized below.

Focus Groups

A series of focus-group discussions was held over two days, to gain better understanding of how the current parking system, and its interface with available mobility/access options, is serving the needs, preferences, and future interests of downtown stakeholders. This included the following stakeholder groups.

- Small Business Owners
- Large Business Owners/Employers
- Downtown/Mobility Advocates
- Developers
- Employees
- Residents

Key Input Received

- Visitor parking availability is a problem mostly limited to summer months or special events.
 - Generally, the shuttles used to provide remote parking for *large* events, *such as the National Cherry Festival and Traverse City Film Festival*, were said to work very well.
- Convenient and affordable employee parking is more of an issue.
 - Options discussed included a reduced parking permit fee, allocation of a specific number of spaces in the deck or on the top floors of the decks, and neighborhood parking permits
- BATA seen as an unattractive alternative to driving right now, due to limited hours of operations and frequency, low parking costs, and car-dependent development outside downtown.
- Traverse City is a fairly bikeable and walkable city (not as much in the winter, however).
- Parking spillover into the neighborhoods, and management policies that limit parking in the inner ring of residential streets pushes the parking further out into the neighborhoods.
- Policies surrounding parking – e.g. meters end in the early evening but the garages charge until midnight – are inconsistent with demand-based pricing best practices, and can be confusing for the customer.
- While some believed the new parking structures were not needed or that visitors and employees would not use them, occupancy has been fairly high.
- Strong support in the business community for a 3rd public parking structure
- New development is displacing existing public parking lots and reducing system capacity.

- Some resistance to public-private partnerships for new structures, not confident the City can negotiate good deals
 - Successful examples from other cities might help address these concerns
- City leadership wants to explore TDM and parking management options to avoid the construction and maintenance costs associated with constructing parking.
- General support for some type of reliable and convenient shuttle/circulator service.
 - Parking shuttle from remote lots for employees, particularly in peak summer months
 - Downtown circulator, primarily to serve a Park Once approach for visitor parking, while also connecting employees to cheaper, peripheral parking options.
- Meters – 3 hours is preferred over the former 2 hour but employees do move vehicles to avoid tickets.
- Some confusion in the municipal parking lots over which are permit only vs. available for the public.
- Look for Park Once options with improved pedestrian and bike facilities and wayfinding
 - Look at road diet opportunities, potential cycle track, more bike parking etc.

Employee Survey

An online survey was developed and distributed to employees of downtown Traverse City businesses. Questions were designed to generate responses to help define and describe the parking/commuting needs, preferences, and experiences of this critical downtown stakeholder population. The survey was open for six weeks in April and May 2017, during which time 434 people completed the survey. Of the 434 participants:

- 219 identified as salaried employees;
- 206 identified as hourly employees; and
- Nine identified as volunteers.

Asked to identify their usual mode of travel to their primary downtown job, most identified driving alone, including:

- 93% of hourly employees;
- 88% of salaried employees; and
- 78% of volunteers.

Other Key Findings

- Transit was cited by very few as their primary commute mode
- Those most interested in using alternative commute modes are most interested in cycling.
- Weather, convenience, and travel times all appear to be significant barriers to alternative-mode use, as cited by those indicating an interest in using these modes more often
- By far, the most common commuter benefit offered to downtown employees is free parking, with parking-cost subsidies the next-most common.
- Most employees park no more than a block away from their worksite (66% of salaried employees, 54% of hourly employees.
 - Volunteers are generally walking farther from their parking space to their worksite than other employees.

- Less than half of driving commuters indicated that they would prefer a primary parking location different from the one they currently use.
 - Among survey participants that indicated a preference to change their primary parking location, the most commonly-cited barrier to their preferred option was cost.

CONDITIONS ASSESSMENT

Building upon the understanding of background conditions, the study team reviewed direct conditions of parking supply and demand, as well as the availability and role of non-driving mobility options.

Public Parking Supply

TCPS manages the downtown supply of on-street parking that is complemented by a significant system of off-street public parking lots, as well as two, large public parking decks.

Parking Facilities	Spaces
On-Street	1,287
Public Parking Lots	1153
Public Parking Decks	1,062*
Combined	3,502

* This includes 65 spaces, within the Hardy deck, that are reserved for a private entity.

TCPS regulates these spaces to ensure they remain accessible for intended users, primarily through the following tools.

- Pricing
- Time Limits
- Permit-parking only (primarily commuter and ADA parking)

The maps below identify the location, regulations, and capacities of these parking facilities.

Figure 1 Downtown Parking by Regulation

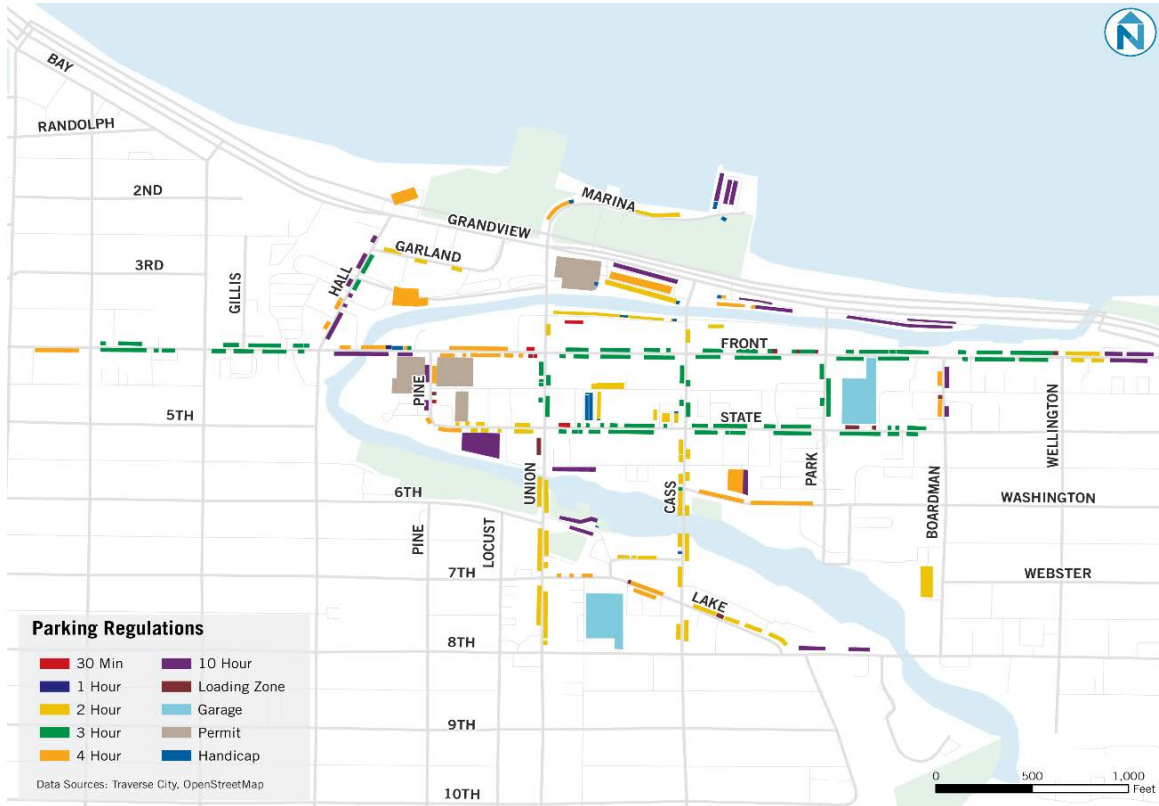


Figure 2 On-Street Parking Capacity



Figure 3 Off-Street Parking Capacity



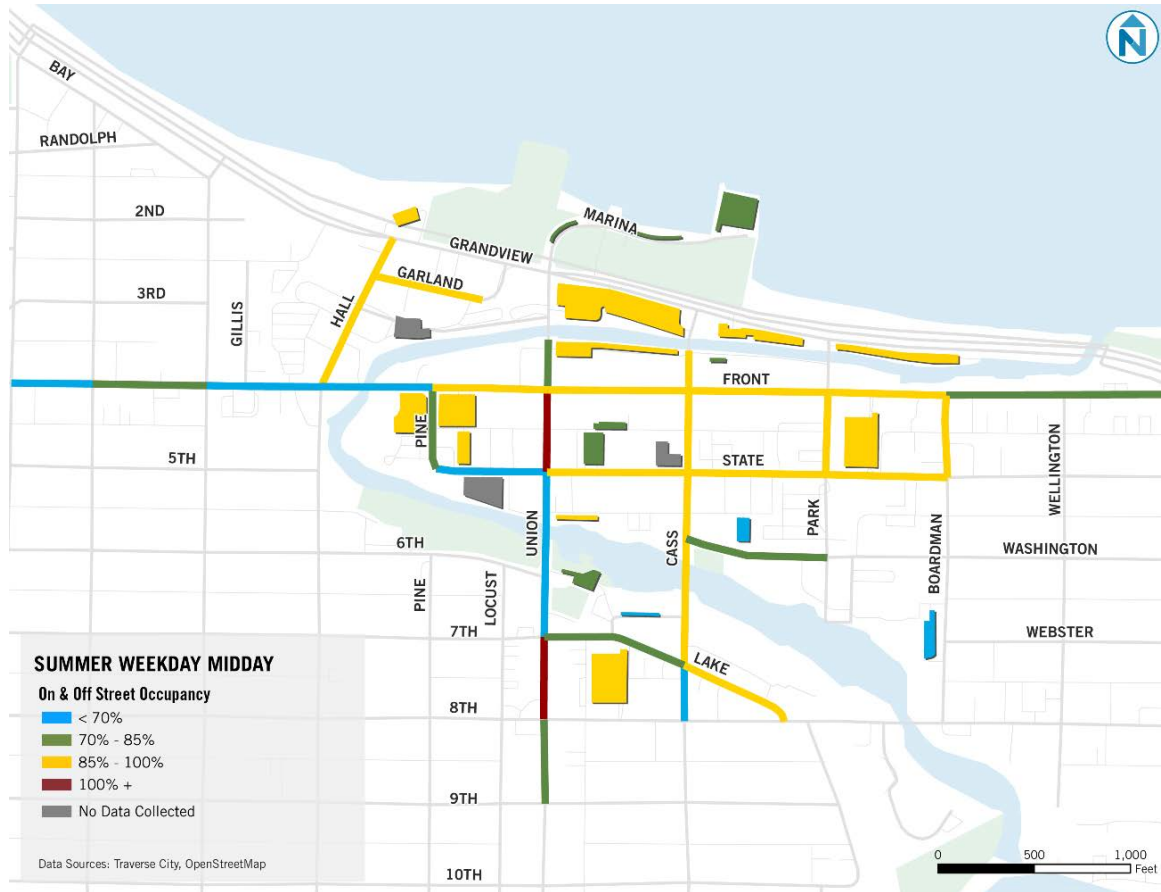
Parking Utilization

There is a seasonal nature to activity and travel demand in Traverse City, making it essential to assess parking utilization throughout the year.

Peak Season (Summer)

Summer is peak season in Traverse City, when steady, year-round resident and employee populations are joined by thousands of vacationing families and tourists, drawn to the city’s extensive shores, lakes, and rivers, and the many other outdoor and recreational offerings of Michigan’s Up North regions. Parking occupancy data, from counts conducted during July 2016 and July 2017, was aggregated to provide a measure of “typical” conditions during this peak-summer month. Average utilization measures were calculated from this data, to provide a measure of parking availability. The map below provides an overview of these measures, and as such a sense of parking opportunities presented to drivers arriving in downtown during a summer midday.

Figure 4 Summer Season Utilization – Weekday Mid-Day



Shoulder Seasons (Spring & Fall)

Downtown activity has been increasing during Traverse City’s “shoulder” seasons, like the fall, putting more pressure on the TCPS parking system compared to past norms. The maps below present utilization conditions, based on occupancy-data measures from midday periods in the spring and the fall.

Figure 5 Spring Season Utilization – Weekday Midday

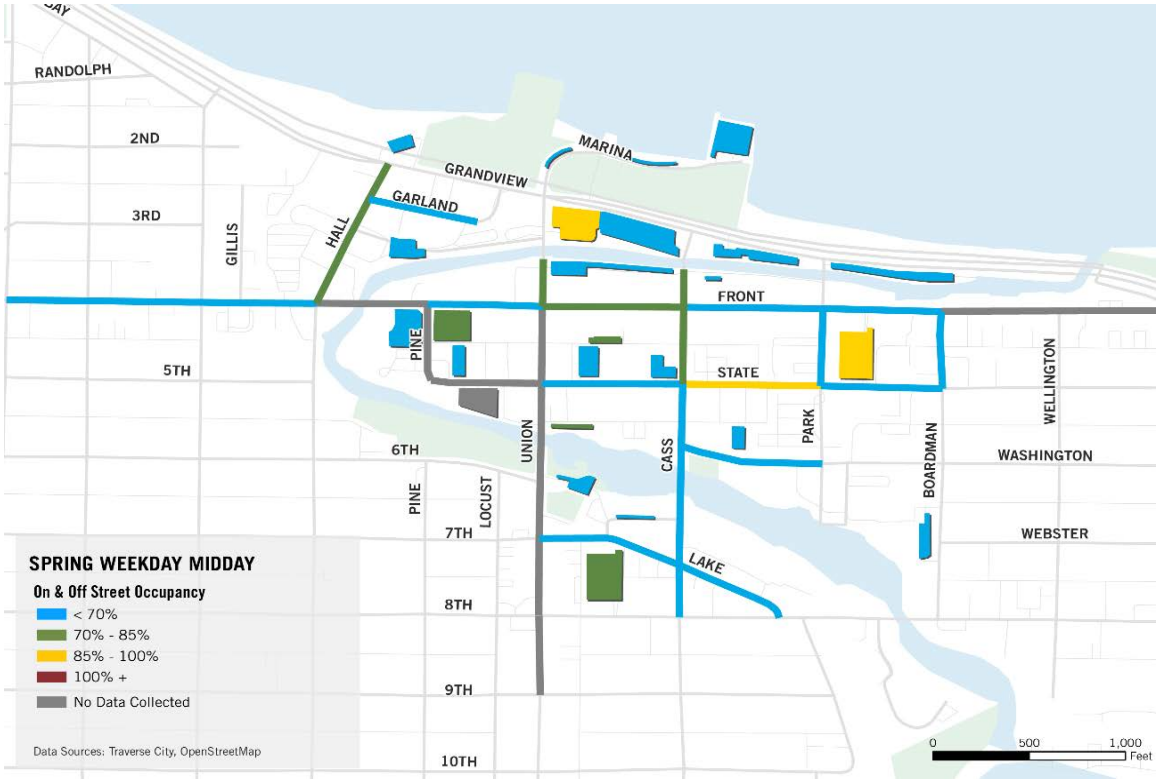
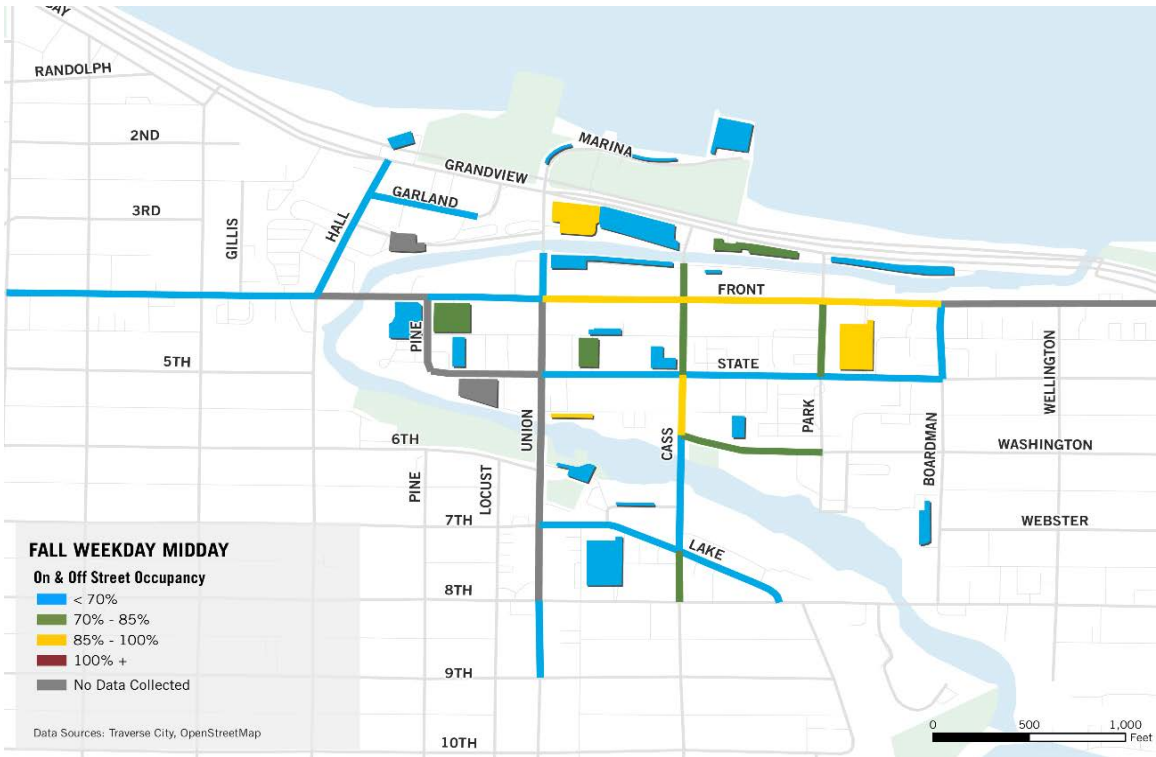


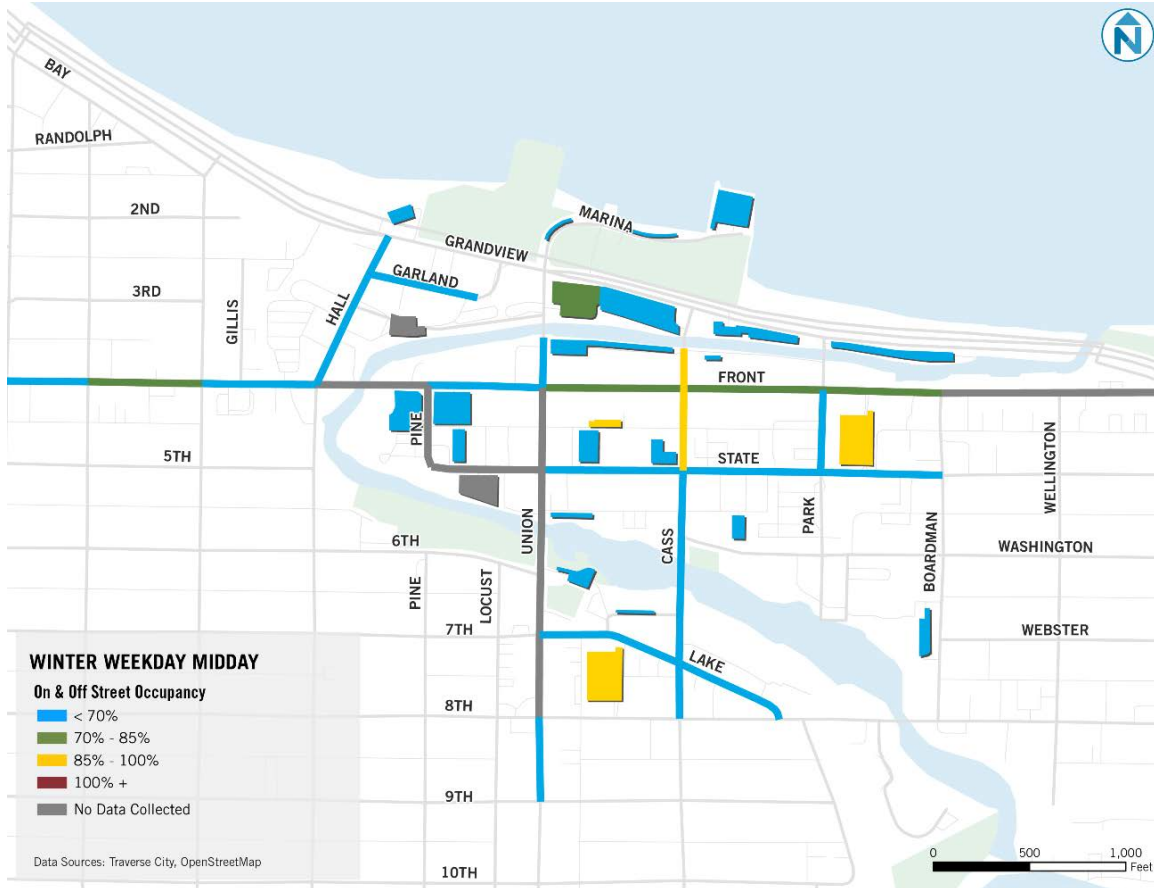
Figure 6 Fall Season Utilization – Weekday Mid-Day



Off Peak Season (Winter)

Winter is the “off season” for downtown Traverse City and therefore typically the period during which parking demand tends to be at its lowest levels of the year. The map below provides an overview of utilization conditions during occupancy-count surveys, conducted during weekdays at midday.

Figure 7 Weekday Mid-Day Utilization – Winter



Parking Costs and Revenues

Fiscal-year financial data from 2015 and 2016 provide a detailed summary of the costs associated with maintaining the downtown parking system, and the revenues it generates. The table below provides an overview of key costs and revenues from this data.

Figure 8 TCPS Downtown Public Parking System

Parking Facilities	Costs		Revenues		Income	
	2015	2016	2015	2016	2015	2016
On-Street	\$392,865	\$523,487	\$599,152	\$852,230	\$206,287	\$328,743
Surface Lots	\$729,272	\$870,642	\$862,195	\$1,055,490	\$132,923	\$184,848
Decks	\$782,147	\$748,326	\$949,312	\$1,012,285	\$167,165	\$263,959
Combined	\$1,904,284	\$2,142,455	\$2,410,659	\$2,920,005	\$506,375	\$777,550

It is worth noting that while, overall, each of the parking-system components presented above is profitable, the 10 surface lots that the City leases from private owners consistently cost more to lease than they take in. Each of these lots lost revenue in both 2015 and 2016, with loses totaling about \$55,000 in 2015 and just under \$50,000 in 2016.

Projected Parking Supply/Demand Changes

Expected Land-Use Development

For the last several years, downtown Traverse City has been attracting a remarkable level of development activity and interest. This provides significant upsides for walkable-urban development and downtown growth, both of which support the central TDM objective of more growth with less roadway and parking infrastructure. This growth, however, will increase aggregate parking demand in the downtown, and many projects are likely to occur on sites that currently provide parking, thus potentially reducing future supplies.

Proposed West Front Street Garage

Planning is in progress for a new parking deck, to be built on the site of a 102-space DDA lot on West Front Street. The expected capacity for this facility is roughly 400 spaces, providing a net gain of 298 spaces for the DDA system. The City is in the process of hiring an architect to get the planning and design process started.

Projected Net Changes

To address the challenges and opportunities presented by these changing demand and supply conditions, development and parking data were analyzed to project net changes to parking demand and supply over the next 5-10 years. The table below presents a summary of the resulting projections, including:

- Expected changes in the next five years, from current and underway projects
- Expected changes in the following five years, from planned and proposed projects
- Projections of increased parking demand increase, assuming most parking is provided as an on-site amenity (Urban, Mixed-Use Rates)
- Projections of increased parking demand increase, assuming most parking demand is accommodated via TCPS resources (Shared Parking District Rates)
- Projected, net changes to both public and private parking supplies.

Figure 9 Summary of Projected Supply and Demand Changes

Downtown Development Projects	Projected Increase in Peak Parking Demand		Net Parking Supply Change	
	Urban Mixed-Use Rates	Shared Parking District Rates	Public Parking Impact	Private Parking Impact
Current & Underway	95	70	0	96
Planned & Proposed	589	437	-156	446
West Front St Garage		-	298	0
Total	708	504	142	542

Key Findings

- Peak-hour parking demand is likely to increase by between 500 and 700 spaces in the next few years, assuming mode shares remain as they are today.
- Roughly 550 spaces are proposed to be included with the development expected to generate this increased demand.
- With the loss of over 150 public spaces, resulting from private development on current lot sites, this could create a future supply deficit of ~300 spaces.
- *This deficit could be offset by the proposed West Front Street garage, as currently planned.*

Beyond addressing the potential supply deficit, the West Street garage importantly expands the DDA public parking system. Such expansion will offer much greater efficiency and effectiveness in addressing overall parking demand in the downtown, compared to expansions of private parking supplies. This presents a critical opportunity to reduce the overall supply needs of a growing downtown Traverse City, particularly as mobility options begin to alter long-established relationships between growth, mobility, and personal-auto use.¹

Emphasizing public supply expansions over on-site parking at new development should be a core growth, and TDM, strategy, starting with those projects identified here as Planned & Proposed, and for all future growth.

¹ <http://www.latimes.com/business/la-fi-car-future-real-estate-20170405-story.html>

Non-Driving Mobility Conditions

Figure 10 Bike Lane and Summer Bike Corral on Front Street



BATA Services

Core Services

BATA provides more than half a million annual rides to residents and visitors in Leelanau and Grand Traverse Counties. BATA's core services consists of the following four service types.

- City Loop - a network of five fixed-routes, four of which are radial routes that travel east, west, and south out of the downtown Hall Street Transfer Station.
- Village Loop - a deviated fixed-route² and flag stop service³, consisting of five routes, that connects villages and towns in Leelanau and Grand Traverse Counties to downtown Traverse City.
- City Link – Door-to-door, demand-response operating within Traverse City and the immediately surrounding area.
- Village Link – Door-to-Loop demand-response service connecting rural areas and the Village Loop.

² The Village Loop allows for drivers to deviate up to $\frac{3}{4}$ of a mile off the route

³ "Flag stop" service refers to the practice of allowing riders to wave down the bus to be picked up, and to request to be dropped off, at any safe location along the route instead of at an official stop location.

Recently, BATA began operating the “Village Link 15” service, which is a demand-response service similar to Village Link but with designated time-points at three stops:

- Hall Street
- Munson
- Lake Ann

Seasonal Services

Additional service and a Ski-n-Ride program are provided from January to March, connecting popular ski and snowboarding areas, including Crystal Mountain, The Homestead, Mt. Holiday/Timber Ridge, and Hickory Hills. Some of the venues offer incentives, such as discounted lift tickets and food and beverage vouchers, when BATA riders present their pass or receipt. The East Traverse Flex Route, which operates throughout the school year, offers one trip per day in each direction between downtown Traverse City, the Cass Road Transfer Station, and various schools and ski resorts east of downtown.

The Bike-n-Ride program connects cyclists to the Leelanau Trail between Traverse City and Suttons Bay and the Sleeping Bear Heritage Trail between Glen Arbor and Empire. The per-person one-way fare is \$3.00. In addition, all BATA Loop route buses are equipped with bike racks that can accommodate up to three bikes.

BATA also offers shuttles for many of the summer festivals and activities organized each year in the Traverse City Area. Services include the Interlochen Summer Concert Bus throughout the summer, Cherry Festival Shuttle in July, Traverse City Film Festival Shuttle in July, and Cedar Polka Fest Shuttle in June.

Pending Improvements

In May 2017, Grand Traverse and Leelanau County voters passed a millage increase that will allow BATA to maintain its current operations and grow its level of service. The additional revenue is expected to go toward many of the recommendations listed in the recent Community Needs Assessment, including:

- Creating a downtown loop route with 15-minute frequency,
- Park-n-ride enhancements,
- Technology upgrades (online scheduling, real-time bus tracking, mobile fare payment),
- Rural service improvements (more direct door-to-door connections)
- Fleet and facility changes (replace aging vehicles, improve bus stop access and safety)

As of August 2017, planning was underway for the downtown loop service, including discussions with potential funding partners, and an expectation to launch the new service in early 2018.

Ride Services

Taxi service is available in Traverse City, with a few small taxi companies operating in the area. Service is primarily provided for trips to and from the airport.

Uber and Lyft began operating within Traverse City during this study. Before that, a comparable service known as TransportHer began operating throughout the city, in May 2017. This service is

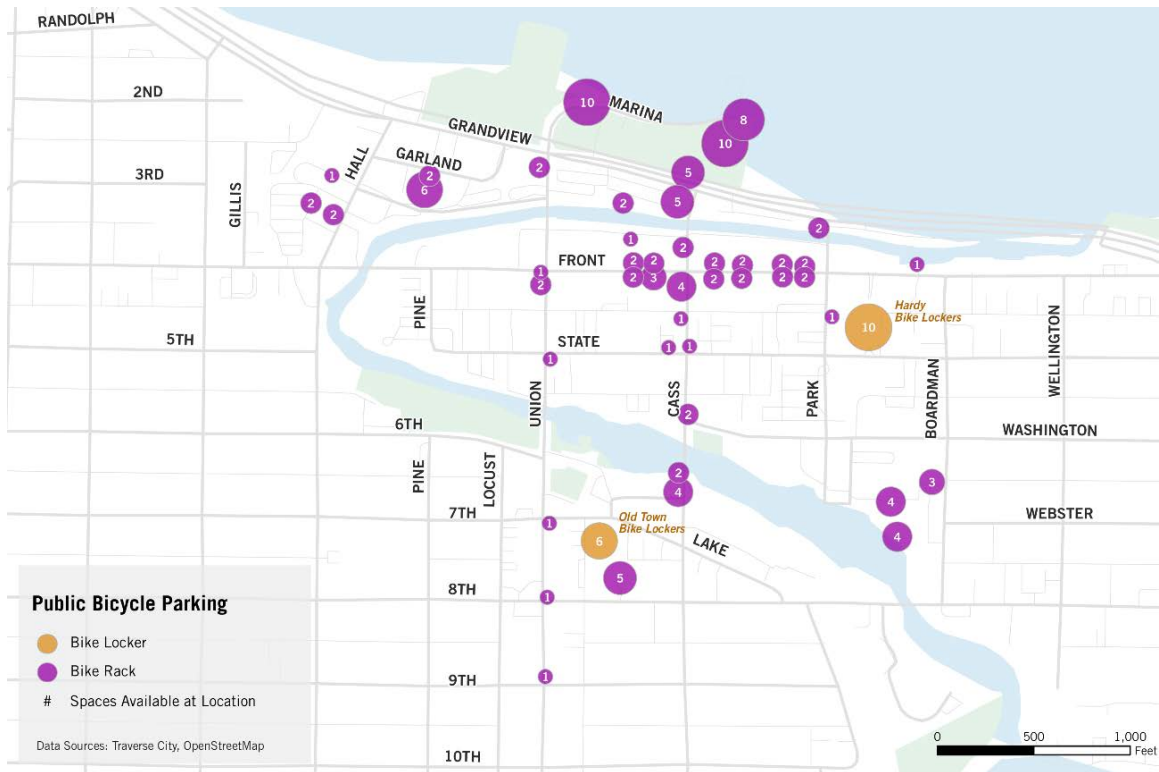
designed specifically to provide safe rides to female passengers with only female drivers, but soon expanded to serve seniors and children as well.⁴

Bicycle

The City has been investing in bike infrastructure for several years. Bike parking opportunities are available throughout the downtown, including dedicated bike lanes have long been serving cyclists along State and Front Streets. Many downtown streets benefit from lower speeds and modest traffic volumes, making them viable locations for shared lanes.

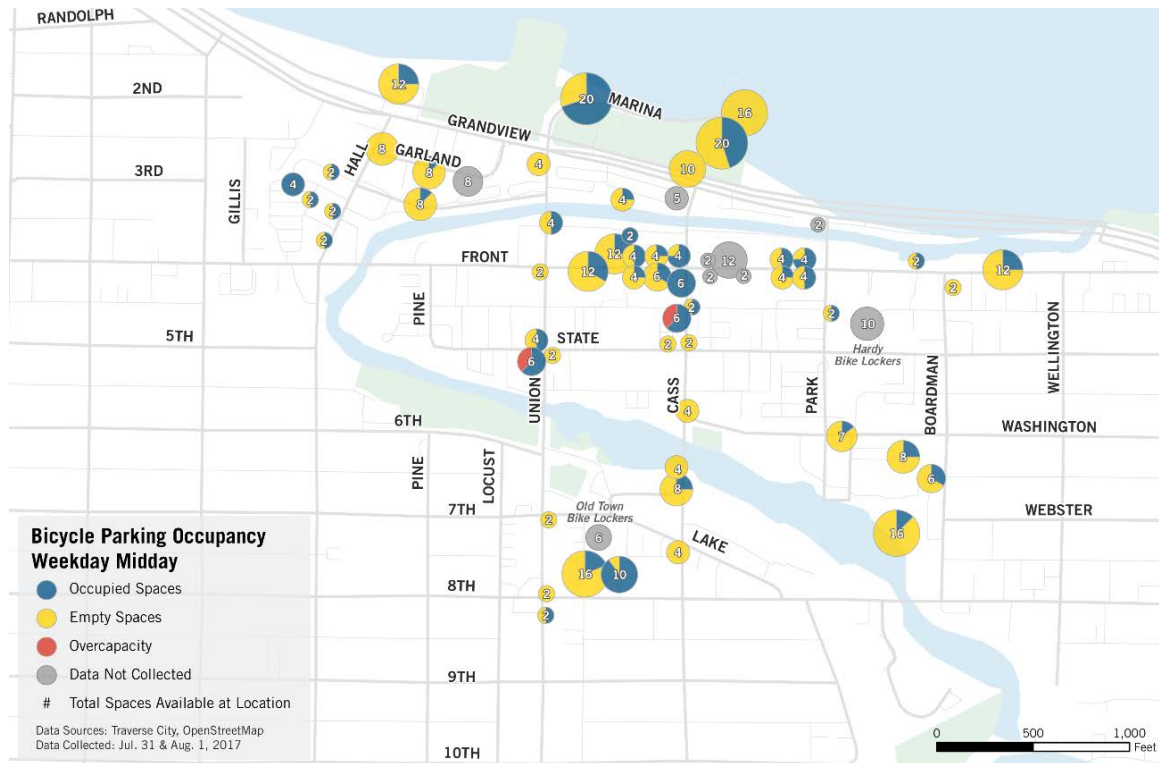
This vital infrastructure is evident across the downtown and surrounding areas, and is well utilized. Observed conditions indicate that, not only is there ample bike parking, but that it is well distributed to accommodate demand. With a few exceptions, installed bike racks appear to be well utilized but not overwhelmed with demand.

Figure 11 Public Bike Parking Spaces



⁴ <http://www.traverseticker.com/story/ride-sharing-business-launches-in-traverse-city>

Figure 12 Summer Utilization Measures



Shared-Use Path Systems: TART Trails

Traverse Area Recreation and Transportation (TART) Trails is a non-profit organization that builds and maintains shared-use trails in the greater Traverse City area. As of 2017, TART has built, or maintains, over 100 miles of trails in the region. The primary trail in the network is the TART Trail, which runs 10.5 miles from Acme Township, through downtown Traverse City, and up to Grielickville.

KEY ISSUES & OPPORTUNITIES

Parking Supply & Demand

- During summer months, parking demand consistently overwhelms the downtown parking system, constraining availability across most of the system, and creating acute demand pressures on downtown-core blocks and facilities.
- Outside of these months, conditions of constrained availability tend to be limited to subsets of high-demand parking locations (on-street parking, particularly along Front Street and adjacent blocks) and facilities (commuter parking in the decks and centrally-located lots).

- On-street parking is the most-consistently constrained parking inventory, with high-demand blocks experiencing availability constraints throughout the year, and well-beyond the midday peak.
- Conditions, expectations, and preferences vary significantly among residents and neighborhoods regarding curbside parking and regulations.
 - This indicates that an opt-in process for adding new blocks to the program, and offering a suite of curbside-management options to choose from, will be key to successful resident-permit parking implementation.
- While some off-street facilities experience constrained availability beyond the summer, there is sufficient capacity for TCPS to offer commuter permits to anyone who wants one, without having to maintain a wait list for any individual facility.
- Seasonally limited constraints create an opportunity to focus TDM investments, programming, and resources on seasonal mode shifts that can reduce commuter-parking demand in order to increase capacities made available for visitors, while also ensuring that visitors can get to and around downtown without a car (and are aware of this).
 - Importantly, this focus would also align TDM efforts with the months during which drivers tend to be most inclined to adopt modes of travel that increase one’s exposure to the elements, which includes transit.
- Year-round parking-management and TDM efforts are nonetheless critical to maintaining consistent parking availability, by:
 - Redistributing demand, provide a better and more-consistent parking experience across downtown.
 - Reducing parking demand by creating an environment in which most visitors who drive downtown will use just one parking space while downtown (Park Once).
 - Reducing parking demand by improving non-driving mobility to/from and within downtown.
 - ... This should include visitor-focused TDM strategies that can increase ride-service, transit, and cycling use among visitors in all seasons.

Projected Supply & Demand Changes

- Demand projections support the DDA’s plan to develop a small parking garage on the west side of downtown to replace surface lots in that area that will be displaced by development.
- This presents an opportunity to focus supply-development investments on big-picture opportunities, rather than acute and pressing needs.
- This should provide leverage to the City, allowing it to seek strategically-important opportunities to:
 - Redevelop existing surface lots, either as mixed-use buildings with public parking or as parking-structures with street-level commercial uses, in line with the redevelopment vision for the downtown core.
 - Facilitate joint-development partnerships to bring targeted land-uses to the downtown.
 - Discourage on-site, private parking at new downtown development projects, by offering reliable access to shared, TCPS-managed parking structures.

Non-Driving Mobility

Multimodal

- Well designed and convenient pedestrian systems, bike amenities, car sharing/ pooling and shuttles will help alleviate the parking stresses on the downtown at the same time as supporting local resident mode shift.

Transit

- BATA offers a wide variety of services to meet the needs of a large service area that has population and employment densities ranging from very-low rural densities to higher urban densities.
- Feedback from stakeholders and the public indicates that BATA is usually not viewed as a viable option for completing trips, particularly for employee commutes. Determining the reason for this will require further study, but observations on BATA's fixed-routes from this existing conditions review include:
 - Travel time may feel too long compared to other modes,
 - City Loop may not be convenient enough for commuters at every 30-minutes – a missed bus potentially means a missed appointment, meeting, etc.,
 - City Loop routes focus on providing geographic coverage to both the city and the low-density areas surrounding the city rather than emphasizing corridors and frequency,
 - Village Loop and City Loop services operate as two different services for the most part, but opportunities may exist for the services to work more in conjunction,
 - Downtown circulation is not a primary focus for BATA.
- Transit competes for riders in small cities like Traverse City not only with personal vehicles, but also with walker and bikers. Walking, biking, and parking your car are all relatively easy (as well as free or inexpensive) in Traverse City, so the pressure to take transit is likely low.
- BATA's seasonal and special services are a great opportunity to increase the visibility and image of transit in Traverse City, and many of these are very popular with the public according to feedback the study team received.
- Emerging mobility options and technologies offer new opportunities for transit that can provide a more attractive and efficient service.

Ride Services

- Ride-service companies, including the innovative startup TransportHer, creates novel partnership opportunities to reduce drive-alone dependence among downtown employees, residents, and visitors.
 - Create a partnership to promote these services to visitors arriving via the airport, and staying downtown, in lieu of renting a car.
 - Provide a Guaranteed Ride Home benefit to transit, bike, and ride-share commuters.
 - Encourage developers to provide tenants with ride allowances to reduce parking demand and expand equitable mobility options.

Pedestrian

- Traverse City has made great strides in their pedestrian network with widening sidewalks in the core downtown, providing high visibility crosswalks, bumpouts, a shared street on Garland, and pedestrian signs and signals.
- This strong pedestrian network supports a “park once” use of the downtown parking infrastructure.
- Implementation of the 8th Street plan and West Boardman recommendations would further advance this goal.

Bicycle

- Bike infrastructure has long benefitted from City investments and planning priority.
 - Bike parking opportunities are available throughout the downtown.
 - Bike lanes were recently striped on State and Front Streets.
- This momentum should continue.
 - Though many downtown streets are lower speeds and volumes making them appropriate locations for shared lanes, the demographic of the peak season user is more novice riders and families who tend to not feel comfortable without a dedicated lane.
 - Dedicated lanes make the transition to using a bicycle as a primary mode of transportation a more feasible option.
- Though right-of-way width constraints exist, there are areas where lane use can be re-evaluated.
 - Consider necessary lane widths, utilization of dedicated left and right turn bays and their utilization rates, Intersection treatments, tree lawns and sidewalk widths.
- A comprehensive bike share or bike rental program could also help alleviate parking pressures in the downtown.
 - The DDA could look to coordinate, sponsor, and promote a venture.
 - Since many tourists are families, it would be necessary to supply appropriate equipment to handle children and well as adults.

TDM

- TDM can provide the most significant benefit to downtown parking, mobility, and access conditions during summer months.
 - This aligns perfectly with seasons in which non-driving options like cycling and transit tend to be most attractive to those who have the option to drive.
 - This creates an important opportunity to focus TDM energies, investments, and activities on promoting these driving alternatives, precisely when they are most likely to appeal to commuters, many of whom may remain committed drive-alone commuters from October to April.
 - This could include the following May – September programs and commuter benefits.
 - ... funding a bus-pass program for downtown employees
 - ... providing downtown employees with free bike-share to make peripheral and remote parking options more viable

- ... Higher permit-parking rates to encourage seasonal use of ride-sharing, park-and-ride, transit, and cycling options.

RECOMMENDED STRATEGIES

Following is an overview of recommended TDM strategies. The study's Recommended Strategies report provides additional detail on most of the strategies below, while detailed overviews are provided for underlined strategies in the appendix to this report.

QUICK WINS

Following is a list of recommended immediate-implementation priorities – Strategies that promise meaningful improve opportunities, and can be implemented directly by the DDA/TCPS, and should encounter minimal implementation barriers.

Define a Performance-Based Pricing approach.

Link parking rates to demand, measured as utilization/availability conditions during peak-demand periods, to underscore the TCPS's 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 releasing data analysis, findings, and any subsequent management/pricing adjustments in an annual Performance-Based Management report.⁵

Adjust parking rates to reflect locational demand patterns across downtown.

Define a premium zone for on-street parking rates to create more consistent availability on these high-demand blocks.

- Front and State streets between Pine and Boardman streets
- Pine Street, Union Street, Cass Street, Park Street, and Boardman Avenue, between Front and State streets

Define a premium zone for hourly, off-street parking rates to create more consistent availability in these high-demand areas.

- From State Street, north to the Boardman River
- Between Wadsworth Street and Boardman Avenue

Vary parking rates by season.

To maintain more-consistent availability during high-demand seasons, while not reducing demand during off-season months, establish a calendar of rate adjustments that closely track seasonal demand patterns. The following table presents an illustrative set of rates and a schedule for adjustments to help illustrate the recommended framework for seasonal hourly-parking rates.

⁵ Case Study example: <http://www.seattle.gov/transportation/parking/docs/2016AnnualReport.pdf>

Collecting occupancy/availability data will be essential to make any necessary adjustments to these rates and the schedule of adjustments over time.

Figure 13 Recommended Hourly Rates

	Summer		Spring/Fall		Winter	
	Premium	Base	Premium	Base	Premium	Base
On-Street	\$2.50	\$2.00	\$2.00	\$1.50	\$1.50	\$1.00
Off-Street	\$2.00	\$1.50	\$1.50	\$1.00	\$1.00	\$0.50

Seasonal supply/demand variations present a key TDM opportunity for Traverse City. Shifting commutes away from drive-alone modes will be both easiest and most necessary for easing supply constraints during summer months. Conversely, the months in which it is typically most challenging to encourage transit, ride-share, and cycling commutes are the months in which such shifts are least necessary for maintaining an optimal supply/demand balance downtown. This facilitates a demand-based pricing approach that optimizes mode-shift opportunities by aligning rates with supply/demand conditions, as they fluctuate across the year – keeping rates effective in high-demand months, while easing rates during months when non-driving options are least viable and appealing.

The following table presents an illustrative set of rates and a schedule for adjustments to help illustrate the recommended framework for seasonal off-street permit-parking rates. Collecting occupancy/availability data will be essential to make any necessary adjustments to these rates and the schedule of adjustments over time.

Figure 14 Recommended Off-Street Permit Rates

	June - Aug	May & Sept	Oct, Nov, Mar, April	Jan. & Feb.
Decks	\$100	\$75	\$50	\$25
Premium Lots	\$75	\$50	\$35	\$20
Other Lots	\$50	\$35	\$25	\$15

Extend meter hours into evenings in peak and shoulder seasons.

Meter schedules should be adjusted to reflect evolving downtown parking patterns, which increasingly tend to intensify around the midday/lunch period and evening/dinner period, rather than following the typical workday schedule of most parking-meter regulations. Further, the seasonality of parking demand patterns in Traverse City merits seasonal meter-schedule variations. The following pricing schedules are recommended, as a starting point, to reflect seasonal fluctuations in time-of-day and day-of-week demand patterns.

- Summer: 8 AM – 10 PM, Monday – Saturday
- Spring and Fall: 10AM – 8 PM, Monday - Saturday
- Winter – 10AM: 6PM, Monday - Saturday

Expand employee-parking options.

Create on-street permits for long-term parking on blocks along strategically selected streets.

- The block of Wadsworth Street, between Fifth Street and West Front Street is a good example of a non-neighborhood street that could accommodate this.
 - Pilots on such streets, along with an established Resident Parking Permit program could provide “proof of concept” experience to explore designating employee-parking permit regulations on some neighborhood streets.

Offer ride-share participants the best parking.

Reserve a modest number of high-convenience spaces, including the best spaces within high-demand parking facilities, for registered ride-share vehicles.

- This can be limited to mornings until 10AM, making any spaces not occupied by then available for general parking.
- Require carpools to register with the DDA, to receive a hangtag or decal that will allow them to park in carpool-reserved spaces.

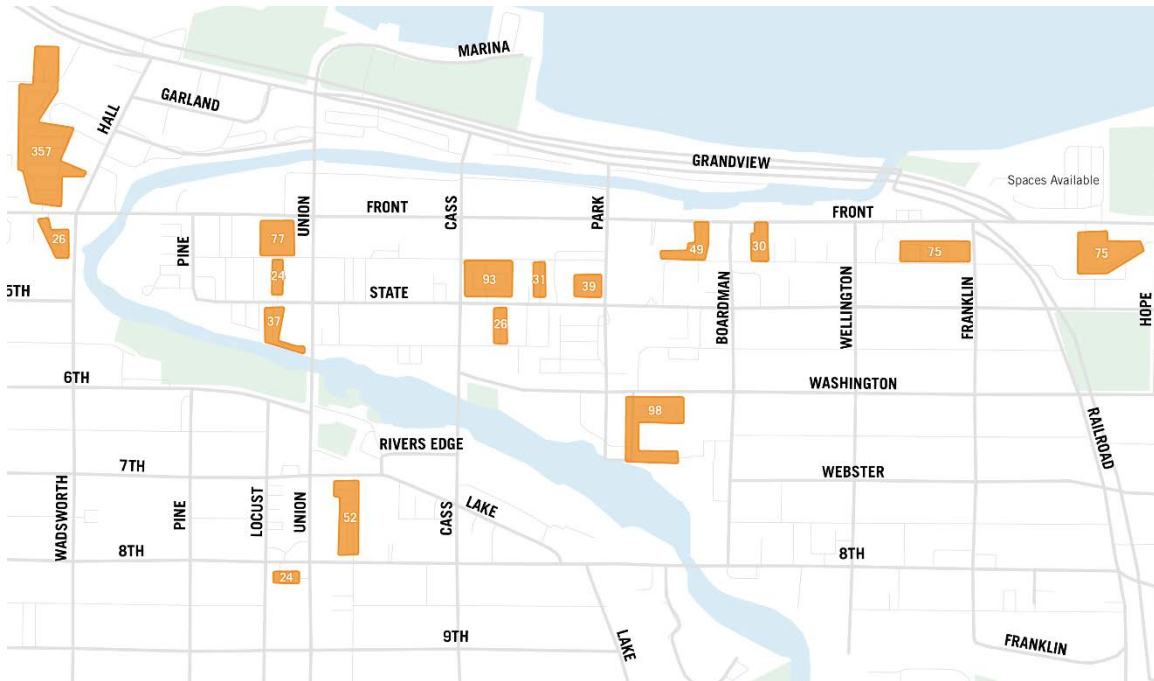
Provide Commuter Counseling services.

TCPS staff should work with area-employers, and their HR staff, to ensure that they understand the downtown parking system, and the range of commute modes and commuter benefits available to their employees.

- Complement this work with a standing offer to schedule one-on-one Commuter Counseling sessions with employees and new hire.
- This can help promote TCPS’s TDM efforts and programs, and reduce the parking stress and worry that can affect downtown employee recruitment and retention.

Broker shared-parking arrangements.

Figure 15 Several Private Lots Suggest Promising Shared Parking Opportunities



Several lots with workday demand schedules provide opportunities to explore options for arranging evening/late-night use by downtown employees, using permits to control access to these private facilities and potentially fund participant benefits like snow clearance, lighting and maintenance, liability-insurance offsets, etc. Traditional shared-parking arrangements between lot/property owners can also be brokered by the City/DDA to reduce implementation barriers.

- Engage private-lot owners to develop an evening-employee strategy that could include designated permits to help control use of shared facilities.
 - These would be for permits that the DDA would issue to downtown businesses, with the over-costs revenue provided to the lot owners.
- Ensure that property owners know and recognize that the DDA is willing to provide intermediary services to develop sharing arrangements and agreements.

Broker shared-parking, offering pay-by-phone pricing as incentive.

This technology has proved critical to allowing owners of private parking facilities to monetize parking that they make available during off-hours.

- Use TCPS’s pay-by-phone system to avoid common barriers to shared parking arrangements, unlocking significant potential capacities within the downtown core.
- Offer lot owners access to the payment system, providing a means for them to monetize their excess, off-hour parking capacities.
 - This would be a compelling incentive to expand off-hour sharing among the many, substantial private lots in and around downtown.
 - Pay-by-phone vendors will typically work with lot owners to define rates and hours of access, and provide signage.
 - This signage, consistent with what is used at TCPS meters and off-street facilities, provides reassurance to drivers that these spaces are legitimately available to the public.

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.

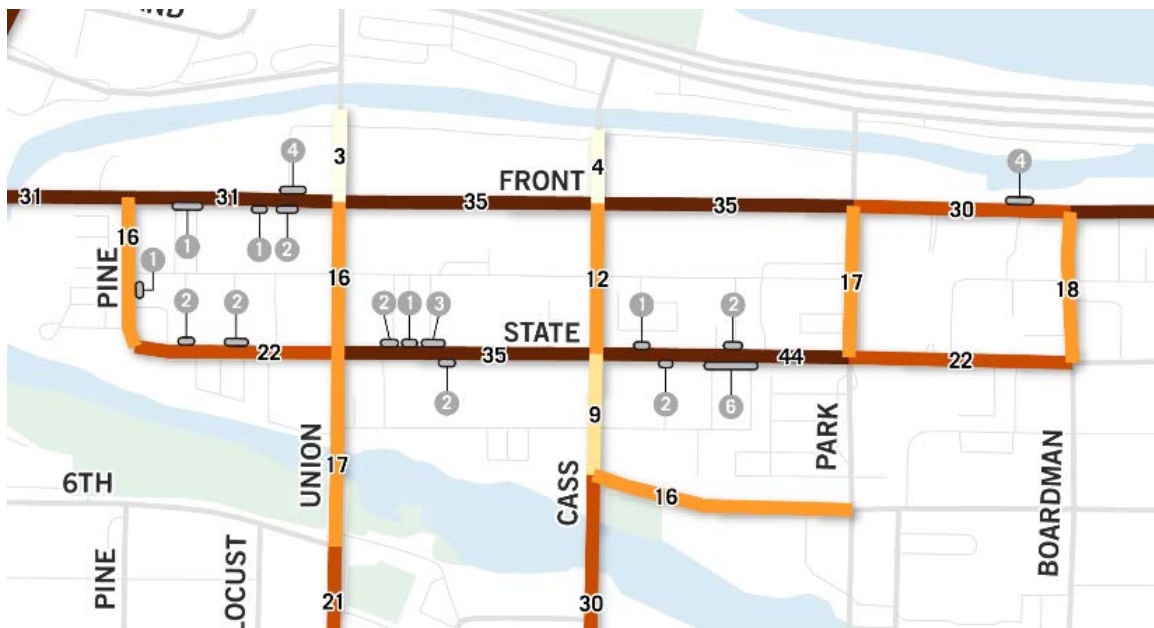
Create motorcycle/scooter parking zones.

During peak seasons and events, offering dedicated, convenient parking can encourage increased use of these space-efficient vehicles.

- This could be a seasonal strategy, focusing on months of peak visitor parking demand
- This can be a particularly beneficial use of “leftover” curbside areas too small to accommodate standard parking spaces.

Reclaim spaces from redundant curb cuts.

Figure 16 Redundant Curb Cuts (grey bars) & Estimated Lost On-Street Capacities (grey circles)



The alley/s running between Front and State streets, create an opportunity to recapture a significant number of curb cuts that both disrupt sidewalks on these streets, and reduce their critically valuable parking capacities.

- Work with property/lot owners to close as many of these redundant curb cuts as possible.
 - Identify the potential value of recapturing the lost curbside capacity along these high-value blocks may create sufficient pressure to gain the cooperation of property/lot owners.
 - Alternatively, the City should consider establishing a curb-cut tax to incentivize lot owners to rely solely on alley access to these facilities.
 - Another option might be to share any meter revenue resulting from the recapture of curbside parking capacities.

Implement an updated set of Residential Parking Permit recommendations.

Build upon the 2016 Planning Commission study recommendations to include the following recommended program elements.

Establish RPP-eligible zones.

Identify as RPP-eligible, all residential blocks on which time limits have been established primarily to mitigate against impacts from non-residential parking demand.

- Define zones, based on these blocks and natural/established neighborhood boundaries.

Set an appropriate threshold for majority support for applying RPP regulations.

Allow residents within eligible zones to petition to establish RPP regulations for their zone.

- Petitions showing that at least 51% of eligible households support RPP regulations is a standard practice for urban RPP programs, with many cities using higher thresholds.
- City of Traverse City has indicated that 51% is their preferred threshold, which is in line with standard practice for urban RPP programs.
 - Some cities choose a higher threshold – 60% in Austin, TX and 80% in Chicago, IL – emphasizing that strong support is necessary to justify restricting wider access to these streets.
- A successful petition should result in zone-wide establishment of RPP regulations.

Identify Regulatory Options.

Work with residents to identify the most-appropriate set of regulations/restrictions for each zone, the primary components of which should include the following.

- Parking options for non-permitted vehicles: None, 1 hour, or 2 hours
- Overnight parking: Allowed, Not Allowed, Allowed for permitted vehicles, Allowed only outside snow seasons, Allowed broadly
- Non-Resident permits: Whether or not to allow non-residents to buy daytime permits, with revenue set aside for neighborhood investments

Ensure RPP Schedule and Calendar respond to relevant conditions in each zone.

Some streets/zones may only need RPP during summer months; others may experience year-round impacts that should be addressed.

- Ensure that time-of-day and days-of-the-week schedules for RPP regulations align with periods of significant impact.
- Allow options for seasonal and year-round RPP regulations.

Address blocks with significant non-residential uses.

Address issues related to blocks with significant, non-residential uses, such as schools.

- Clarify that the majority-support threshold is based on share of households, not share of property ownership.
- Where non-residential uses do not abut residential uses, exempt the block-faces abutting the non-residential uses from RPP regulation.
 - So, for example, the sides of Seventh and Eighth streets abutting Central School could remain regulated to support school functions, while RPP regulations are in place on the opposite block-faces, to preserve residential access during times of significant school activity.

Require Determination of Need for expanding, or creating new, RPP zones.

Many cities, including Austin, TX and Washington, DC, conduct field surveys in areas that have successfully petitioned for new RPP streets/zones. These surveys are used to determine if there is a need to improve availability for residents, and whether or not non-residential parking demand is significant factor in reduced availability.

- Require demonstration of need as a step in the implementation process for establishing RPP regulations on new blocks.
 - Set a utilization threshold of 75% for proposed blocks/zones
 - Set a non-resident utilization threshold of 25%

Invest in License Plate Reader technology.

License Plate Readers (LPR) can significantly improve enforcement while also generating an ongoing stream of data to track occupancy measures, and availability/utilization patterns across downtown.

- These can also facilitate RPP programs, by removing the need for physical permits, including guest permits, as resident and visitor vehicles can be registered by license plates.

Explore Digital Validation options.

Businesses concerned about the impact of performance-based pricing during high-demand seasons, can use validation codes to their customers, who can use these codes at digital meters/kiosks or via pay-by-phone to pay for parking.

- Approach the City's pay-by-phone vendor about the potential to develop validation codes for this purpose.

SHORT-TERM PRIORITIES

Following is a list of recommended short-term implementation priorities – Strategies that promise meaningful improvement opportunities, but may require a bit more time and/or coordination with external implementation partners, and may encounter some moderate implementation barriers.

Formalize a Performance-Based Management approach.

TCPS uses pricing as a primary means of distributing parking demand more broadly across its downtown parking system, using lower rates to shift some parking activity away from 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.

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.

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

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.

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%

Expand employee-parking options.

Broker shared-parking arrangements to allow evening employees to use private lots that offer excess capacity at suitable times.

- Lots associated with the Record Eagle, the Visitors Center, 401 West Front Street, CMH, and Coldwell Banker are examples of strong candidate location/business combinations.

Seek Park-Once synergies.

Prioritize Pedestrians

Seek traffic-control policy changes that will make walking distances feel shorter, and thus encourage more walking and less driving for local travel. These should include:

- Disallowing right turns on RED signals.⁶
- Establishing Leading Pedestrian Intervals.⁷

Establish a public bike-share program.

Bike-share is a highly effective first-mile/last-mile mobility resource that can connect peripheral parking facilities to downtown destinations, and make getting around all of downtown easier without a car.

- Cycling season coincides with seasons of peak parking demand, making bike-share an asset for supporting Park Once when its demand-reduction benefit is most valuable.

Partner with BATA on the planned Downtown Circulator.

Work with BATA to ensure that the planned downtown circulator functions as a Park Once amenity across the downtown. A high-frequency, downtown-focused service could help connect more peripheral parking locations to primary downtown destinations, and better connect the downtown core to emerging districts, like those in the Old Town area and around Garland Street.

Potential improvements could include:

- More one-seat rides through interlining or redesign – If the system can be designed so that the same physical bus serves two different routes, it increases the ability of users to make longer trips without having to transfer.
- Higher frequencies along priority corridors – 30-minute headways offer the lowest frequency at which transit users find the bus *somewhat* convenient.
 - Increasing frequency improves that feeling of convenience for users and increases the likelihood of them using the service.
 - Two routes that overlap along a particular corridor can be coordinated to offer more-frequent service within the overlap zone.
- Simplified service – to make service intuitive, logical, and easy to understand. Guidelines to simplify service include, but are not limited to:
 - Routes should operate along a direct path
 - Route deviations should be minimized
 - Major routes should operate along arterials
 - Routes should be symmetrical
 - Service should be consistent

Establish a clearer and more comprehensive park-n-ride program.

- Dedicated, safe, and visible park-and-ride lots have been an effective strategy for many small- and medium-sized cities to attract commuters and visitors to transit who would otherwise need to pay expensive parking costs or struggle to find parking near their destinations.

⁶ <https://nextcity.org/daily/entry/cities-pedestrian-safety-ban-right-turns-on-red>

⁷ <https://nacto.org/publication/urban-street-design-guide/intersection-design-elements/traffic-signals/leading-pedestrian-interval/>

- BATA does not have formalized park-n-ride lots or a park-n-ride program similar to its Bike-n-Ride and Ski-n-Ride programs.
- Strategically located lots that are well lighted and maintained, and offer amenities similar to large bus stops, along with free or low-cost parking, transit pass options, and convenient bus service can attract new riders and reduce the need for specific employer shuttles and additional parking garages.

Shift toward monthly permits as the primary/only commuter permit format.

Effective January 1, 2018, the City will no longer offer annual parking permits. This is an important change that helps support TDM efforts.

- The City should continue in this direction by eliminating quarterly permits within two years, supported by technology and online resources to ease permit purchases and renewals.
- Monthly permits will amplify the potential effectiveness of season permit rates, intended to incentivize commute-mode shifts during months of peak visitor-parking demand.
 - Conversely, quarterly permits are more difficult to price seasonally, and create a “sunk cost” effect on daily commute-mode decisions that favors driving alone.
- Consider moving toward a drawdown-permit/account, like the City of Boulder’s Cash Pass, which was instituted to remove sunk-cost incentives to drive that “unlimited parking” passes can create.⁸

Develop a Guaranteed Ride Home benefit.

Many would-be transit riders or carpoolers continue to drive to work out of concern that they might not be able to reach a sick child, or go home sick, or that their ride home may have to leave early or work late. A GRH benefit can effectively address these concerns, at a modest cost, as the frequency of use tends to be quite low.⁹

- Provide registered, non-driving commuters with a modest allowance of free rides, using taxis or ride services, for when unexpected circumstances impact travel needs/options.
 - There may be a unique opportunity to partner with Traverse City’s innovative ride-service company, TransportHer, to be the primary provider of benefit rides.
 - This, in turn, would help establish this new service, which can reduce auto-dependence among downtown employees, residents, and visitors.

Develop Park Once zoning strategies.

Park Once Development can be defined as land-use and economic expansion that relies primarily on a central, shared pool of spaces, rather than a series of privately-controlled, on-site facilities. Such an approach reduces parking activity by decoupling the use of parking facilities from one’s destination, allowing most parkers to move about the area without having to re-park their cars. The most important zoning strategy for supporting Park Once development is removing minimum parking requirements, something the City accomplished decades ago. Following is a series of recommendations that can build upon this, to discourage the expansion of parking supplies that do not support Park Once.

⁸ <https://bouldercolorado.gov/parking-services/downtown-parking-garages>

⁹ <https://nctr.usf.edu/jpt/pdf/JPT%2010-4%20Menczer.pdf>

Establish code maximums on on-site parking.

- Allow developers to exceed maximums by:
 - Shared-parking commitments
 - Unbundling all residential parking
 - Contributions to a City fund for investments in public parking, mobility, and TDM

Encourage developers to purchase parking permits, rather than providing on-site parking.

- Allow the long-term commitment to provide TCPS permits to satisfy any remaining minimum parking requirements in and around downtown.

Add bike-parking requirements for downtown development.

Cycling is an essential asset for reducing parking demand during downtown’s peak and shoulder seasons, freeing up more spaces for the influx of visitor vehicles during these months. Cycling is the most popular alternative to driving among downtown commuters. One of the most common barriers to a cycling commute is the lack of secure, sheltered parking options at places of employment. The zoning code can reduce this barrier by ensuring that appropriate parking facilities are provided at all new downtown commercial and mixed-use projects. And, unlike minimum requirement for auto-parking spaces, these requirements typically do not create cost barriers to downtown development.

- Include distinctions between short-term (outdoor racks) and long-term (indoor or outdoor shelters, lockers, rooms, etc.) facility requirements

Explore Fleet-Sharing strategies.¹⁰

Coordinate with City of Traverse City on the potential to use fleet-sharing services to:

- Reduce the City’s fleet-maintenance costs, and
- Help lure a car-share provider to the Traverse City market.

Establish more bike corrals.

Corrals on secondary streets may help raise the profile of cycling as a means of accessing downtown, particularly during summer peaks.

- “Approach” blocks along Union Street, Cass Street, Park Street, and Boardman Avenue provide an ideal opportunity to capture the attention of cyclists as they reach the edge of the downtown core.

Explore the City’s Joint Development opportunities and advantages.

Absorb lessons from peer experiences.

- Study evolving best practices among peer cities like Grand Rapids and Ann Arbor.
 - Ensure that TCPS and the City do not undervalue the benefits that such partnerships could present to private investors.
 - Press this advantage to ensure optimal benefits for the TCPS parking program.

¹⁰ <https://www.fastfleet.net/about> <http://www.fleetshare.com/>

Continue to reinvest parking revenues to fund synergistic downtown/mobility improvements.

Priority consideration should be given to the following potential investments that would directly support TDM efforts.

- Co-funding a downtown circulator service
- Co-funding a downtown employee bus-pass program
- Co-funding a downtown bike-share program
- Co-funding complete-streets, street design projects

Formalize a Parking-Benefit District approach to investing parking revenues.

TCPS uses parking revenue to fund public benefits like sidewalk snow clearance and public bike racks and shelters. Formalizing this approach into a codified Parking Benefit District program will ensure that parking revenues (minus expenses) are fully captured for investment in local, public improvements.

- Promote this Benefit District approach to raise awareness of the local benefits provided by parking revenues.
- Ensure that benefits include non-driving mobility and commuter-benefit investments that can reduce parking demand (and, thus, performance-based rates).
- Provide annual updates on key investments made with parking revenues within an annual Performance-Based Management report.

Refine escalating parking-violation fine structure for overtime and non-payment parking violations.

Start with a modest fine for second offenses

- Double the fine for each subsequent offense.

Invest in enforcement technology.

License Plate Readers can streamline compliance monitoring for payment, time-limit, and permit-based regulations.

- While monitoring, readers also generate data that can be used to track occupancy/availability conditions.

COMPLEMENTARY STRATEGIES

Following is a list of strategies that should be implemented largely in support of, and/or as expansions to, Quick Win and Short-Term Priority recommendations.

Expand employee-parking options, via daytime permits for RPP streets.

Once an RPP program has been implemented and shown to be effective, seek zones/neighborhoods willing to pilot a program in which daytime permits are sold to area employees.

- These permits can be limited to specific streets/blocks with significant daytime capacities.
- The number of permits offer can also be controlled to mitigate against reduced availability on any street or block.

Explore Transit Benefit options.

As transit improvements increase the viability and appeal of transit commuting, ensuring that this option is significantly cheaper than parking may become a highly-effective TDM investment.

- Complemented with seasonal permit rates, this could be very effective during months of high visitor-parking demand, creating more hourly parking capacity in the process.
- Work with the City and DDA-constituent businesses to explore options for collectively funding a bus-pass program for all downtown employees.
 - This could be modeled on the Ann Arbor DDA go!pass program.
 - A new model is emerging in Columbus, Ohio where downtown businesses have agreed to pay an assessment to provide this employee benefit to all downtown employees.¹¹

Develop a Public Valet program.

As a component of the Performance-Based parking management, Public Valet is particularly well suited to address the challenges of exceptionally high demand conditions – including seasonal and event peaks. In contrast to the typical valet service, which is linked to a specific destination, or set of destinations, a Public Valet is open to all drivers, thus making it a viable parking option for all visitors and a means of accessing any downtown destination.

- Pilot a program that uses blocks of on-street parking for a public valet service, accelerating turnover of these spaces, while using off-street facilities with excess capacity to accommodate valeted cars.
- Valet stations located along Pine Street and East Front Street, at the periphery of the downtown core, would provide high convenience to drivers, and could make use of nearby private facilities with excess capacity.

Ease time limits.

As performance-based pricing is established as an effective, primary management tool for maintaining hourly-parking availability, ease or eliminate time limits to improve the downtown parking experience.

- Begin by removing time limits for off-street lots during evenings and weekends.
- Remove time limits for additional off-street lots as performance-based pricing and enforcement strategies begin to prove effective in achieving availability performance targets.
- As on-street availability becomes more consistent, through pricing strategies, increase the time limits on most blocks.
 - Another option is to remove time limits, and instead create a progressive rate structure that would incentivize turnover by making the 2nd hour of parking more expensive than the first, and the 3rd hour more expensive than the 2nd, and so on.

Provide high-amenity bus stops within activity centers.

Attractive and accommodating bus stops can raise the perceived appeal of available transit services. Conversely, bus stops with minimal amenities create a perception that local bus services

¹¹ <https://www.citylab.com/transportation/2017/08/downtown-columbus-will-buy-bus-rides-for-workers/536088/>

are not widely used and likely not very effective for common travel needs. Key amenities for improving service to existing customers, and attracting new riders, include the following:

- Sheltered waiting areas with seating and lighting
- Fare and boarding information
- Mapped routes with connecting service information
- Waste bins
- Functional and aesthetic integration into the streetscape

LONGER-TERM RECOMMENDATIONS

Following is a list of recommended strategies with longer-term implementation expectations – Strategies that will require significant time and/or coordination with external implementation partners, and may encounter significant implementation barriers.

Use Information, Signage, Wayfinding, and Branding to encourage broader use of all public parking options.

Combine the TCPS branding with a color scheme to mark commuter, premium hourly, standard hourly, and perhaps discount hourly parking locations; Curb markings and/or meter decals could also similarly guide drivers toward lower/higher parking-rate options.

Figure 17 Branding + Color Scheme Guide Drivers to Right-Fit Parking Options



Image: Downtown Sacramento Partnership

Support Park Once through street-design interventions.

Use streetscape and street-design interventions to improve pedestrian, bike, and transit circulation throughout downtown, including:

- Better street-crossing facilities for pedestrians.
- Protected bike lanes for cyclists.
- Curb-extensions and passenger amenities at bus stops for downtown transit.

Develop TDM standards for downtown development.

Establish requirements and/or incentives to include TDM strategies in downtown projects, not limited to the following.

- Unbundled parking (parking is an optional cost added to housing, commercial space)

- Car-share parking (when a provider service is operating downtown)
- Showers and changing facilities (non-residential uses)
- On-site space for a bike-share station (when a program is established)
- Funding toward improvement/expansion of bike-share infrastructure (when a program is established)
- Bus-pass benefits for residents/tenants

Pilot a Parking Partners program.

Once pay-by-phone has been established as a Shared Parking brokerage tool, work with private-facility owners to pilot a Parking Partners program that allows TCPS to incorporate partner parking facilities into a distinct component of the TCPS system, creating a sense of cohesion and authenticity among these shared facilities that can increase their use by the general driving public.

- Use pay-by-phone to allow facility owners to charge for use of their shared facilities.
- This will also make these parking options clearer and provide a legitimizing consistency among these spaces, by using the same pay-by-phone signage and decals as used for TCPS parking spaces.
- Develop an outreach process for engaging early partnerships.
- Establish a user-friendly, web-based widget for private facility owners to inquire formally about participating in the program.

I am so excited to introduce you to BATA's first high-frequency, east-west transit line launching this summer - the *Bay Line*! The *Bay Line* is geared to meet the needs of residents and visitors alike, and has the potential to truly revolutionize transportation in our region. A map of the *Bay Line* is enclosed for your reference.

BATA's mission is to deliver safe, high-quality, efficient and reliable transportation services that link people, jobs, and communities, and the *Bay Line* is fully positioned to meet all of those goals. Whether it's your goal to improve transportation for your workforce, your customers, to reduce congestion on our roads, or to create a healthier community, the *Bay Line* is the answer.

The *Bay Line* has some exciting new features that will be firsts for public transit in the Grand Traverse region!

- An express, high-frequency route - running every 12-15 minutes, with a total end-to-end time of 28 minutes
- Extended hours from 6am – 1am, 7 days/week
- Wi-fi equipped buses
- Community sponsored fare-free line (contingent upon sponsorships)

BATA is seeking sponsors that will allow the *Bay Line* to be a fare-free transit option. Why fare-free? BATA believes, based on transit industry research, that fare-free is the tipping point to truly making a transit option successful. Systems such as those in Steamboat Springs, CO, Chattanooga, TN, Chapel Hill, NC, and many others report significant increases in ridership - some nearly double - on fare-free routes. This is important in our region because we are still trying to change behaviors. The *Bay Line* provides the opportunity to entice employees to use public transit rather than driving a car and worrying about the cost or space for parking. It offers an easy-to-use option for visitors to consider when leaving their hotel to go downtown, the Village at the Commons, or visit other popular destinations. NMC students living on campus needing to get around will also benefit from the *Bay Line*. The *Bay Line* has the potential to impact nearly every sector of business in our community, and nearly every demographic.

BATA can only allow this line to be fare-free through sponsorships from the community and partners like you. The sponsorships offer you the opportunity to be part of this first-ever community sponsored public transit line, and to demonstrate your commitment to literally hundreds of thousands of visitors and residents alike. With the varying level of sponsorships (attached) comes several different opportunities for:

- marketing your business and your support of the Bay Line,
- visible recognition throughout the community,
- the ability to promote your sponsorship to your employees, customers and all those that you serve,
- and perhaps most importantly, the opportunity to be a part of something transformational in our region.

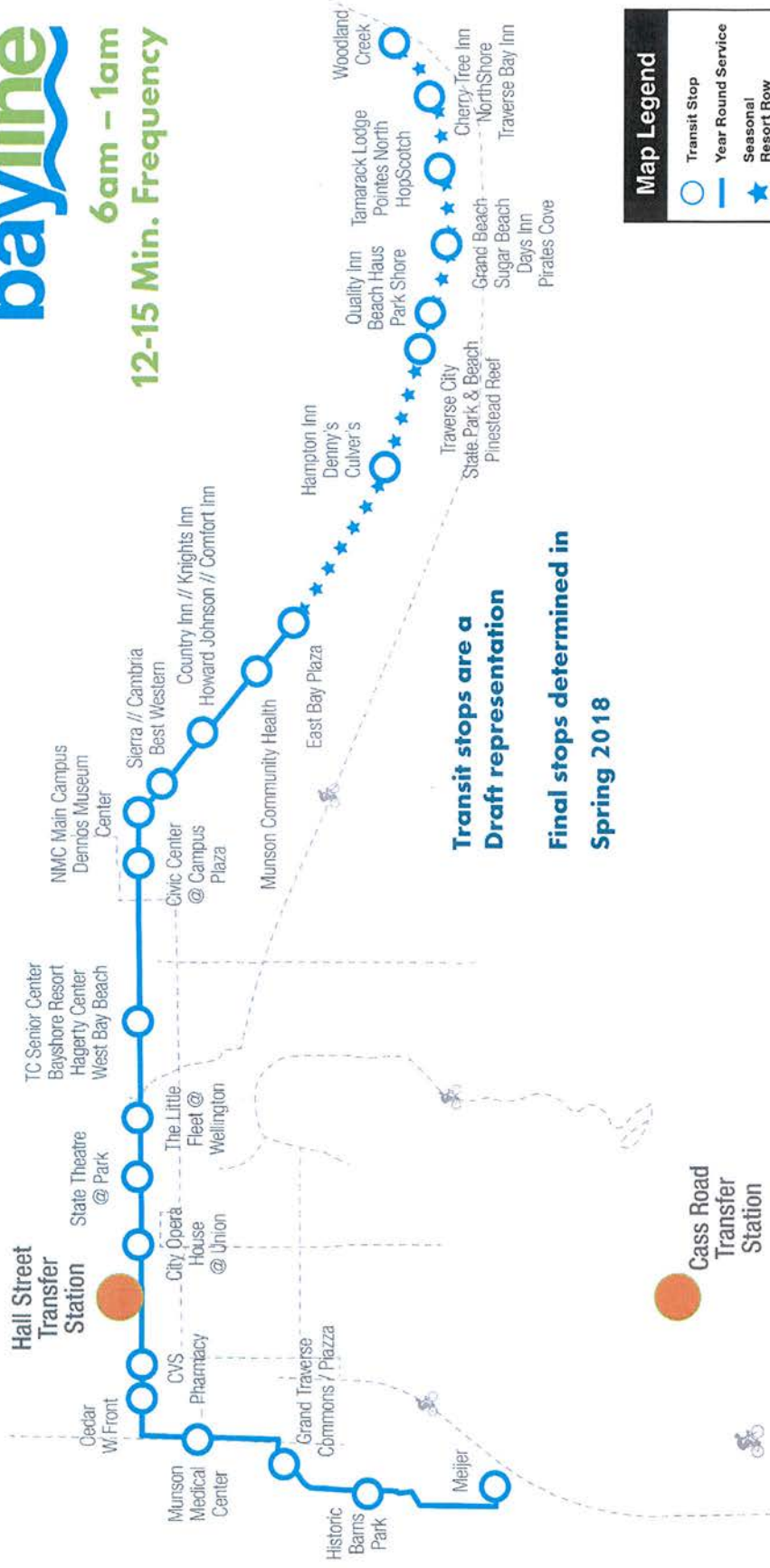
Please review the sponsorship options attached and consider what the *Bay Line* can do for your business and your community.

Thank you!



bayline

6am – 1am
12-15 Min. Frequency



Transit stops are a Draft representation
Final stops determined in Spring 2018

Map Legend

- Transit Stop
- Year Round Service
- ★ Seasonal Resort Row
- TART Bike Trails
- Transfer Station

PLEASE NOTE: This route is the inbound route from Woodland Creek to Meijer. The outbound route would follow State Street in Downtown Traverse City.





Signature Sponsor

\$150K+

**Naming rights
as lead presenter**



- Sponsoring party's name would be included in the name of the line (i.e., The Bayline presented by "Your Company Here")
- 1 year double sided bus wrap with your unique graphic on a Bayline bus
- Logo included on all Bayline printed and digital materials, promotional material, website, etc.
- Recognition included as the primary sponsor of the Bayline in all launch events

Partner Sponsor

\$75K



- 1 year double sided bus wrap with your unique graphic on a Bayline bus
- Logo included on all Bayline printed and digital materials
- Recognition included as partnering sponsor in all launch events

Additional options on the back -->

all sponsorships are annual

Collaborative Sponsor

\$50K



- 1 year single sided bus wrap with your unique graphic on a Bayline bus
- 1 year full size shelter ad on the Bayline with your unique graphic
- Your Logo included on all Bayline printed and digital materials
- Recognition included as Collaborative Sponsor in all launch events
- Sponsorship recognition of Bayline Stop w/ Shelter

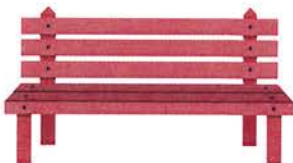
Supportive Sponsor

\$25K



- 1 year single sided bus wrap with your unique graphic on a supporting Loop
- 1 year half size shelter ad with your unique graphic
- Your Logo included on all Bayline printed and digital materials
- Recognition as Supportive Sponsor included in all launch events

\$10K



Associate Sponsor

- Bayline Stop Sponsorship of stop with basic amenities such as bench/bike rack

\$5K



Friendship Sponsor

- Organization name listed in recognition materials

The Downtowner, a Commuter Benefit for Employees

The Downtowner is a program that provides an alternative to parking in downtown. The program is a partnership between the Downtown Development Authority (DDA), Traverse City Parking Services (TCPS) and Bay Area Transportation Authority (BATA). The program provides a parking alternative for employees by utilizing BATA as a transit option. This commuter benefit makes it easy for employees to get between their homes and downtown by accessing any of the City Loop or Village Loop routes.

What is the goal of this program?

There are 2 main objectives of the program:

1. Provide a cost-effective solution for employees who work within the DDA District.

Providing employees with a reduced fee for parking permits is not a viable long-term solution. Therefore, with this partnership by offering reliable transportation services without the challenge finding parking serves both the downtown business customers and employees. This benefit provides a savings to employees who elect to take advantage of utilizing transit rather than parking.

2. Reduce the demand for parking.

We understand that transit will not work for everyone. However, a small change in the demand for parking by 2% or more will increase the supply for downtown patrons and visitors while decreasing our need to secure lots for the purpose of parking.

How is the program funded?

The DDA understands the importance of development as a better land use than surface parking. Traverse City Parking Services leases property in order to provide permit parking lots. As development continues, lease availability will decrease. The same Auto Parking System funds used to lease and maintain property for parking will be used to pay for employee transit fees. Utilizing BATA's existing routes offers more options to get employees downtown. While services is subject to change, current City Loop routes run seven days a week beginning at 6 AM each day and ending at 10 PM on weekdays, 9 PM on Saturdays, and 8 PM on Sundays; and Village Loops running seven days a week between 7 AM-9 PM. Providing a commuter benefit is more economically reasonable than leasing and maintaining park-n-ride locations and operating dedicated buses.

Who is eligible?

Any employee of an employer who operates a business in the DDA District is eligible to participate. Employers will elect to participate in the program. Once confirmed, employees will be provided a card that may be used on any of the City Loop or Village Loop routes. There is no limit to the number of employees and other than employer participation fees, the program is free to use for employees.

What are the Participation Fees?

Participation fees are paid by each employer who will offer the program to their employees. The fees cover administering and operating the program, marketing materials, software, and reporting.

ATTACHMENT D

- \$25 per 25 employees (non-refundable, no-proration)
- \$30 per 6 month card, and \$60 per annual card (new cards distributed annually)
- Replacement cards are \$30 per 6 month card, and \$60 per annual card (applies to lost/stolen cards)
- No cost to exchange damaged cards

DOWNTOWN DEVELOPMENT AUTHORITY AGENDA ITEM

FROM: Jean Derenzy, CEO

SUBJECT: Parking Lot P Lease Amendment (130, 128 and 124 West State Street)

SUMMARY OF ITEM TO BE PRESENTED:

Attached is a Parking Lease between the Downtown Development Authority and Buchan Land Company for leasing of 56 parking spaces at 130, 128 and 124 West State Street.

This amendment is requested to clarify the following:

1. Section 3: Rent: Identify the number of spaces to be utilized
2. Section 6: Use of Premise: Used for parking vehicles and additional operational uses. Being with the construction of 145 West Front staging may be required.
3. Section 9: Utilities: Separate water meter installed which will be required that the DDA pay, and Owner responsible for charges associated with building on the property.
4. Section 16: Termination (section 16) Depreciation schedule included in Contract which identifies should the Owner terminate the lease prior to July 1, 2023 repayment would be required based on the depreciation schedule

The DDA has committed to resurface these 3 lots and construct the three parcels into one parking lot. This cost is anticipated to be \$151,000 (to come from the parking fund). However, with the substantial capital improvement being made, the need to ensure repayment (through depreciation schedule) should termination occur by Owner prior to the 5-year lease.

The attached lease contract has been sent to attorney Lauren Tribble-Laucht to review and recommend final authorization. At this time, the substance content is approved by me, with the form being reviewed by Legal.

RECOMMENDATION: Approval of Parking Area Lease between DDA and the Buchan Land Co for a five-year term effective June 1, 2018 through July 1, 2023.

CITY OF TRAVERSE CITY
TRAVERSE CITY PARKING SYSTEM
PARKING AREA LEASE

This Parking Area Lease, has been entered into this _____ day of _____, 2017~~8~~, “Effective Date” between BUCHAN LAND CO. DBA PAULOS LAND CO. a Michigan corporation, of 7340 Upper Orchard, Cedar, Michigan 49624, hereafter called “OWNER”, and the DOWNTOWN DEVELOPMENT AUTHORITY, a Michigan quasi-Municipal corporation, of 303 East State Street, Traverse City, Michigan 49684, hereafter called “DDA”, as follows:

1. Premises. The OWNER in consideration of rents and covenants, does hereby let and lease to the DDA the premises in the City of Traverse City, Grand Traverse County, Michigan (the “Premises”), known as:

Traverse City Parking Services, Parking Lot “P”

Parcel “A” 28-51-794-017-00, also known as 130 W State Street, Traverse City, Michigan
Parcel “B” 28-51-794-015-00, also known as 128 W State Street, Traverse City, Michigan
Parcel “C” 28-51-794-013-01, also known as 124 W State Street, Traverse City, Michigan

And depicted on Attachment A, which is attached hereto and incorporated herein by reference.

2. Term. This Lease is for an initial term of five (5) years commencing June 1, 2018, and shall automatically renew for additional successive one year renewal term unless terminated pursuant to its terms, from and after the July 1, 2023 of this lease.
3. Rent. DDA shall operate and maintain the Premises for the purpose of permit parking. The OWNER shall convey no less than fifty-six (56) spaces for use by the Parking System. DDA shall pay OWNER as rent, in advance, on or before the first day of each month for the term of the lease, Forty Dollars (\$40.00) per space. The OWNER will designate reserved spaces within the Premises for tenant parking. OWNER reserved spaces shall consist of no more than four (4) parking spaces. The DDA may request the use of unused reserved spaces within the parking lot at any time, and will adjust the rental rate for the use of the spaces. The rental rate shall not apply to OWNER designated reserved spaces. Payment shall be made to the OWNER by mailing to the above address.
4. Capital Improvements. The DDA at its own expense bore the cost to construct Parcel “A”, Parcel “B” and Parcel “C” into one parking lot. The DDA shall not be required to resurface or reconstruct the Premises if this lease is terminated prior to June 30, 2027 upon termination of the lease. The OWNER shall at its own expense, bear the capital costs to install reserved tenant signage or stall/space designations.
5. Alterations and Repairs. The DDA shall adjust all ramps (if necessary) for entrance and exit to and from the Premises, and if necessary, move any obstructing standards, ~~resurface the Premises~~ and make such further alterations and repairs to the leased Premises as shall be

necessary from time to time; provided, that such alterations and improvements shall conform to City ordinance and public parking requirements. The DDA shall maintain and operate the Premises for parking of vehicles through its Traverse City Parking System and shall keep the Premises in a neat and clean condition, including restriping. The DDA shall include the Premises in its snow removal inventory, so that it will be plowed according to the ordinary practice of the DDA in its management of the Traverse City Parking System. If OWNER desires additional plowing outside of the inventory schedule, such plowing will be at OWNER's expense.

6. Use of the Premises. ~~The DDA shall maintain and operate the Premises for parking of vehicles through its Traverse City Parking System and shall keep the Premises in a neat and clean condition, including restriping. The DDA shall include the Premises in its snow removal inventory, so that it will be plowed according to the ordinary practice of the DDA in its management of the Traverse City Parking System. If OWNER desires additional plowing outside of the inventory schedule, such plowing will be at OWNER's expense.~~ The DDA is to occupy the Premises for permit parking of vehicles only. The premises will be used for the purposes of parking vehicles and additional operational uses of the Parking System. OWNER will designate reserved spaces within the Premises for tenant parking. OWNER reserved spaces shall consist of no more than four (4) parking spaces. The DDA may request the use of unused reserved spaces within the parking lot at any time, and will adjust the rental rate for the use of the spaces.
7. Revenues. The DDA shall retain all revenues received from the use of the Premises and operation of the public parking lot on the Premises.
8. Insurance. The DDA will maintain public liability and property damages insurance of not less than One Million Dollars per person, and One Million Dollars per occurrence, and shall name OWNER as additional insured on said policy.
9. Utilities. A separate water meter will be installed for irrigation. The DDA ~~shall~~will pay all charges made against the Premises for utilities for the purpose of lighting and ~~or~~ irrigation during the continuance of this lease, as the same shall become due. The OWNER shall pay all charges for utilities made against the Buchan Land Company Building on the Premises.
10. Assignment and Subletting. OWNER acknowledges that the Premises will be placed in the Traverse City Parking System, operation of which has been delegated to the Traverse City Downtown Development Authority. Other than normal parking space leases and arrangements, the DDA shall not assign this lease without prior written consent of the OWNER.
11. Severability. In the event that any part of this Lease shall be held invalid, the remainder thereof shall remain in full force and effect.
12. Legal Effect. The covenants, conditions, and agreements made and entered into by the several parties thereto are declared binding on their respective administrators, successors, and assigns. OWNER shall give notice of this Lease to all successors and assigns.

13. Notice. Any notice which either party may, or is required to give hereunder, may be served personally or sent by first- class mail, postage prepaid, to the other party at their address above, or at such other places as may be designed in writing by the parties, from time to time.
14. Entire Agreement. This Lease, together with all the items incorporated herein by reference, constitutes the entire agreement of the parties and there are no valid promises, conditions, or understandings which are not contained herein.
15. Amendments. Any amendments or modifications of this Lease shall be in writing and signed by both parties.
16. Termination. This Lease may be terminated by either party upon at least ninety (90) days' written notice to the other party. The termination date must be the last day of a month. If the OWNER terminates the lease prior to July 1, 2023, the Owner shall reimburse the DDA the Carrying Amount stated in the depreciation schedule Attachment B. If the DDA terminates the lease prior to July 1, 2023, there is no reimbursement to the OWNER. Upon termination, the OWNER shall resume full responsibility for all utility meters. At the end of the lease, the DDA shall remove all parking ~~meters and~~ signage at its own expense.
17. Prior Leases. This Lease supersedes and takes priority over OWNER's prior lease with the City of Traverse City dated _____, 2017.October 30, 2017.

WITNESS our hands and seals this _____ day of _____, 20187.

PAULOS LAND CO.:

DOWNTOWN DEVELOPMENT AUTHORITY:

Catherine Buchan, President

William (Bill) Golden, DDA Chair

Bruce Buchan, Vice-President

Steve Constantin, Secretary

APPROVED AS TO SUBSTANCE:

APPROVED AS TO FORM:

~~Robert Bacigalupi~~ Jean Derenzy, DDA ~~Executive Director~~ CEO
Attorney

Lauren Tribble-Laucht, DDA/City

CITY OF TRAVERSE CITY
 TRAVERSE CITY PARKING SYSTEM
 PARKING AREA LEASE
 ATTACHMENT B: LOT P DEPRECIATION SCHEDULE

		Carrying Amount	Monthly Depreciation	Accumulated Depreciation
Year 1 2018/19	June	\$ 151,110.02	\$ 2,518.50	\$ 2,518.50
	July	\$ 148,591.52	\$ 2,518.50	\$ 5,037.00
	August	\$ 146,073.02	\$ 2,518.50	\$ 7,555.50
	September	\$ 143,554.52	\$ 2,518.50	\$ 10,074.00
	October	\$ 141,036.02	\$ 2,518.50	\$ 12,592.50
	November	\$ 138,517.52	\$ 2,518.50	\$ 15,111.00
	December	\$ 135,999.02	\$ 2,518.50	\$ 17,629.50
	January	\$ 133,480.52	\$ 2,518.50	\$ 20,148.00
	February	\$ 130,962.02	\$ 2,518.50	\$ 22,666.50
	March	\$ 128,443.52	\$ 2,518.50	\$ 25,185.00
	April	\$ 125,925.02	\$ 2,518.50	\$ 27,703.50
	May	\$ 123,406.52	\$ 2,518.50	\$ 30,222.00
Year 2 2019/20	June	\$ 120,888.02	\$ 2,518.50	\$ 32,740.50
	July	\$ 118,369.52	\$ 2,518.50	\$ 35,259.00
	August	\$ 115,851.02	\$ 2,518.50	\$ 37,777.50
	September	\$ 113,332.52	\$ 2,518.50	\$ 40,296.00
	October	\$ 110,814.02	\$ 2,518.50	\$ 42,814.50
	November	\$ 108,295.52	\$ 2,518.50	\$ 45,333.00
	December	\$ 105,777.02	\$ 2,518.50	\$ 47,851.50
	January	\$ 103,258.52	\$ 2,518.50	\$ 50,370.00
	February	\$ 100,740.02	\$ 2,518.50	\$ 52,888.50
	March	\$ 98,221.52	\$ 2,518.50	\$ 55,407.00
	April	\$ 95,703.02	\$ 2,518.50	\$ 57,925.50
	May	\$ 93,184.52	\$ 2,518.50	\$ 60,444.00
Year 3 2020/21	June	\$ 90,666.02	\$ 2,518.50	\$ 62,962.50
	July	\$ 88,147.52	\$ 2,518.50	\$ 65,481.00
	August	\$ 85,629.02	\$ 2,518.50	\$ 67,999.50
	September	\$ 83,110.52	\$ 2,518.50	\$ 70,518.00
	October	\$ 80,592.02	\$ 2,518.50	\$ 73,036.50
	November	\$ 78,073.52	\$ 2,518.50	\$ 75,555.00
	December	\$ 75,555.02	\$ 2,518.50	\$ 78,073.50
	January	\$ 73,036.52	\$ 2,518.50	\$ 80,592.00
	February	\$ 70,518.02	\$ 2,518.50	\$ 83,110.50
	March	\$ 67,999.52	\$ 2,518.50	\$ 85,629.00
	April	\$ 65,481.02	\$ 2,518.50	\$ 88,147.50
	May	\$ 62,962.52	\$ 2,518.50	\$ 90,666.00
Year 4 2021/22	June	\$ 60,444.02	\$ 2,518.50	\$ 93,184.50
	July	\$ 57,925.52	\$ 2,518.50	\$ 95,703.00
	August	\$ 55,407.02	\$ 2,518.50	\$ 98,221.50
	September	\$ 52,888.52	\$ 2,518.50	\$ 100,740.00
	October	\$ 50,370.02	\$ 2,518.50	\$ 103,258.50
	November	\$ 47,851.52	\$ 2,518.50	\$ 105,777.00

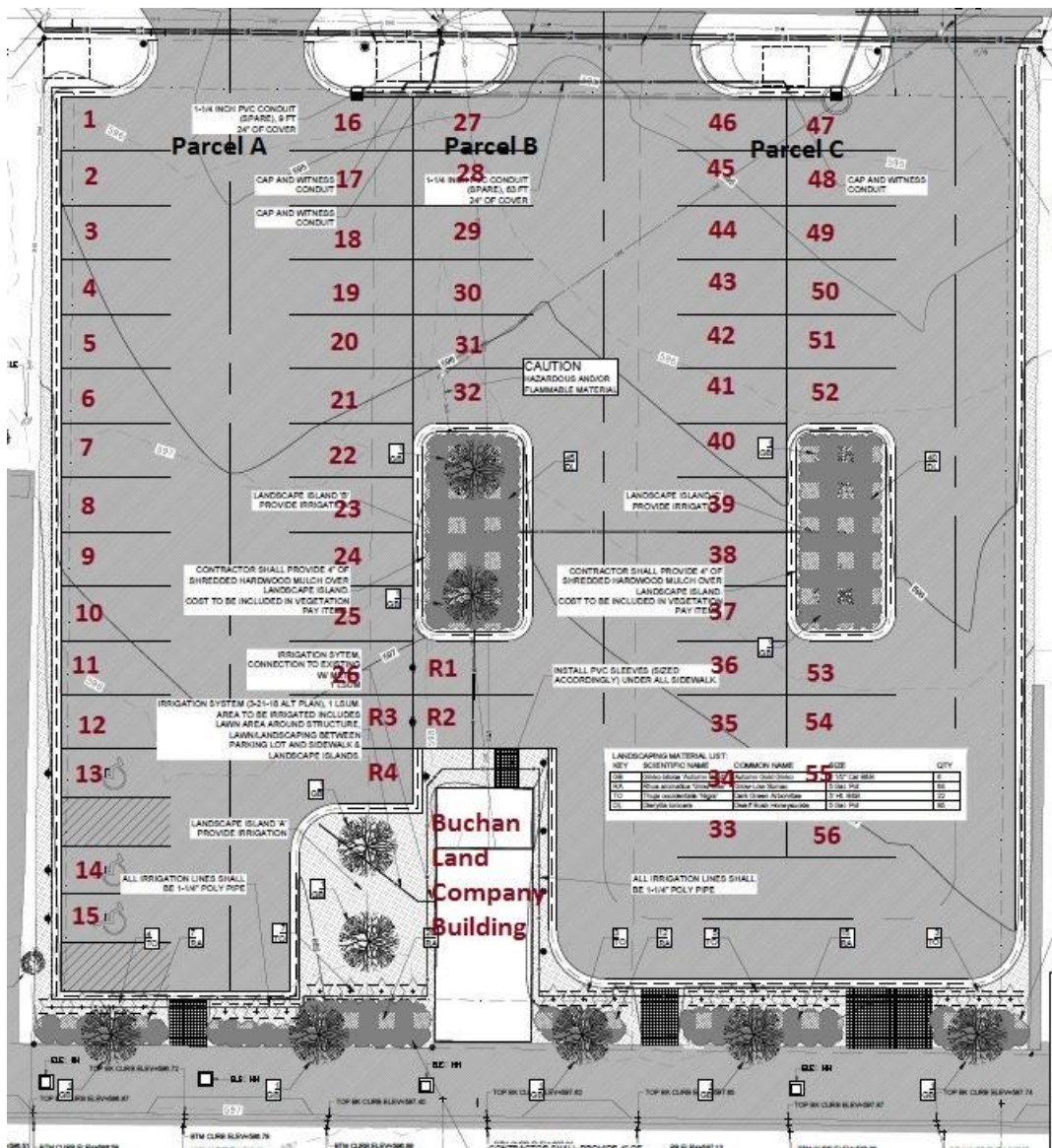
CITY OF TRAVERSE CITY
 TRAVERSE CITY PARKING SYSTEM
 PARKING AREA LEASE
 ATTACHMENT B: LOT P DEPRECIATION SCHEDULE

	December	\$ 45,333.02	\$ 2,518.50	\$ 108,295.50
	January	\$ 42,814.52	\$ 2,518.50	\$ 110,814.00
	February	\$ 40,296.02	\$ 2,518.50	\$ 113,332.50
	March	\$ 37,777.52	\$ 2,518.50	\$ 115,851.00
	April	\$ 35,259.02	\$ 2,518.50	\$ 118,369.50
	May	\$ 32,740.52	\$ 2,518.50	\$ 120,888.00
Year 5 2022/23	June	\$ 30,222.02	\$ 2,518.50	\$ 123,406.50
	July	\$ 27,703.52	\$ 2,518.50	\$ 125,925.00
	August	\$ 25,185.02	\$ 2,518.50	\$ 128,443.50
	September	\$ 22,666.52	\$ 2,518.50	\$ 130,962.00
	October	\$ 20,148.02	\$ 2,518.50	\$ 133,480.50
	November	\$ 17,629.52	\$ 2,518.50	\$ 135,999.00
	December	\$ 15,111.02	\$ 2,518.50	\$ 138,517.50
	January	\$ 12,592.52	\$ 2,518.50	\$ 141,036.00
	February	\$ 10,074.02	\$ 2,518.50	\$ 143,554.50
	March	\$ 7,555.52	\$ 2,518.50	\$ 146,073.00
	April	\$ 5,037.02	\$ 2,518.50	\$ 148,591.50
	May	\$ 2,518.52	\$ 2,518.50	\$ 151,110.00

CITY OF TRAVERSE CITY
 TRAVERSE CITY PARKING SYSTEM
 PARKING AREA LEASE
 ATTACHMENT A: LOT P PREMISES

Premises:

Parcel "A" 28-51-794-017-00, also known as 130 W State Street, Traverse City, Michigan
 Parcel "B" 28-51-794-015-00, also known as 128 W State Street, Traverse City, Michigan
 Parcel "C" 28-51-794-013-01, also known as 124 W State Street, Traverse City, Michigan





Memorandum

To: Jean Derenzy, DDA CEO
From: Nicole VanNess, Parking Administrator *NVN*
Date: April 16, 2018
Re: Award Restoration

In the spring of 2017, we had both parking garages assessed as part of our 5 year maintenance and restoration review. Both assessments outlined general use repairs; such as, cracks, failed joint sealants, leaking tee flanges, and other miscellaneous repairs. The assessments also indicated missing tee flange column connections and distressed connections which are not typical or common. At that time, we determined the need to issue an Engineering Restoration Proposal to oversee the design, bidding and construction of the needed repairs from qualified firms. Additional duties included preparing repair specifications, drawings, and assembling a bid package, attend pre-bid meetings, and assist with reviewing bids to ensure all repairs are covered. Following the award of the repair contract, the firm would participate in pre-construction meetings and review punch-list construction items to ensure repairs are made. In August 2017, we awarded the Engineering Proposal to Rich & Associates.

The Restoration Repair RFP was issued and received in March 2018. The bid results are as follows:

Bidder		Bid Amount
RAM Construction Services	Kentwood, MI	\$ 107,058.00
M One Limited, Inc.	Detroit, MI	\$ 108,300.00
PULLMAN SST, Inc.	Trenton, MI	\$ 145,475.00
DVR Contractors, LLC	Shelby, MI	\$ 158,123.00
Structure Tec.	Cincinnati, OH	\$ 196,556.00
D.C. Byers Company	East Lansing, MI	\$ 301,830.00

We intend for the work to begin in mid-May. Ideally, all repairs will be completed prior to June, 27, 2018. However, if the contractor is not able to complete all items identified, they will return after Labor Day and complete the punch list by September 28, 2018.

In anticipation of the City Commission's approval on April 16, 2018, I recommend the DDA Board concur that the Mayor and City Clerk execute a unit prices contract with RAM Construction Services in the amount of \$107,058, more or less for the 2018 Parking Deck Restoration Project which includes maintenance and repairs for both the Larry C. Hardy and Old Town parking Decks, such contract subject to approval as to its substance by the City Manager and its form by the City Attorney, with funds available in the Parking System Fund.

DOWNTOWN DEVELOPMENT AUTHORITY AGENDA ITEM

FROM: Jean Derenzy, CEO

SUBJECT: Proposed Budget for 2018/2019 and 6-Year Cash Flow

SUMMARY OF ITEM TO BE PRESENTED:

Attached is the proposed budget for the DDA, TIF 97 and Old Town TIF and the Parking Budget, which I will be requesting a public hearing on at our May 2018 meeting. The budget incorporates a 2% increase for employees, an administrative fee of .2% from the TIF Plans (which provides the DDA to implement the TIF Plans) and a .1% to the City of Traverse City. The DDA will continue to pay for attorney services and engineering services.

This is for the Board to review and meet with me over the next month with questions, concerns, ideas prior to the public hearing next month.

As requested by the Board, attached is a six-year analysis/cash flow for each budget which identifies the cash flow for DDA, TIF 97, and Old Town. The revenues do not anticipate additional new builds, only a 1.5% increase each year. As you will see within the cash flow the Capital Improvement Projects, but no West End Parking Deck.

Once we have a more solid number on what the costs are for the 145 West Front Parking Garage, I will put the numbers in to determine the cash flow for TIF 97. This will then begin building our budgets to determine short-term and long-term planning analysis for the downtown TIF Plan.

This is for information and discussion only. As indicated, a public hearing will be held at our May 18 meeting.

RECOMMENDATION: Information Only.

DOWNTOWN DEVELOPMENT AUTHORITY FUND

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget (as	FY 17-18 Projected	FY 18-19 Proposed
REVENUE					
Property Taxes	69613	138929	141,000	131,914	137,464
Reimbursements	791188	699192	776,366	776,366	1,000,706
Rental Income	48940	53185	53,000	53,000	53,000
Interest Revenue	540	346	200	200	200
Miscellaneous	33800	0	0	0	0
Prior Year Surplus	0	0	0	0	0
TOTAL REVENUE	\$944,081	\$891,652	\$970,566	\$961,480	\$1,191,370
EXPENSES					
Payroll Expenses	616,831	616,831	752,023	752,023	740,772
Health Insurance	54,453	54,453	106,700	106,700	200,074
Office Supplies/Operating Supplies	8,413	7,892	10,000	10,000	10,000
Professional/Contractual	82,823	61,449	56,775	56,775	54,000
Contract Services	26,000	26,000	26,000	26,000	26,000
Communications	4,763	4,763	4,800	4,800	4,800
Transportation	315	315	2,000	2,000	2,000
Lodging/Meals	4,545	4,110	5,000	5,000	10,000
Training	600	600	2,000	2,000	7,000
Community Promotion	11,771	8,023	11,500	11,500	11,500
Printing/Publishing	3,820	3,786	1,500	1,500	1,500
Insurance & Bonds	1,730	1,730	1,800	1,800	1,800
Utilities	6,955	6,423	7,100	7,100	7,100
Repairs & Maintenance	1,950	1,950	2,200	2,200	2,200
Rentals	7,867	7,867	9,000	9,000	9,000
Legal Expense	135	135	4,500	4,500	4,500
Miscellaneous	0	0	400	400	400
Capital Outlay	4,055	4,055	6,000	6,000	6,000
TOTAL EXPENSE	\$837,025	\$810,379	\$1,009,298	\$1,009,298	\$1,098,646
NET INCOME/(LOSS)	\$107,056	\$81,273	(\$38,732)	(\$47,818)	\$92,724
FUND BALANCE	\$107,056	\$188,329	-	\$140,511	\$233,235

DOWNTOWN DEVELOPMENT AUTHORITY TIF 97 FUND

	FY 17-18 Budget	FY 17-18 Projected	FY 18-19 Proposed
REVENUE			
Property Taxes	1,890,000	1,985,166	2,194,975
Grants	0	0	0
Reimbursements	115,000	130,000	130,000
Interest Revenue	4,500	3,300	4,500
Prior Year Surplus	0	0	0
TOTAL REVENUE	2,009,500	2,118,466	2,329,475
EXPENSES			
Professional Services	397,000	380,000	469,750
Printing/Publishing	1,000	0	1,000
Contributions to other Government	831,000	799,000	829,400
Capital Outlay	1,027,500	121,432	906,578
TOTAL EXPENSE	2,256,500	1,300,432	2,206,728
NET INCOME/(LOSS)	(\$247,000)	\$818,034	\$122,747
FUND BALANCE	(\$3,282,494)	\$1,135,685	\$1,258,432

DOWNTOWN DEVELOPMENT AUTHORITY OLD TOWN TIF FUND

	FY 16-17 Actual	FY 17-18 Projected	FY 18-19 Proposed
REVENUE			
Property Taxes	0	186,827	260,509
Grants	0	0	0
Reimbursements	0	0	0
Interest Revenue	0	0	0
Prior Year Surplus			
TOTAL REVENUE	\$0	\$186,827	\$260,509
EXPENSES			
Professional Services	0	16,500	166,284
Printing/Publishing	0	0	0
Contributions to other Government	0		
Capital Outlay	0	675	863,330
TOTAL EXPENSE	\$0	\$17,175	\$1,029,614
NET INCOME/(LOSS)	\$0	\$169,652	-\$769,105
Other Financing			\$600,000
FUND BALANCE			-\$170,652

**City of Traverse City, Michigan
Downtown Development Authority
DDA General Fund
Income Statement Projections**

	FY 17/18 Projected	FY 18/19 Budget	FY 19/20 Projection	FY 20/21 Projection	FY 21/22 Projection	FY 22/23 Projection	FY 23/24 Projection
REVENUES							
Property Taxes	\$ 192,700	\$ 137,464	\$ 137,475	\$ 137,486	\$ 137,497	\$ 137,508	\$ 137,519
Grants and contributions	-	-	-	-	-	-	-
Reimbursements	776,400	1,000,706	1,017,355	1,034,302	1,051,555	1,069,119	1,086,999
Rental Income	53,000	53,000	53,000	53,000	53,000	53,000	53,000
Interest Revenue	200	200	200	200	200	200	200
TOTAL REVENUES	1,022,300	1,191,370	1,208,030	1,224,988	1,242,252	1,259,826	1,277,717
EXPENDITURES							
Salaries and Wages	684,321	740,772	755,587	770,699	786,113	801,835	817,872
Fringe Benefits	174,402	200,074	204,075	208,157	212,320	216,567	220,898
Office/Operating Supplies	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Professional Services	56,775	54,000	54,000	54,000	54,000	54,000	54,000
Contract Services	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Communications	4,800	4,800	4,800	4,800	4,800	4,800	4,800
Transportation	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Lodging/Meals	5,000	10,000	10,000	10,000	10,000	10,000	10,000
Training	2,000	7,000	7,000	7,000	7,000	7,000	7,000
Community Promotion	11,500	11,500	11,500	11,500	11,500	11,500	11,500
Printing and Publishing	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Insurance and Bonds	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Utilities	7,100	7,100	7,100	7,100	7,100	7,100	7,100
Repairs and Maintenance	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Rentals	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Legal Services	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Miscellaneous	400	400	400	400	400	400	400
Capital Outlay	6,000	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL EXPENDITURES	1,009,298	1,098,646	1,117,463	1,136,656	1,156,233	1,176,202	1,196,570
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	13,002	92,724	90,567	88,332	86,018	83,624	81,147
Beginning Fund Balance (Deficit)	397,510	410,512	503,236	593,803	682,135	768,153	851,778
Ending Fund Balance (Deficit)	\$ 410,512	\$ 503,236	\$ 593,803	\$ 682,135	\$ 768,153	\$ 851,778	\$ 932,925

City of Traverse City, Michigan
Downtown Development Authority
Tax Increment Financing 97 Fund
Income Statement Projections

	FY 17/18 Projected	FY 18/19 Budget	FY 19/20 Projection	FY 20/21 Projection	FY 21/22 Projection	FY 22/23 Projection	FY 23/24 Projection
REVENUES							
Property Taxes	\$ 1,985,166	\$ 2,194,975	\$ 2,214,142	\$ 2,141,594	\$ 2,160,047	\$ 2,178,550	\$ 2,197,104
Grants	-	-	-	-	-	-	-
Reimbursements	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Interest Revenue	3,300	4,500	4,500	4,500	4,500	4,500	4,500
TOTAL REVENUES	2,118,466	2,329,475	2,348,642	2,276,094	2,294,547	2,313,050	2,331,604
EXPENDITURES							
Professional Services	380,000	469,750	487,467	430,891	516,050	589,444	541,372
Printing and Publishing/Other	-	1,000	200	200	200	200	200
Contribution to District Construction Projects:							
West Front Street Bridge Replacement	8,867	209,453	-	-	-	-	-
Garland Street Repair	27,020	-	-	-	-	-	-
West Front Reconstruction - Signals	49,895	-	-	-	-	-	-
South Cass Bridge Repair	-	44,275	-	-	-	-	-
Park Street Bridge Repair	-	148,500	-	-	-	-	-
Uptown Riverwalk from Union St Dam	35,650	454,350	-	-	-	-	-
Wellington Plaza Erosion	-	50,000	-	-	-	-	-
Farmers Market	-	-	600,000	-	-	-	-
Traffic Signal Arm Mast	-	-	140,000	-	-	-	-
East Front Reconstruction (Park to Grandview)	-	-	-	-	252,700	-	-
200 Block Alley Enhanced Improvements	-	-	-	-	817,000	-	-
South Union Street Bridge	-	-	-	-	63,000	-	-
North Cass Street Bridge	-	-	-	-	-	100,000	-
Lower Boardman River Access	-	-	-	-	-	700,000	-
Lot O Redevelopment	-	-	-	-	-	316,000	-
Grandview Pedestrian Crossing	-	-	-	-	-	500,000	-
Civic Square	-	-	-	-	-	-	1,000,000
Total Contribution to District Construction Projects	121,432	906,578	740,000	-	1,132,700	1,616,000	1,000,000
Total Expenditures	979,000	829,400	859,500	893,600	931,500	973,200	953,400
TOTAL EXPENDITURES	1,300,432	2,206,728	2,087,167	1,324,691	2,580,450	3,178,844	2,494,972
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	818,034	122,747	261,476	951,403	(285,904)	(865,794)	(163,369)
OTHER FINANCING SOURCES (USES)							
Operating transfer/interfund loan	-	-	-	-	-	-	-
NET CHANGE IN FUND BALANCE	818,034	122,747	261,476	951,403	(285,904)	(865,794)	(163,369)
Beginning Fund Balance	317,651	1,135,685	1,258,432	1,519,908	2,471,311	2,185,407	1,319,613
Ending Fund Balance	\$ 1,135,685	\$ 1,258,432	\$ 1,519,908	\$ 2,471,311	\$ 2,185,407	\$ 1,319,613	\$ 1,156,245

City of Traverse City, Michigan
Downtown Development Authority
Tax Increment financings Old Town Fund
Income Statement Projections

	FY 17/18 Projected	FY 18/19 Budget	FY 19/20 Projection	FY 20/21 Projection	FY 21/22 Projection	FY 22/23 Projection	FY 23/24 Projection
REVENUES							
Property Taxes	\$ 186,827	\$ 260,509	\$ 282,268	\$ 283,346	\$ 296,053	\$ 308,766	\$ 321,486
Reimbursements	-	-	-	-	-	-	-
Interest Revenue	-	-	100	100	100	100	100
TOTAL REVENUES	186,827	260,509	282,368	283,446	296,153	308,866	321,586
EXPENDITURES							
Professional Services	16,500	166,284	178,632	203,066	240,378	173,016	174,741
Printing and Publishing/Other	-	-	100	100	100	100	100
Contribution to District Construction Projects:							
Lake Avenue Streetscape	675	671,535	-	-	-	-	-
Eighth Street Bridge Repair	-	147,520	-	-	-	-	-
South Cass Bridge Repair	-	44,275	-	-	-	-	-
Eighth Street Lake Avenue to Woodmere	-	-	-	-	-	-	-
Union Street Streetscape	-	-	-	334,530	-	-	-
South Union Street Bridge	-	-	-	-	63,000	-	-
Rivers Edge Riverwalk Decking	-	-	106,869	-	690,700	-	-
Total Contribution to District Construction Projects:	675	863,330	106,869	334,530	753,700	-	-
TOTAL EXPENDITURES	17,175	1,029,614	285,601	537,696	994,178	173,116	174,841
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	169,652	(769,105)	(3,233)	(254,251)	(698,025)	135,751	146,745
OTHER FINANCING SOURCES (USES)							
Operating transfer/interfund loan	-	600,000	-	-	-	-	-
NET CHANGE IN FUND BALANCE	169,652	(169,105)	(3,233)	(254,251)	(698,025)	135,751	146,745
Beginning Fund Balance (Deficit)	1,000	170,652	1,547	(1,687)	(255,937)	(953,962)	(818,212)
Ending Fund Balance (Deficit)	\$ 170,652	\$ 1,547	\$ (1,687)	\$ (255,937)	\$ (953,962)	\$ (818,212)	\$ (671,466)

DOWNTOWN DEVELOPMENT AUTHORITY AGENDA ITEM

FROM: Jean Derenzy, CEO

SUBJECT: Consideration to Apply for USDA Funding

SUMMARY OF ITEM TO BE PRESENTED:

Request is made for the DDA's authorization to apply for a USDA Rural Business Development grant to help launch a technology business incubator in downtown Traverse City. Having a diverse business economy in the central core of our regional community, being Downtown Traverse City, ensures vitality and long-term future growth.

The grant would help the establishment of a technology-focused business incubator to attract, convene and support innovative thinkers and entrepreneurs and provide them with the networking infrastructure to both launch and grow businesses more rapidly than they would alone, (or in fact at all without the incubator). Entrepreneurs need experts, mentors, investors and service providers, concentrated and available to help break through the barriers to business growth. They also need collaborative workspace to consult with experts, mentors and other early stage business owners – space equipped with the hard infrastructure (desks, conference rooms, video networking, phones, etc.) that often proves too costly for early stage companies.

Primarily, the incubator will facilitate the growth of existing early-stage companies, and help entrepreneurs and innovators move their ideas toward business formation.

Secondary benefits include an increase in the number of higher wage jobs as young technology focused companies grow and new ones are started, an increase in regional workforce talent as new economy workers relocate, and an increase in entrepreneurial activity in general as a thriving start up ecosystem attracts entrepreneurs to the region and establishes Traverse City as an ideal place for business formation and expansion. Growing in an incubator increases a business' chance of continued success and potential for long-term economic impact. National statistics indicate that two out of three business start-ups fail within the first five years, but 87 percent of businesses started in an incubator are still viable after five years.

The Downtown Development Authority would apply for the grant and if successful contract with 20Fathoms, a non-profit focused on entrepreneurship and technology for technical assistance in launching the business incubator with the goals outlined above and described below.

The technology incubator will consist of several components, with the primary being:

1. Startup Incubator

Potential businesses would apply to be an incubator client. Clients would be selected on the strength of their business idea, management potential and operations. Clients receive mentorship and business resources tailored for accelerating growth, access to pre-seed and micro-loan and other financing, education and networking along with access to collaborative workspace.

2. Co-working Space / Community Event space

Low cost collaborative workspace combining office infrastructure with ready access to a network of support services (administrative, HR, Legal, etc.) tailored to help businesses grow without the cost of funding these services alone.

A classroom/boardroom type space for:

- targeted and informational workshops to assist entrepreneurs and those with business ideas,
- space for startup pitches/presentations, contests, boot camps and meetups,
- space for offsite board meetings, etc.

The Community / Event space will help both potential incubator clients as a space for learning and help promote the incubator itself to the external community with the ultimate goals of increasing material support for the incubator.

RECOMMENDATION: Authorization to apply for a \$95,000 USDA Rural Business Development Grant to assist in the creation of technology-based incubator in Downtown Traverse City.



Memorandum

To: DDA Board of Directors
From: Colleen Paveglio, DDA Deputy & Marketing Director
Re: Radio Centre III Streetscape Improvement Reimbursement
Date: April 16, 2018

Enclosed is an invoice from 200 Lake Street Development, LLC for streetscape improvements at the Radio Centre III development on Park Street. The total cost of the improvement are \$18,841.60. Per the City's and DDA's infrastructure policies, TIF 97 would pay for one half the cost, or \$9,420.80. Since this project is associated with the reconstruction of Park Street, the reimbursement may be paid from the Hardy Garage Bond Proceeds. Therefore, I recommend that the **DDA Board of Directors authorize the reimbursement to 200 Lake Street Development, LLC \$9,420.80 for eligible streetscape improvement costs with funds available in the TIF 97 Hardy Garage Bond Proceeds.**

200 Lake Street Development, LLC

607 Randolph Street
 Suite 101
 Traverse City, MI 49684

Invoice

Date	Invoice #
3/19/18	17

Bill To
City of Traverse City 400 Boardman Avenue Traverse City, MI 49684

P.O. No.	Terms	Project

Description	Qty	Rate	Amount
Park Street, streetscape work			
Installed concrete sidewalk along Park St.		3,680.00	3,680.00
Set tree gates and concrete for lights and parking		1,840.00	1,840.00
Installed brick pavers		7,843.00	7,843.00
11/5/17 installation of additional sidewalk		2,718.60	2,718.60
Prep for pavers - brought in sand to bring site up to grade		1,840.00	1,840.00
Sonotubes		690.00	690.00
Electrical prep for lights		230.00	230.00
One half of costs to be paid by Socks Construction		-9,420.80	-9,420.80

Total	\$9,420.80
Payments/Credits	\$0.00
Balance Due	\$9,420.80



TO: Jean Derenzy, DDA CEO
FROM: Nick Viox, DDA Special Project Coordinator
DATE: April 16, 2017
SUBJECT: Double Up Food Bucks Agreement

Double Up Food Bucks is one of the many food assistance programs that we have at the Sara Hardy Downtown Farmers Market. The program assists all SNAP/EBT users by doubling their purchase of fresh, local foods for up to \$20 per market. Last year, this program had generated \$9,722 worth of revenue in our local agricultural system.

The program is slated to begin May 1st. In order to accept Double Up Food Bucks, the Market Manager (the DDA) must sign a Market Manager Agreement. The agreement, attached, refers to our administrative duties within the grant and how funding is filtered through the DDA to vendors at our market.

This program is an excellent way to promote not only healthy, local eating, but our market as a whole! I recommend that the **DDA Board of Directors authorize the Executive Director to execute the enclosed agreement with the Fair Food Network to offer Double Up Food Bucks at the Sara Hardy Farmers Market.**

Double Up Food Bucks

Farmers Market Grant Agreement 2018



March 1, 2018

Traverse City DDA
 Nick Viox
 PO Box 42
 Traverse City, MI 49685
 nick@downtowntc.com
 231-922-2050

Grant Reference Number: DU-MI-18-F0121
 EIN: 38-2289035
 Farmers Market/s: Sara Hardy Downtown Farmers Market

Dear Nick Viox,

Fair Food Network (“FFN”), a tax exempt nonprofit, is pleased to grant in the amount of \$7,500 to the F0121 for the *Double Up Food Bucks Program*.

F0121, hereafter called “the Grantee Organization,” will receive a grant from “FFN” for the Double Up Food Bucks program, hereafter called “the Program” at the Sara Hardy Downtown Farmers Market, hereafter called “the Market”.

Grantee Organization: Traverse City DDA	Market Cycle: Seasonal	Grant Number: DU-MI-18-F0121
Grant Period Start Date: April 1, 2018	Grant Period End Date: March 31, 2019	Funds Disbursement Method: Single Payment
2018 Grant Amount: \$ 7,500.00	Beginning Fund Balance: (funds carried over from 2017 program year) \$3,792.00	Total Funds Available: \$11,292.00
Tokens Issued in 2018: 0	Tokens on-hand from 2017: 4,582	Total Tokens Available: 4,582

This grant is made on the following terms and conditions:

Grant Terms and Conditions

I. Use and Handling of Grant Funds

- a. Funds are to be used by the Grantee Organization to reimburse participating vendors at the Market for Double Up Food Bucks Incentives spent by customers at their stalls at the Market in exchange for eligible products.
- b. Products eligible for Double Up Food Bucks Incentive redemption are unprocessed, fruits and vegetables grown in the state where the Market is located, mushrooms, cut herbs and herb plants, and plants and seeds that grow food producing plants. If the Market is in a county, which borders another state(s), Double Up Food Bucks may also be redeemed for produce grown in the state(s) bordering that county.
- c. Double Up Food Bucks tokens or electronic loyalty credits are used as currency proxy for Incentive distribution and redemption at the Market, hereafter called "the Incentive."
- d. Funds shall not qualify for the Double Up Food Bucks Incentive nor may they be used to reimburse a vendor at the Market if the vendor provided a customer with ineligible product.
- e. Funds may not be used to reimburse a vendor who is not participating in the FFN Program or has not signed a Vendor Agreement.
- f. Any portion of the grant funds not used within the grant period or not used for the purposes stated above must be returned to FFN within one month of when both the Grantee Organization and FFN have agreed upon a reconciliation statement, unless the Grantee Organization receives express written consent from FFN.
- g. Grant funds shall be kept separately on the Grantee Organization's books of account as grant funds from FFN; and accurate records of the funds received and expenses incurred under the grant should be kept in accordance with generally accepted accounting principles.
- h. Financial and program-based records related to the Grant will be retained for at least four years after the completion of the Grantee Organization's use of the Grant funds.
- i. FFN, at its request, shall have reasonable access to the Grantee Organization's and/or the Market's files, records, personnel and premises for the purposes of making financial audits, verifications, or program evaluations as it deems necessary concerning the Grant.
- j. No part of the Grant funds may be used to carry on propaganda, or otherwise attempt to influence legislation or to influence or to participate in or to intervene in (including the publishing or distribution of statements) any political campaign on behalf of (or in opposition to) any candidate for public office.
- k. This agreement becomes null and void, and funds of the Grant must be returned if the terms and conditions of the Grant are not met by the Grantee Organization.
- l. The Grantee Organization should have the correct number of Incentive tokens at the end of the Program season based on reporting provided. The calculation used to determine the number of Incentive tokens which the Grantee Organization should have on hand at the end of the season is: the number of tokens on-hand at the start of the season, minus the number of tokens distributed to customers, plus the number of tokens redeemed by vendors. In the instance that the Grantee Organization does not have the correct number of Incentive tokens at the end of the season, the records of the Grantee Organization may be under review. FFN may, at its discretion, waive any financial penalty if there is a small margin of error (a variance equal to or less than 5%) with the reconciliation of Incentive tokens.
 - a. In the event of a token shortage, the Grantee Organization may be penalized at a cost equal to the replacement value of the token shortage.

- b. In the event of a token overage, the Grantee Organization will be penalized at a cost equal to the cash value of the token overage. This can happen in two ways:
 - i. If the Grantee Organization does not initiate a 2019 grant agreement with FFN, funds must be returned to FFN within one month of when both the Grantee Organization and FFN have agreed upon a reconciliation statement.
 - ii. If the Grantee Organization initiates a 2019 grant agreement with FFN, funds will be subtracted from the current grant agreement's rollover amount.

II. Program Guidelines and Standards

The Grantee Organization is responsible for ensuring FFN Program guidelines are followed at the Market and agrees to administer the Program as directed by FFN. The Grantee Organization will:

a) Vendor Education

- Provide Program information to all vendors at the Market, including those vendors who sell eligible products and those who do not sell eligible products.
- Distribute a Double Up Food Bucks sign to each participating vendor and ensure the signs are visibly posted for customers during the Market's hours of operation.
- Communicate a defined process and schedule for Double Up Food Bucks Incentive redemption and reimbursement with participating vendors at the Market.

b) Incentive Redemption and Reimbursement to Vendors for Incentives

- Make reimbursement payments to participating vendors for the cash value of the Incentive redeemed at the Market for eligible product within one month of when the sales are properly reported by the vendor to the market.
- Prior to reimbursement, the Market must have a signed Double Up Food Bucks Vendor Agreement on file for each vendor for each year of this Grant. The Grantee Organization must provide a copy of this Agreement to FFN upon request.
- To determine the cash value of Double Up Food Bucks redeemed by participating vendors, the Grantee Organization must:
 - a) *If the Market accepts Supplemental Nutrition Assistance Program ("SNAP") payments using an electronic model, monitor all Incentive Loyalty reports.*
 - b) *If the Market accepts SNAP via a token-based system, collect Incentive tokens from participating vendors and maintain and submit to FFN written records of Incentive tokens redeemed by participating vendors using a form provided by FFN or a similar form with FFN permission. Records must indicate the name of the vendor who redeemed the tokens, the date of redemption, the dollar value of tokens submitted and the Market name.*
- *In seasonal markets, the last day for vendors to accept Incentive in exchange for eligible product is the Market's closing day, and the last day for the Grantee Organization to reimburse vendors for redeemed Incentive is one month after the Market's closing day.*

c) Incentive Distribution to Customer

- The Grantee Organization will oversee Incentive distribution to customers using SNAP at the Market.

- A customer at the Market will receive a value of Incentive tokens or loyalty credits equal to the amount of SNAP dollars spent, up to \$20 per market day.
 - a) *If SNAP benefits are accepted using an electronic model by each vendor*, the Grantee Organization will monitor vendors' SNAP and Incentive transactions to ensure SNAP sales are always greater than or equal to Incentive credits awarded.
 - b) *If SNAP benefits are accepted at a central terminal and distributed via a token-based system*, the Grantee Organization will maintain records of daily distribution of tokens using a standardized report form provided by FFN or a similar form with FFN permission. This form must provide a record of each SNAP transaction and Incentive distribution.
- *In seasonal markets*, the last day to distribute the Incentive to customers is the last day of the Market's season

III. Record-Keeping and Reporting

a) Quarterly Reports

The Grantee Organization will submit calendar month totals of the following each quarter via an online survey link provided by FFN. Reported information is final upon submission and will be used to reconcile Incentive funds without correction.

- Cash value of Incentive redeemed by participating vendors and dispersed to customers
- Cash value of SNAP redeemed by participating vendors and dispersed to customers
- Number of SNAP transactions
- *If SNAP benefits are accepted at a central terminal and distributed via a token-based system*, number of new customers as indicated by the number of SNAP customers who respond yes to the question "Is this your first time using your Bridge Card (or equivalent) at this market?"
- FFN may consider requests to adjust quarterly reports made by the Grantee Organization within one month of submission

b) Record Keeping

The Grantee Organization will maintain and keep on file the following records and provide a copy to FFN upon request:

- i. Customer Transaction Records** for each market day when SNAP benefits are accepted at a central terminal and distributed via a token-based system.
- ii. Verification of SNAP sales.** FFN may request third party verification of monthly SNAP sales as demonstrated by either:
 - i. Copy of a daily batch report from the Market's point-of-sale device for each market day
 - ii. Monthly statement from EBT merchant processor
 - iii. Report from a SNAP processing application
- iii. Vendor Records** indicating the cash value of Incentives redeemed by each vendor each market day. Excel or spreadsheet document with required elements of Vendor Record Sheet is allowable.

c) Vendor Reimbursement Records

The Grantee Organization must maintain and provide records of reimbursement payments made to participating vendors for Incentives redeemed on a quarterly basis as demonstrated by either:

- i. Completed payment record column on Vendor Record Sheet provided by FFN with date, check number, and total dollar value of check. FFN only requires payment record for

Incentive reimbursements. The Vendor Record sheet must indicate the portion allocated to each market currency if the Grantee Organization includes multiple market currencies (eg. SNAP, WIC Project FRESH, credit/debit) in a single reimbursement payment.

- ii. Report from the Organization’s accounting software verifying each Incentive reimbursement payment made to vendors, aligned with Incentive redemption documentation.
- iii. If the Grantee Organization makes cash reimbursement payments for Incentive redemption by vendors, the Grantee Organization must be able to verify to FFN that these payments were made by providing a receipt to each vendor or obtaining vendor’s signature at time of reimbursement.
- iv. With FFN permission, alternative forms of documentation may be acceptable.

IV. Evaluation

- The Grantee Organization may opt-in to distribute a questionnaire to customers at point of sale and a survey to vendors provided by FFN during the Market’s season, and return completed surveys in an envelope provided with pre-paid postage within a month of collection.
- The Grantee Organization will complete a year-end market manager evaluation survey.
- The Grantee Organization will allow for additional evaluation methods at the Market as requested by FFN, an independent evaluation firm, or the United States Department of Agriculture (USDA).

V. Trademark

- Fair Food Network owns the trademarked name “Double Up Food Bucks” and the apple/carrot logo. As a Grantee of the Program, the Grantee Organization may use, on a non-exclusive basis, the licensed mark in Market promotional materials for the duration of the Grant period.

VI. Report Schedule

Program participation will be divided into the following quarters for reporting:

- Q2: 4/1/18-6/30/18
- Q3: 7/1/18-9/30/18
- Q4: 10/1/18-12/31/18
- Q1: 1/1/19-3/31/19

Report Name	Due Date	Report Format
Quarterly Report	One week after the close of each quarter Q2: 7/7/18 Q3: 10/7/18 Q4: 1/7/19 Q1: 4/7/19	Online via survey link posted in Market Manager Portal of www.DoubleUpFoodBucks.org .
Vendor Reimbursement Records	One month after the close of each quarter Q2: 7/31/18 Q3: 10/31/18 Q4: 1/31/19	It is preferred that electronic copies be uploaded to the online quarterly report. Other options include: submit hard copy records either in-person or via mail, or send electronically to FFN by email.

	Q1: 4/30/19	
Customer and Vendor Surveys	Within one-month of receipt	Grantee Organization may opt-in to participating and mail completed surveys in an envelope provided by FFN with pre-paid postage.
Market Manager Survey	12/1/18	Online survey link sent via email and posted in Market Manager Portal of www.DoubleUpFoodBucks.org .

VII. Disbursement of Funds

FFN will disburse funds following the receipt of counter-signed grant agreement and a W-9 or copy of tax exempt letter from IRS for tax exempt organizations from the Grantee Organization in one of the following two methods as denoted on Page 1.

- a) Single Payment: Funds will be released to the Grantee Organization in a single payment made by a check; or
- b) Scheduled Reimbursement: FFN will reimburse the Grantee Organization for the cash value of Incentives spent by customers at the Market after the Organization submits complete and accurate reports. FFN will process payments and disburse funds for the cash value of Incentive loyalty transactions redeemed by customers at the Market within 2 weeks of receiving a complete quarterly report from the Grantee Organization. FFN will process payments and disburse funds on a quarterly schedule. Late reports will not be processed until the next scheduled opportunity.

VIII. Violation of Agreement

If Grantee Organization violates any of its duties (including failing to make timely or accurate reports) then FFN could require a refund from Grantee Organization to FFN of part of the Grant that relates to or is impacted by the breach by the Grantee Organization. FFN reserves the right to discontinue, modify or withhold any payment due under the Grant, to require repayment of expended Grant funds, or a refund of unexpended Grant funds, if, in its judgment, such action is necessary to comply with the requirements of any law or regulations affecting its responsibility with respect to the Grant. If any of the conditions of the Grant are violated by Grantee Organization, in addition to requiring a refund of the amount giving rise to the violation, FFN will have no further obligation to continue to fund the Grant.

The foregoing conditions comply with FFN's obligation under U.S. law to make reasonable efforts and establish adequate procedures to see that the Grant funds are spent solely for the purposes for which they have been granted and to obtain full and complete records on how the Grant funds have been expended. Changes in the U.S. laws or regulations may require FFN to ask that more detailed reports be submitted or other steps be taken. FFN will inform the Grantee Organization of any such changes. If the Grantee Organization accepts the above stated conditions, please have a duly authorized representative of the Grantee Organization sign below and make a copy for the Organization's files. Electronic signatures are acceptable.

Return original or copy of the entire signed agreement by mail to the Michigan Farmers Market Association at the following address:

Michigan Farmers Market Association
Attn: Double Up Food Bucks

480 Wilson Rd, Room 172
East Lansing, MI 48824

Or scanned and emailed directly:

To: foodaccess@mifma.org | Subject: Signed agreement for Double Up Food Bucks

On behalf of Fair Food Network, I want to extend our best wishes for success in your work.

Sincerely,

A handwritten signature in black ink that reads "Oran B. Hesterman". The signature is written in a cursive style with a large initial "O" and a stylized "H".

Dr. Oran B. Hesterman
President and CEO

TRAVERSE CITY DDA | SARA HARDY DOWNTOWN FARMERS MARKET

Traverse City DDA
Nick Viox
PO Box 42
Traverse City, MI 49685
nick@downtowntc.com
231-922-2050

Grant Reference Number: DU-MI-18 F0121
EIN: 38-2289035
Farmers Market/s: Sara Hardy Downtown Farmers Market

Authorized Representative of Grantee Organization

Traverse City DDA

_____	_____	_____
Signature	Name and Title (Please Print or Type)	Date

Attachments

This agreement become binding when FFN receives:

1. Counter-signed grant agreement from the Organization
2. W-9 or copy of non-profit exemption letter from IRS

DOWNTOWN DEVELOPMENT AUTHORITY AGENDA ITEM

FROM: Jean Derenzy, CEO

SUBJECT: Office Remodel

SUMMARY OF ITEM TO BE PRESENTED:

Request is made for consideration to redesign the DDA office to provide for an office for the CEO. Cornerstone architects has provided me an idea of a simple approach to add an office and repurpose the remaining space to provide a bit more room and separation, as well as provide a bit more room for the conference area. (attached is the preliminary overview.)

The cost is estimated at \$15,000 for the remodeling and is contained within the current DDA budget.

Understanding that an office is not a necessity, it is important to allow to have some private conversations when needed and private work space when time is needed to concentrate and complete tasks at hand. The Board's consideration of this request is appreciated.

RECOMMENDATION: Authorization to complete remodeling at the DDA offices with bids to be brought back to the DDA for approval.

DOWNTOWN DEVELOPMENT AUTHORITY AGENDA ITEM

FROM: Jean Derenzy, CEO

SUBJECT: Medical Marihuana Dispensaries


SUMMARY OF ITEM TO BE PRESENTED:

The City Planning Commission will be discussing the zoning, therefore the locations of medical marihuana dispensaries. The City Police Chief has provided his opinion relating to the location of dispensaries.

As the Downtown Development Authority will be impacted by this zoning, it is my recommendation that the DDA make a motion to provide to the City Planning Commission for their consideration.

I will have a full recommendation at your meeting on Friday.

**TRAVERSE CITY POLICE DEPARTMENT
OFFICE MEMORANDUM**

TO: RUSSELL SOYRING, PLANNING DIRECTOR
FROM: JEFFREY O'BRIEN, CHIEF OF POLICE 
SUBJECT: MEDICAL MARIHUANA DISPENSARIES
DATE: APRIL 11, 2018

After thought and consideration on the above referenced matter, I am offering my professional opinion for your consideration in conjunction with the Planning Commission for the City of Traverse City.

My opinion is based on information I have collected from many sources.

One of the most impactful is the podcast I listened to that you kindly forwarded to me. The individual, Chelsey Clarke, Intelligence Unit Supervisor, with the Rocky Mountain High-Intensity Drug Trafficking Area outlined many of the issues facing Colorado as a result of the legalization of marihuana use within their State. I have also attached literature for the upcoming MML's 2018 Convention to be held in Grand Rapids, September 20-22, 2018, where Chelsey Clarke will present as one of the General Session Speakers.

Colorado legalized the use of marihuana for medical purposes in 2000 and followed legalizing recreational use in 2013.

The Rocky Mountain High-Intensity Drug Trafficking Area is a neutral organization that collects a broad range of information associated with this legalization.

Some of the most important aspects of Ms. Clarke's podcast were the problems Colorado has experienced and continues to experience. Those identified are as follows:

1. Violent Crime
2. Homelessness made up of the "Traveler" population
3. Open use of marihuana on the streets
4. Enforcement of the state law by law enforcement agencies

Colorado has witnessed a 16% increase in violent crime. There is a misunderstanding that marihuana mellows you out when in fact it affects each individual user differently. The THC component of marihuana affects our brains resulting in various ways an individual

will react. Ms. Clarke mentioned how the increase of violent crime has impacted the security of a well-known mall located in downtown Denver.

The homeless population has grown substantially, in Ms. Clarke's terms, "sky rocketed", with a population of younger individuals who have migrated to Colorado for the intention of smoking marihuana and living on the streets. If asked, they indicate such. Despite Colorado's climate people continue to move to the state resulting in more homeless on the streets with their homeless shelters filled to capacity.

Colorado has the opt-in and opt-out feature the same as the state of Michigan. Ms. Clarke feels this is a plus. Why? Because despite popular belief 75% of the municipalities in Colorado have chosen to opt-out of the marihuana industry in their communities.

In closing, Ms. Clarke stated the municipal leaders should study The Rocky Mountain High-Intensity Drug Trafficking Area report and then ask themselves two questions:

1. What is it that we want from this?
2. Why do you want it?

She stated further that this industry is changing. Her advice: Take a slow approach to opting-in. It is very difficult to opt-out once you have opted-in, so take your time, do your research and ask how your municipality will address the problems associated with this industry in our community.

It is also worth noting, with the legalization of marihuana in Colorado, there remains a thriving "black market" for the drug. This did not decrease, but rather continued and probably increased. To listen to Chelsey Clarke's interview, please visit www.MML.org – Michigan Politics, Huh? Marijuana Legalization in Colorado-Episode 3.

Secondly, on a personal note, in September 2017, within the Grand Traverse County region there were 12 Marijuana Dispensaries. Of those 12 dispensaries the purchase of marijuana was made at 8 locations. Those 8 dispensaries did so in violation of the Medical Marihuana Act. Of the 12 identified dispensaries, 4 of them were operating within the City of Traverse City. It should be noted, 3 of the remaining 4 dispensaries were closed for several different reasons and the fourth only conducted transactions through deliver.

In October 2017, ceases and desist orders were issued to the 8 operating dispensaries. The 4 located in Traverse City were shut down. The total man hours dedicated to this operation (shuttering 8 dispensaries) were 750 with many additional hours spent on further investigations related to these facilities.

Should the City of Traverse City opt-in, it is expected we will experience the same problems seen in Colorado. Monitoring the Medical Marihuana facilities will be handled at the state level by LARA. LARA investigators will be responsible for monitoring facilities within

their jurisdiction. The Michigan State Police will assemble a team to investigate Medical Marihuana dispensaries. I believe the City of Traverse City Police Department should operate their own investigation of the application process as outlined by LARA in the Medical Marihuana Facilities Licensing Act. Please see rule 5. Application requirements; financial and criminal background.

Based on this, I anticipate a huge investment of time and resources from my department to this issue. A commitment to this industry will demand additional law enforcement personnel as it did in Colorado. A decision by the City to opt in will impact local law enforcement, local fire/EMS personnel, Munson Medical Center, and North flight to name a few.

It is my recommendation we slow the process down. We meditate on the impact our community will experience as a whole and what specifically it is we will gain by opting in.

I believe Michigan will be voting in November on whether or not to legalize Recreational Marijuana use. This being the prediction, I feel it is in the City's best interest to wait and see where the state of Michigan is on the matter after November. After that time, we can take an all-encompassing approach to both Medical Marihuana and Recreational Use. I believe time is on our side. It is to our advantage to use it.

In closing, if it is the City's decision to opt-in, after we have done our due diligence, I strongly recommend authorizing a total of 2 dispensaries within the City limits. One on the east side of town and one on the west side of town. The locations should coincide with the location of our medical care facilities: Munson Community Health Center (east) and Munson Medical Center (west).

Because I am committed to the protection of our community and the City as a whole. I do not support Medical Marihuana Dispensaries in the City of Traverse City.

It is my hope and intention the City of Traverse City will opt-out of this industry and focus on keeping our community a safe and inviting place to live and work. I am confident you share that same goal.

If you have any questions or concerns, please contact me directly. Thank you.

JJO/ldg

**Cc: Marty Colburn, City Manager
Captains Bussell
Captain Gillis
File**

K:/O'BrienChief.Dispensaries.Medical.MJ.2018

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Speakers

[Click here for Breakout Session Speakers](#)

General Session Speakers

Chelsey Clarke, Strategic Intelligence Unit Supervisor Rocky Mountain HIDTA

Chelsey Clarke has been an intelligence analyst since 2012. She has worked for the Advanced Technical Intelligence Center (ATIC) (Dayton, Ohio) and Lockheed Martin (Denver, Colorado). While at ATIC, Clarke was the recipient of the Distinguished Graduate Award for specialized analyst training. Clarke joined the Rocky Mountain High Intensity Drug Trafficking Area (RMHIDTA) program in 2014 as a strategic intelligence analyst, and in 2016 was promoted to strategic intelligence unit supervisor.

Clarke is a primary contributor to the annual RMHIDTA regional Threat Assessment and *The Legalization of Marijuana in Colorado: The Impact* reports. She has also represented RMHIDTA in both media interviews and public presentations.

Clarke graduated from Lubbock Christian University with a degree in Criminal Justice, where she was both an Honors Scholar and recipient of a bronze medal for highest GPA in Criminal Justice. She obtained her master's degree in International Security, with concentrations in intelligence and homeland security, from the University of Denver's Josef Korbel School of International Studies.



Convention Blog



The Impact of Marijuana in Colorado

September 27, 2017



Getting Redevelopment Sites Moving

September 27, 2017

Social Media: The Good, the Bad and the Legalities

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The Conversation

Tony Ferrara, First Vice President America in Bloom

Tony Ferrara served 16 years on the Arroyo Grande, California city council and 12 years as the city's elected mayor. Ferrara has held several municipal leadership positions including board president of the San Luis Obispo Council of Governments, president of the San Luis Obispo Regional Transportation Agency, and president of the League of California Cities.

Ferrara's passion is his 8-year involvement with Arroyo Grande in Bloom as both a volunteer and member of the board. Arroyo Grande in Bloom is a multi-year, multi-category AIB award winner and proud member of the America In Bloom Circle of Champions. Ferrara is the founder and principal partner of Arroyo Consulting Group specializing in municipal project facilitation, strategic planning, and emergency management planning and training.



Scott Paine, Ph.D., Director, Leadership Development & Education FLC University, Florida League of Cities

Dr. Scott Paine is the director of Leadership Development and Education at the Florida League of Cities. He joined the League after a 30-year career in higher education, including 22 years as a member of the Communication and the Government and World Affairs faculties at The University of Tampa.

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The Impact of Marijuana in Colorado

by Idonovan | posted in: 2017 Convention | 0

Has the war on drugs been a failure?

"War is a bad term because you expect a winner and loser and an end," said Chelsey Clarke, strategic intelligence unit supervisor for the Rocky Mountain High-Intensity Drug Trafficking Area. "We're really talking about our nation's drug policy and whether it's been effective."

Clarke's organization collects data to show other states and countries what's happening with marijuana legalization. Their goal is to remind you that there are people and stories behind those statistics.

Starbucks is seemingly everywhere in Colorado, says Clarke, but that's nothing compared to the number of recreational marijuana shops and dispensaries that have popped up since recreational marijuana was legalized in the state.

In this session, Clarke shared a variety of ways in which marijuana legalization has had a negative impact on many aspects of life in Colorado:

- **Impaired driving fatalities** – The number of deaths related to marijuana use has increased more than 24 percent. This is not good for Colorado as they still want people to go there for vacation, school, etc.
- **Traffic safety laws** – Colorado set the legal limit of marijuana for roadways at 5 nanograms per liter of blood. But a young man on marijuana was driving and hit an 8-year old girl on a bike – and his blood level was only 1.5 nanograms.
- **Impaired driving** – Marijuana as a percentage of total DUIs has increased each year.
- **Marijuana use in youth** – Citizens were told that there wouldn't be an increase in youth use of marijuana due to right regulation. However, the Healthy Kids Colorado Survey showed an eight percent increase in all high school grades in one year, a 14 percent increase in seniors, a 19 percent increase in juniors, and an increase in middle school use. In college age students, marijuana use is 61 percent higher than the national average.
- **Marijuana use in adults** – Colorado is not first in the nation for adult use. Experts have said that there will be an increase in youth use because they've seen their parents use it. Marijuana affects developing brains in ways that can't be reversed. The potency of Colorado marijuana is something that's never been seen before.
- **Marijuana and poison control cases** – Many marijuana edibles look like everyday products, so there have been a lot of cases of adults, children, and even pets not knowing what they're getting into.
- **Illegal use** – In 2016 in Colorado, there were 252 marijuana-related felony arrests and 7,116 pounds of marijuana seized. That marijuana was destined to 29 different states.
- **Unintended consequences** – use of dangerous chemicals; very high consumption of electricity and water; use of federal lands for growing marijuana crops; money laundering, prostitution; transients who come to the state for the sole purpose of using marijuana; and home grows

There has been a lot of talk about how much revenue the marijuana is bringing to of Colorado, but it's actually only 0.8 percent of the state's total revenue. And there's no good analysis of what cities and the state now have to pay for costs related to the marijuana industry.

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Convention Blog



The Impact of Marijuana in Colorado

September 27, 2017



Getting Redevelopment Sites Moving

September 27, 2017

Social Media: The Good, the Bad and the Legalties
September 15, 2017

Follow Me On The Web!



The Conversation

To see the Rocky Mountain High-Intensity Drug Trafficking Area's reports on the impact of marijuana legalization in Colorado, [click here](#).

#mmlconv

 **Lisa Hicks-Clayton**
@hicksclaytonlis

Our students, winners of the essay contest, attended the Michigan Municipal League Capitol Convention. #mmlconv



Mar 21, 2018

 **The League**
@MMLLeague

NEW! Tune in to this week's #WeLoveWhereYouLive #MichiganPoliticsHuh? #podcast with host @MattBach. He talks about the U.S. Supreme Court & Cities with #mmlconv keynote #LisaSoronon @SLLCSCOTUS

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About the League

The Michigan Municipal League is dedicated to meeting Michigan's communities better by thoughtfully innovating programs, energetically connecting ideas and people, actively serving members with resources and services, and passionately inspiring positive change for Michigan's greatest need: of potential its communities.

[Visit the League's website](#)

DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS

BUREAU OF MEDICAL MARIHUANA REGULATION

MEDICAL MARIHUANA FACILITIES LICENSING ACT

EMERGENCY RULES

Filed with the Secretary of State on December 4, 2017

These rules take effect upon filing with the Secretary of State and shall remain in effect for 6 months.

(By authority conferred on the department of licensing and regulatory affairs by section 206 of 2016 PA 281, MCL 333.27206, enacting section 2 of Act 281 of 2016, by section 3 of 2016 PA 282, MCL 333.27903, and by section 6 of MCL 333.26426, 2008, Initiated Law 1.)

FINDING OF EMERGENCY

These rules are promulgated by the department of Licensing and Regulatory Affairs (department) to establish emergency rules for the purpose of implementing the Medical Marihuana Facilities Licensing Act (act), 2016 PA 281, MCL 333.27101 et seq., which took effect December 20, 2016. The act provides for a state regulatory structure to license and regulate medical marihuana growers, processors, provisioning centers, secure transporters, and safety compliance facilities that interacts with the statewide monitoring system for commercial marihuana transactions; establishes a medical marihuana licensing board (Board) created within the department and appointed by the governor; and prescribes civil fines and sanctions and provides remedies.

The act includes an enacting section specifying that the legislature found it necessary for the promulgation of emergency rules to preserve the public health, safety, or welfare for access to safe sources of marihuana for medical use and the immediate need for growers, processors, secure transporters, provisioning centers, and safety compliance facilities to operate under clear requirements. In addition, section 206 of the act requires the department, in consultation with the Board, to promulgate administrative rules and emergency rules as necessary to implement, administer, and enforce the act. Furthermore, section 206 specifies that the rules shall ensure the safety, security, and integrity of the operation of marihuana facilities.

To date, no administrative rules have been promulgated under the authority granted to the department, in consultation with the Board that has been created within the department. Specifically, there are no current administrative rules to ensure the safety, security, and integrity of the operation of marihuana facilities. Pursuant to section 401 of the act, beginning December 15, 2017, persons may apply to the Board created within the department for state operating licenses in the categories of class A, B, or C grower, processor, provisioning center, secure transporter, and safety compliance facility. The Board is required to review all applications for licensure, issue or deny issuance of a license, and inform each applicant of the Board's decision. If issuance is

December 1, 2017

denied, the Board is required, upon request, to provide a public investigative hearing. In addition, any party aggrieved by an action of the Board suspending, revoking, restricting, or refusing to renew a license, or imposing a fine, shall be given a hearing before the Board upon request. There are no administrative rules currently in place that will provide for the implementation of these requirements as specified in the act.

In addition, the act requires the promulgation of administrative rules to prescribe the use of the statewide monitoring system to track all marihuana transfers, as provided in the Marihuana Tracking Act, 2016 PA 282, MCL 333.27901 et seq. To date, these administrative rules have not been promulgated. The statewide monitoring system is used to track and inventory marihuana and is a key component to preserving the integrity of the operation of marihuana facilities, monitoring the industry, investigating, and supporting compliance with the act to promote the public health, safety, or welfare.

The lack of administrative rules to implement the act will have a detrimental effect on the necessity for access to a safe source of marihuana for medical use and the immediate need for growers, processors, secure transporters, provision centers, and safety compliance facilities to operate under clear requirements. Furthermore, the use of the statewide monitoring system to track all marihuana transfers is integral to the safety and compliance requirements of the act. The emergency administrative rules are needed to enable the department, through its Bureau of Medical Marihuana Regulation, to implement the act to provide a safe environment for the state operating licensees and Michigan communities, as well as access to medical marihuana that has been tested for safety for sale to registered qualifying patients and registered primary caregivers.

If the complete process specified in the Administrative Procedures Act of 1969, 1969 PA 306, MCL 24.201 et seq. for the promulgation of rules were followed, the process would not be completed in time for the department to comply with the act's requirements to process applications according to the timelines specified in the act, provide administrative hearing procedures, or implement the tracking requirements. Furthermore, the administrative rules would not be promulgated prior to the issuance of state operating licenses, thus causing uncertainty and financial hardship to individuals or businesses that plan to apply for commercial state operating licenses.

The department, in consultation with the Board, therefore, finds that the preservation of the public health, safety, and welfare requires the promulgation of emergency rules as provided in section 48 without following the notice and participation procedure required by sections 41 and 42 of 1969 PA 306, as amended, being MCL 24.241, and MCL 24.242 of the Michigan Compiled Laws.

Rule 1. Definitions.

- (1) "Act" means the medical marihuana facilities licensing act, 2016 PA 281, MCL 333.27101 to 333.27801.
- (2) "Batch" means all the plants of the same variety of medical marihuana that have been grown, harvested, and processed together and exposed to substantially similar conditions throughout cultivation and processing.
- (3) "Building" means a combination of materials forming a structure affording a facility or shelter for use or occupancy by individuals or property. Building includes a part or parts of the building

and all equipment in the building. A building shall not be construed to mean a building incidental to the use for agricultural purposes of the land on which the building is located.

(4) "Bureau" means the department of licensing and regulatory affairs' bureau of medical marihuana regulation.

(5) "Bureau of fire safety" or "BFS" means the department of licensing and regulatory affairs' bureau of fire safety.

(6) "Department" means the department of licensing and regulatory affairs.

(7) "Director" means the director of the department of licensing and regulatory affairs or his or her designee.

(8) "Employee" means a person performing work or service for compensation.

(9) "Harvest batch" means marihuana that has been harvested.

(10) "Immature plant" means a nonflowering marihuana plant that is no taller than 8 inches and no wider than 8 inches produced from a cutting, clipping, tissue culture, or seedling that is in a growing/cultivating medium or in a growing/cultivating container that is no larger than 2 inches wide and no more than 2 inches tall that is sealed on the sides and bottom.

(11) "Limited access area" means a building, room, or other contiguous area of a marihuana facility where marihuana is grown, cultivated, stored, weighed, packaged, sold, or processed for sale, under control of the licensee.

(12) "Marihuana facility" means a location at which a licensee is licensed to operate under the act and these rules.

(13) "Marihuana product" means marihuana or marihuana-infused product, or both, as those terms are defined in the act unless otherwise provided for in these rules.

(14) "Marihuana tracking act" means the marihuana tracking act, 2016 PA 282, MCL 333.27901 to 333.27904.

(15) "Michigan medical marihuana act" means the Michigan medical marihuana act, 2008 IL 1, MCL 333.26421 to 333.26430.

(16) "Package tag" means an RFID tag supplied through the statewide monitoring system for the purpose of identifying a package containing marihuana product.

(17) "Plant tag" means an RFID tag supplied through the statewide monitoring system for the purpose of identifying an individual marihuana plant.

(18) "Proposed marihuana facility" means a location at which an applicant plans to operate under the act and these rules if the applicant is issued a state operating license.

(19) "Restricted access area" means a designated and secure area at a marihuana facility where marihuana products are sold, possessed for sale, and displayed for sale.

(20) "Same location" means separate state operating licenses that are issued to multiple marihuana facilities that are authorized to operate at a single property but with separate business addresses.

(21) "Stacked license" means more than 1 state operating license issued to a single licensee to operate as a grower of class C-1,500 marihuana plants as specified in each license at a marihuana facility.

(22) "Tag" or "RFID tag" means the unique identification number or Radio Frequency Identification (RFID) issued to a licensee by the department for tracking, identifying and verifying marihuana plants, marihuana products, and packages in the statewide monitoring system.

Rule 2. Terms; meanings.

Terms defined in the act have the same meanings when used in these rules unless otherwise indicated.

Rule 3. Adoption by reference.

- (1) National fire protection association (NFPA) standard 1, 2018 edition, entitled “Fire Code” is adopted by reference as part of these rules. Copies of the adopted provisions are available for inspection and distribution from the National Fire Protection Association, 1 Batterymarch Park, P.O. Box 9101, Quincy, Massachusetts, 02169, telephone number 1-800-344-3555, for the price of \$99.50.
- (2) Cannabis Inflorescence: Standards of Identity, Analysis, and Quality Control monograph published by the American Herbal Pharmacopoeia. A copy of that publication may be obtained from the American Herbal Pharmacopoeia, P.O. Box 66809, Scotts Valley, California 95067, or at the Internet address <http://www.herbal-ahp.org/>, for the price of \$44.95.
- (3) Safe Quality Food (SQF), 7.2 edition available at http://www.sqfi.com/wp-content/uploads/SQF-Code_Ed-7.2-July.pdf.
- (4) The International Organization for Standardization (ISO), ISO 22000 / ISO/TS 22002-1 - food safety bundle, available for purchase at: <https://webstore.ansi.org/RecordDetail.aspx?sku=ISO+22000+%2f+ISO%2fTS+22002-1+-+Food+Safety+Bundle>, for the price of \$275.00.
- (5) International Organization for Standardization (ISO), ISO/IEC 17025:2005, general requirements for the competence of testing and calibration laboratories available at: <https://webstore.ansi.org/RecordDetail.aspx?sku=ISO%2fIEC+17025%3a2005>, for the price of \$162.00.

Rule 4. Application procedure; requirements.

- (1) A person may apply for a state operating license on the form created by the department accompanied by the application fee as prescribed in these rules. Each question on the application must be answered in its entirety and all information requested and required by the act and these rules must be submitted in the application. Failure to comply with these rules and the application requirements in the act is grounds for denial of the application.
- (2) A person may submit a partial application under Rule 5 on the condition that it is to prequalify to complete the remaining application requirements. This is a pending status until all application requirements in Rule 6 are completed. The department shall not issue a license at this stage of the application.
- (3) The department may delay an application while additional information is requested including, but not limited to, requests for additional disclosures and documentation to be furnished to the department.
- (4) For purposes of this rule and Rules 5 and 6 the term “applicant” includes the officers, directors, and managerial employees of the applicant and any persons who hold any direct or indirect ownership interest in the applicant.

Rule 5. Application requirements; financial and criminal background.

- (1) The first part of the application is a financial background and full criminal history background check of the applicant. For purposes of this rule an applicant includes the officers, directors, and managerial employees of the applicant and any persons who hold any direct or indirect ownership interest in the applicant.

(2) An applicant shall disclose the identity of every person having any ownership interest in the applicant with respect to which the license is sought including, but not limited to, date of birth, government issued identification, or any other documents required by the act.

(3) An applicant and any persons who have a direct or indirect interest in the applicant, as well as any officers, directors, and managerial employees of the applicant shall disclose all the financial information required in the act and these rules in a format created by the department including, but not limited to, the following:

- (a) Financial statements, pecuniary interest, any deposit of value of the applicant or made directly or indirectly to the applicant, or both, and financial account information including but not limited to, funds, savings, checking, or other accounts including any or all financial institutions information, such as names, account type, amounts of the foregoing, and a list of all loans, amounts, securities, or lender information.
- (b) Property ownership information, deeds, leases, rent, real estate trusts, purchase agreements or institutional investors.
- (c) Tax information, W-2 and 1099 forms, and any other information required by the department.
- (d) For in-state and out-state applicants, the applicant's business organizational documents filed with this state, local county, or foreign entity, if applicable, including proof of registration to do business in this state and certificate of good standing from this state or foreign entity, if applicable.
- (e) Disclosure by the applicant of the identity of any other person who meets either of the following:
 - (i) Controls, directly or indirectly, the applicant.
 - (ii) Is controlled, directly or indirectly, by the applicant or by a person who controls, directly or indirectly, the applicant.
- (f) Written consent by the applicant to a financial background investigation as authorized under the act and these rules.
- (g) Disclosure by the applicant of any true parties of interest as required in section 404 of the act.
- (h) Disclosure by the applicant of the stockholders or other persons having a 1% or greater beneficial interest in the proposed marihuana facility as required in section 303 of the act.
- (i) The sources and total amount of the applicant's capitalization to operate and maintain the proposed marihuana facility in compliance with Rule 11.
- (j) A CPA-attested financial statement including foreign attested CPA statement, or its equivalent, if applicable, on capitalization pursuant to Rule 11.
- (k) Information on the financial ability of the applicant to purchase and maintain adequate liability and casualty insurance in compliance with Rule 10.
- (l) Any other documents, disclosures, or attestations created or requested by the department that are not inconsistent with the act or these rules.

(4) An applicant and each person having any ownership interest in the proposed marihuana facility and each person who is an officer, director, or managerial employee of the applicant shall disclose criminal history background information and regulatory compliance as provided under the act and these rules in a format created by the department, including, but not limited to, all the following:

- (a) Attestation, in writing, that the person consents to inspections, examinations, searches, and seizures that are permitted under the act and these rules.
- (b) Written consent to a criminal history check, submission of a passport quality photograph to the department and 1 set of fingerprints to the department of state police in accordance with section

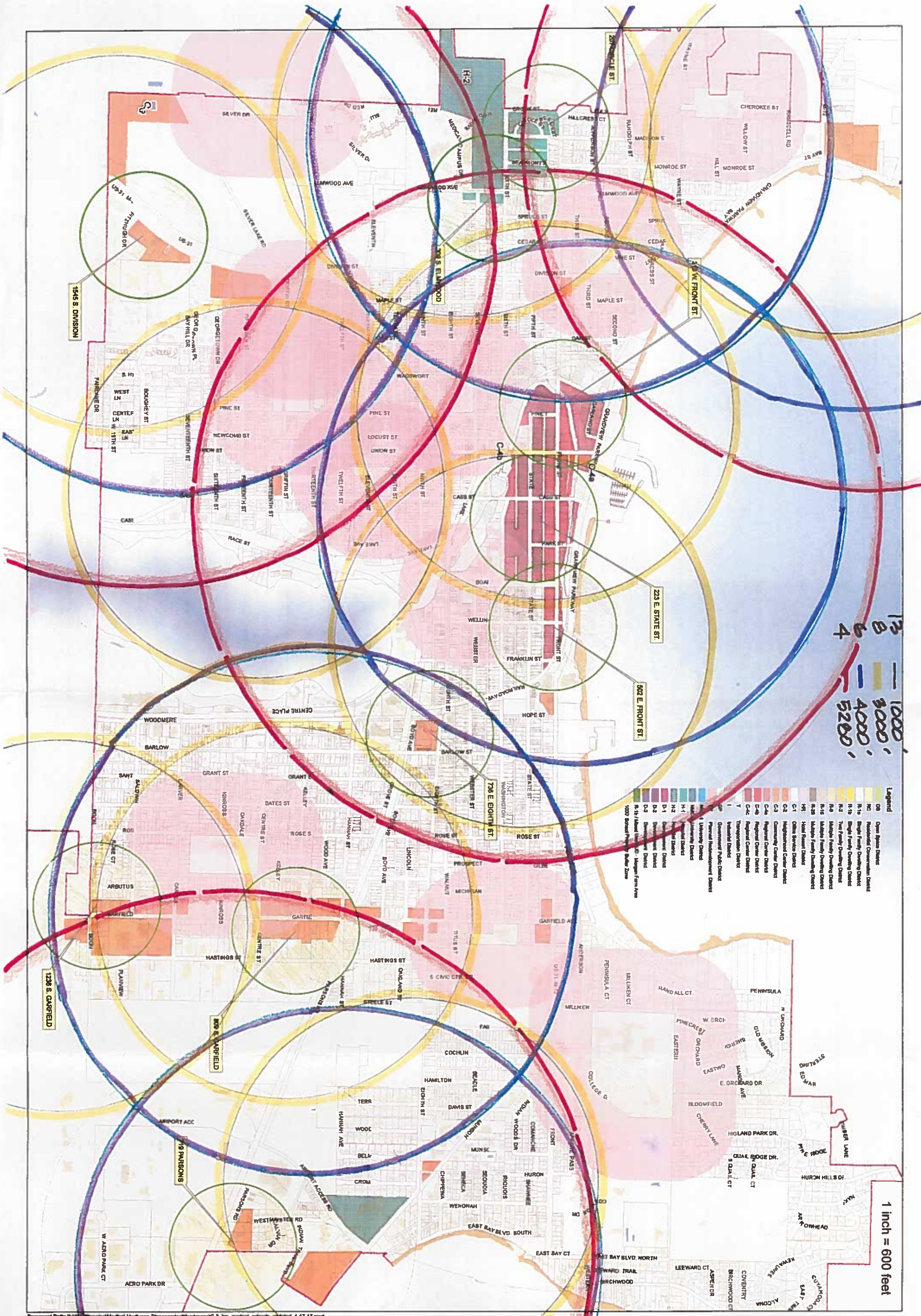
402 of the act and these rules for the applicant, each person having any ownership interest in the proposed marihuana facility, and each person who is an officer, director, or managerial employee of the applicant.

- (c) Submission of a handwriting exemplar, fingerprints, photographs, and information authorized by the act and by these rules.
 - (d) Attestation affirming a continuing duty to provide information requested by the department and to cooperate in any investigation, inquiry, or hearing.
 - (e) Attestation acknowledging that sanctions may be imposed for violations on a licensee while licensed or after the license has expired as provided in the act and these rules.
 - (f) Disclosure of any noncompliance with any regulatory requirements in this state or any other jurisdiction.
 - (g) Disclosure of an application or issuance of any commercial license or certificate issued in this state or any other jurisdiction and the requirements under section 401(1)(e) of the act.
 - (h) Any other documents, disclosures, or attestations created or requested by the department that are not inconsistent with the act or these rules.
- (5) An applicant shall submit in the application any information requested and required by the act and these rules.

Rule 6. Application requirements; complete application.

- (1) A complete application for a state operating license must include all the information in Rule 5 and all the following:
- (a) A description of the type of marihuana facility, anticipated or actual number of employees, projected or actual gross receipts, a business plan, proposed marihuana facility location, and security plan as required under the act and these rules.
 - (b) A copy of the proposed marihuana facility plan under Rule 8.
 - (c) An applicant shall pass the pre-licensure inspection as provided in Rule 9.
 - (d) An applicant shall submit confirmation of compliance with the municipal ordinance as required in section 205 of the act and these rules. For purposes of these rules, confirmation of compliance must be on an attestation form prepared by the department that contains all of the following information:
 - (i) Written affirmation that the municipality has adopted an ordinance under section 205 of the act, including, if applicable, the disclosure of any limitations on the number of each type of marihuana facility.
 - (ii) Description of any zoning regulations that apply to the proposed marihuana facility within the municipality.
 - (iii) The signature of the clerk of the municipality or his or her designee attesting that the information stated in the document is correct.
 - (e) The disclosure of the true party of interest as required in section 404 of the act and these rules.
 - (f) The disclosure of the beneficial interest as required in section 303(1)(g) of the act.
 - (g) Additional information and documents requested by the department not inconsistent with the act and these rules.
 - (h) Any other documents, disclosures, or attestations created or requested by the department that are not inconsistent with the act and these rules.

Rule 7. Application; fees; assessment.



Document Path: G:\GIS\Planning\Medical Marijuana Dispensaries\YearMap\C-3_1000_buffers_schools_updated_4-17-17.mxd

C-3, C-4, H-1 AND H-2 ZONING WITH 1000' SCHOOL PROPERTY BUFFER AND 1000' SUBJECT PROPERTY RADIUS

DOWNTOWN DEVELOPMENT AUTHORITY AGENDA ITEM

FROM: Jean Derenzy, CEO

SUBJECT: Lower Boardman River Leadership Team

SUMMARY OF ITEM TO BE PRESENTED:

Attached is a draft overview of an Ad-Hoc Project Team approach for the Lower Boardman River. This draft overview is based on your preliminary strategic plan. The timing of the Ad-Hoc is important as we look at the urban core of where the river flows and focus on how to protect the natural asset that we have.

The River is for All Citizens, how the natural river connects to the urban environment is important to identify how development interacts with the River. As stated at a Planning Commission meeting, it is important to have a Master Plan of the River, and not "piecemeal" project by project the river bank. It is my recommendation that the DDA lead the discussion with stakeholders to seek public engagement and identify the Plan for the Lower Boardman River.

This is draft only I will be reaching out to stakeholders of their interest in being part of the project leadership team. Once the Team has been identified an overview will be brought before the DDA for consideration and approval.

This is information only for input, discussion and if desired providing staff a different direction to take on the approach.

Traverse City Downtown Development Authority

A River Reborn: Making the River Accessible for Live, Work, Play for Everyone

Ad-Hoc Project Leadership Team

After an intense process of engagement, the project to remove the Boardman River dams and restore the River is nearing completion. The purpose of this project, in keeping with the spirit of engagement, is to complete a unifying physical and natural resource improvement plan so that people of all ages, needs and abilities can access and use this remarkable resource in ways that are rewarding.

Much like the Boardman River Prosperity Plan, this project will establish what should be done by the TCDDA and its partners to protect and wisely use the Lower Boardman River to protect and preserve its natural features and the River ecology just as it wisely use the resource for community and economic development.

The project will have two phases. The purpose of this ad-hoc leadership team will be as follows:

Phase 1. Completing the Unifying Plan

The team will work with relevant interests, including residents to develop a unifying plan. In drafting that plan, the team shall consider:

- The DDA Strategic Plan
- City Master Plan
- City Recreation Plan
- U of M Student Plan
- Your Bay, Your Say Plan
- Boardman River Prosperity Plan
- Input provided from various interests – Boardman River Dams Plans
- Fish Ladder Plans
- Interests and plans of users of the River and riparian owners
- Other relevant plans and studies

In completing their work to draft a plan for review by the TCDDA Board, the team will seek the views and ideas of a large number of stakeholders, including but not limited to:

- City and County personnel and elected officials
- DNR, MDEQ, EPA, USACE, Great Lakes Fisheries Commission, GTB and other relevant Tribal, state and federal agencies
- Residents and neighborhood associations
- Recreation interest groups
- Business groups and interests
- Other groups, organizations and individuals

Further, the Team shall identify the costs associated with the Plan in order to identify grants, loans etc. to help achieve the goals of the community. The team shall strive to complete the draft unifying plan by (Date to be Determined).

Phase 2. Implementing the Plan

While representatives on the project team may differ during this phase, the primary goal will be to see that the Plan is implemented in keeping with the Plan schedule. The purposes of the team will be to:

1. Ensure all interests are kept informed of plan implementation and opportunities for input
2. Where possible, assist in fund development to support implementation
3. Collaborate with a fund developer retained by the TCDDA to support the project
4. Ensure project promotion and communications, including support letters for funding requests.



Memorandum

To: Jean Derenzy, DDA CEO
From: Nicole VanNess, Parking Administrator *NV*
Date: April 16, 2018
Re: Parking Services Updates – April 2018

Scheduled Vehicle Replacement – Existing

The Green Committee has an initiative for all departments to move towards fully electric vehicles. We were able to test the Chevy Bolt last week, and feel this vehicle will meet our needs. On May 7th, the City Commission will review the request to replace our existing Ford Explorer with the fully electric Chevy Bolt.

Charging Stations – Existing

With the addition of a fully electric vehicle to our fleet, we are reviewing options of adding additional charging stations to the Hardy Parking Structure. The two stations we installed last year are used on a regular daily basis, and we would like to continue to offer charging for electric vehicles.

Old Town NE Elevator - Update

The elevator is still out-of-service. We are weighing the options of repair versus replacement and will continue to obtain quotes for service before exploring replacement. At this time, the quote process is difficult as this elevator has been serviced for the same repair three times in the past five years. Most of the quotes are for exploratory review prior to repairs.

\$5 Citations - New

In January, we began offering a \$5 discount for any meter violation that was paid the same day in officer or online. The goal of the \$5 discount was to offer an incentive for anyone who paid their parking fine right away in an effort to increase the parking fine collection rate. We printed 329 letters in March and 576 letters in April in each round of collection notices that included the 30% of letters resulting from outstanding balances of \$5 citations not paid within the discount time period. Over the two months, the 278 letters for the outstanding fines have generated additional or an increase in calls that we did not anticipate receiving. We will continue to review the information and determine if we should consider continuing to offer the discount.

FARMERS MARKET ADVISORY BOARD

REGULAR MEETING AGENDA

Monday, March 19, 2018, 9:00 am
Committee Room, Second Floor
Governmental Center, 400 Boardman Avenue, Traverse City
www.downtowntc.com

1. Roll Call
 - a. Present: Tricia Phelps, Lori Buchan, Sue Kurta, Brenin Wertz-Roth, Linda Grigg, Nic Welty, Jeff Joubran, Tim Werner, Meghan McDermott (9:02 am), Courtney Lorenz (9:23 am)
 - b. Absent: Gary Jonas, Chuck Korson

2. Approval of Minutes
 - a. Buchan seconded motion, not Grigg, to be edited
 - b. Motion to Approve - Laurie Buchan, Seconded - Linda Grigg

3. Monthly Financials
 - a. Motion to Approve - Brenin Wertz Roth, Seconded - Jeff Joubran

4. Prescriptions for Health Contract Review

5. Wednesday Markets Review
 - a. Programming Committee Review
 - b. Jean Derenzy intro: DDA received a letter from a vendor requesting Wednesday market time remain the same. Need to develop system for receiving vendor feedback prior to making changes so DDA does not receive mixed messages. Like how the advisory committee meets and makes recommendations, but this flip-flop draws attention to the need for a better vendor feedback process.
 - c. Comments from Brenin, Tricia, Nick: we learned from this mistake,
 - d. Tricia: now we know we need to meet face to face, email doesn't work
 - e. Joubran: problematic to miscommunicate with DDA, jumped the gun, can't happen again
 - f. Buchan: we learned from this and all agree to make sure this doesn't happen again

- g. Welty: vendor representatives could take it upon themselves to be more responsible to communicate with other vendors since they are their appointed representatives to this advisory board, and bring their feedback back to this advisory board
- h. Kurta: that's already happening
- i. Buchan: feel like the vendors think that this board is a "secret society"
- j. Grigg: one of the best vendor communication changes has been to send the packet, but for the future, any major changes should dictate we have a face to face vendor meeting
- k. Buchan: is there a suggestion box available at the market?
- l. Viox: I receive feedback via phone and email, no suggestion box, they're seldom used
- m. McDermott: could we issue a survey to customers regarding the time change? In order to better communicate with vendors
- n. Viox: customer survey could be problematic, need to survey people who are not already at market, time change is now postponed
- o. Wertz-Roth: we could talk to MIFMA, get ideas for how to solicit additional vendor input
- p. Buchan: at the next in-person meeting, could we (the advisory board), be available at the meeting in order to put a real face on this decision-making body
- q. Viox: will send out an email to schedule that meeting in order to allow as many board members to attend as possible

6. Barricades Update

- a. Food trucks cannot be used due to the fact that they have large propane tanks and can create a hazard in the event of a collision.
- b. We plan to use vendor trucks if available, otherwise we will suggest that SEEDS staff park in that area in order to create a barricade.

7. Data Gathering

- a. MIFMA invited SHFM to participate in National Farmers' Market Coalition. MIFMA covers the cost of the data collection portal.
- b. This is a farm bill year, data is critical to convey the necessity of federal food assistance programs as the NFMC advocates for these programs. Sales data is particularly important as it conveys the economic impact of these programs- will of course be voluntary for vendors.
- c. Networks NW may be a good source of funding/support for data collection as needed. Nick and Meghan will follow up.

Downtown Traverse City Association
Regular Board Meeting
March 8, 2018

Minutes

Present: Kim Bazemore, Jake Kaberle, Liz Lancashire, Jeffrey Libman, John McGee, Todd McMillen, Misha Neidorfler

Absent: Dave Leonhard

Staff/Others: Jean Derenzy, Colleen Paveglio

1. **Call to Order:** President Neidorfler called the meeting to order at 8:36 a.m.
2. **Approval of Minutes of the DTCA Board Meeting of February 8, 2018:** Minutes from the February 8, 2018 board meeting were approved as amended upon **motion by Kaberle and seconded by McGee. Motion carried unanimously.**
3. **Marketing Report** (*Paveglio*)
 - a. **Chili Cook-Off**
 - i. Saturday, January 13th at the State Street Marketplace
 - ii. Served about 1,300
 - iii. Sponsors are C.H. Robinson, Golden Shoes, Pepsi, MyNorth Media, BARC, and Monstrey MacDonald
 - b. **Presidents' Day Weekend Sale**
 - i. Google form has been sent
 - ii. Promote through ads and social media
 - c. **Traverse City Restaurant Week**
 - i. February 25th - March 3rd
 - ii. 40 participants
 - iii. Two Tier option: Three course dinner for \$25 or \$35
 - iv. Great Lakes Wine & Spirits has \$2,000
 - d. **Celebration for Young Children**
 - i. Saturday, April 28
 1. Deadline for participation March 15
 2. Hands on Activity Center at Ecco
 3. Wings of Wonder at HorizonsSocial Media: As of March, 2018
 - e. **Downtown Art Walk**
 - i. Friday, May 4
 1. Deadline for participation March 15
 - f. **Miscellaneous**

- i. Social Media: As of March 6, 2018
 1. Facebook: 17,986
 2. Instagram: 19,263
 3. Twitter: 17,801
- ii. Newsletter Report: March 2018

4. Committee Reports

- a. Nominating Committee
 - i. Dave Leonhard
 - ii. Misha Neidorfler
 - iii. Sara Harding: Member at Large

5. President's Report (*Neidorfler*)

- a. Welcome Jean

6. CEO's Report (*Derenzy*)

a. Financial Report

- i. Approval of the Financial Reports through February 28, 2018. **Financial Report through February 28, 2018 was approved upon motion by Libman and seconded by Bazemore. Motion carried unanimously.**

b. DDA Report

- i. CIP
- ii. Riverwalk
- iii. Redevelopment of Lot O
- iv. Farmers Market
- v. Lake & Cass
- vi. TIF

7. New Business

a. Website Calendar

- i. Support from the Board to move forward with What's up Michigan to develop a new calendar and trip builder for the Downtown website

b. Alzheimers Request

- i. Paveglio to offer GMD opportunity

c. New Members

- i. Enlightened Living

8. Adjournment

- a. The meeting adjourned at 9:26 a.m.



CELEBRATION FOR YOUNG CHILDREN

Saturday, April 28
11 am to 1 pm

ECCO

(look for the red door)

11 am - 1 pm

Hands-On Activity Center hosted by miaeyc

Horizon Books

11 am - Noon

Wings of Wonder

State Theatre

10 am

Family Sing-Along with Miss Miriam of Little Bird School of Song

Activities in Downtown Shops

Acoustic Tap Room • The Cheese Lady
Chemical Bank • Great Lakes Bath & Body
Kilwins • Liana's • MI Happy Place (Tee See Tee)
Millie & Pepper • Morsels Espresso + Edibles
Toy Harbor

Children's Art Work Displays

Acoustic Tap Room • American Spoon • The Cheese Lady
Chemical Bank • Great Lakes Bath & Body • Haystacks
Kilwins • Liana's • McMillen's Custom Framing
MI Happy Place (Tee See Tee) • Millie & Pepper
Miner's North Jewelers • Sugarkissed
Suhm-thing • Toy Harbor

NORTHERN CHAPTER

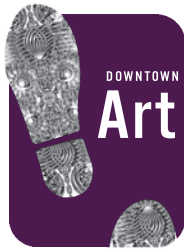
miaeyc

Michigan Association for the
Education of Young Children



downtown traverse city | downtowntc.com | 231.922.2050

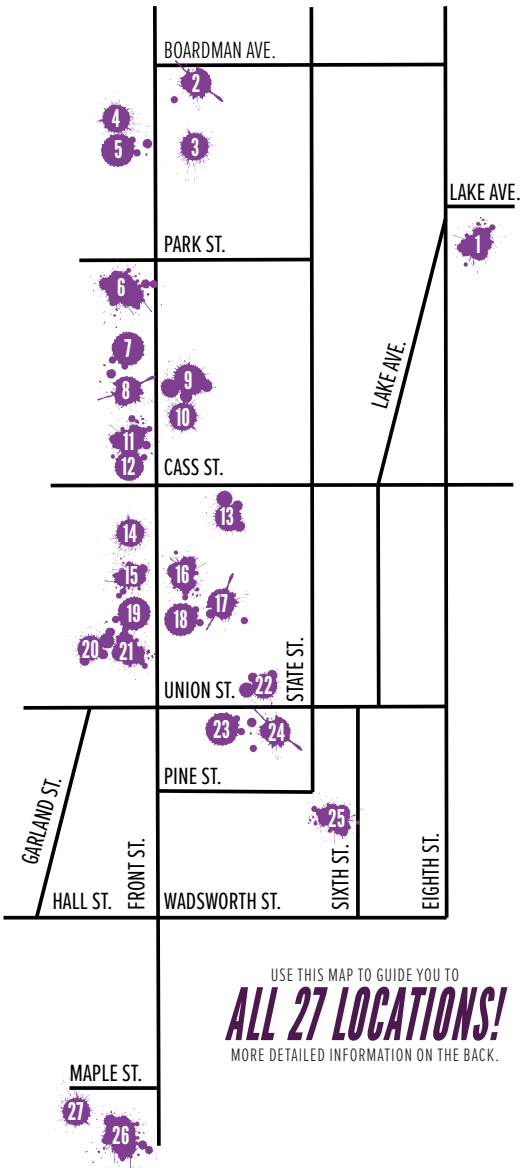




DOWNTOWN TRAVERSE CITY

Art Walk

FRIDAY, MAY 4 • 5PM - 9PM



USE THIS MAP TO GUIDE YOU TO
ALL 27 LOCATIONS!

MORE DETAILED INFORMATION ON THE BACK.

- 1. OVIATT HOUSE BED & BREAKFAST** 244 E. EIGHTH
COLLEEN & JUSTIN SHULL • OIL & ACRYLIC
- 2. MI HAPPY PLACE (TEE SEE TEE)** 346 E. FRONT
KEVIN BURDICK • SPRAY PAINT STREET ART
- 3. MCMILLEN'S CUSTOM FRAMING** 326 E. FRONT
GEARY HOFFMAN • PHOTOGRAPHIC WATERCOLOR
- 4. PAINTING WITH A TWIST** 317B E. FRONT
MIKAYLA WELLS, JESSICA SIMPSON, & STACEY GRIST • PAINT
- 5. MICHIGAN ARTISTS GALLERY** 317A E. FRONT
GROUP SHOW OF 70+ ARTISTS INTERPRETING HICKS' "PEACEABLE KINGDOM"
- 6. GRAND TRAVERSE PIE CO.** 101 N. PARK
CHILD & FAMILY SERVICES • CHILDREN'S ART
- 7. ORVIS STREAMSIDE** 223 E. FRONT
JIM VEENSTRA • GLASS
- 8. PINK ANCHOR** 219 E. FRONT
STEPHANIE SCHLATTER • PAINT
- 9. HAYSTACKS** 232 E. FRONT
MAX MCLEOD LAMBERT • OIL
- 10. MINER'S NORTH** 222 E. FRONT
BLACKBIRD ARTS • MIXED MEDIA
- 11. GLITZ & SPURS** 207 E. FRONT
ANNELISE NICOLE • FINE ART PORTRAIT PHOTOGRAPHY
- 12. DAISY JANE** 203 E. FRONT
LEIF SPORCK • TILE ART
- 13. MY SECRET STASH** 122 S. CASS
ALEX TESELSKY • COPPER
- 14. ROTH SHIRT CO.** 155 E. FRONT
ED ROTH • T-SHIRTS & ILLUSTRATIONS
- 15. KILWIN'S** 129 E. FRONT
JEREMY JOHNSON • ACRYLIC & MIXED MEDIA ON CANVAS
- 16. ART & SOUL GALLERY** 140 E. FRONT
JOE KREISER • METAL PHOTOGRAPHY
- 17. THE WOODEN GALLERY** 116 E. FRONT, #1
LISA LARONES, DALE DEVRIES, & STEVE TAVENER • PHOTOGRAPHY
- 18. FUSION FINE ART FRAMING & GALLERY** 114 E. FRONT, STE. 208
BILL HYSLOP • OIL PAINTING
- 19. SINCERELY BETTY** 123 E. FRONT, STE. 2
ALI HOXSIE • MIXED MEDIA
- 20. ECCO EVENT SPACE** 121 E. FRONT
SPENCER MCQUEEN • PAINTING/MIXED MEDIA ON CANVAS
- 21. ONE OAK BRIDE** 121 E. FRONT, STE. 108
HEATHER SPOONER • HAND LETTERING & MURALS
- 22. HARVEST** 127 S. UNION
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