

DOWNTOWN DEVELOPMENT AUTHORITY ANNUAL MEETING AGENDA
Friday, September 20, 2019 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. Election of Officers (Page 1)
3. 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 July 19, 2019 (approval recommended) (Pages 2-4)
 - B. Consideration of minutes of Joint Study session with City Commission July 22, 2019 (approval recommended) (Pages 5-6)
 - C. Consideration of approving Financial Reports and disbursements for DDA, TIF 97, and Old Town TIF for July and August, 2019 and Financial Reports for Traverse City Parking Services. (approval recommended) (Pages 7-20)
 - D. Community Police Report (Pages 21-22)
 - E. Why Downtown retail is coming back (Retail story – CNU) (Pages 23-28)
4. Chair Report:
 - A. Appointment to Lower Boardman River Leadership Team (Page 29)
5. Special Order of Business
 - A. Presentation from Traverse Connect New Strategic Plan (Pages 30-87)
 - B. Presentation from AECOM – Stormwater Report (Page 88)
6. CEO Report
 - A. Lease Agreement – GFA Building (Pages 89-92)
 - B. Parking Agreement between DDA and City (Pages 93-95)
 - C. Painting of Exterior Parking Garage Signs (Page 96-97)
 - D. Strategic Planning Update (Page 98)
 - E. TIF 97 Extension Update (Pages 99-102)
 - F. DDA District Expansion 8th Street Update (Page 103)
 - G. Lower Boardman River Update on Progress (Page 104)
7. Board Member Reports
 - A. Arts Commission (verbal)
 - B. Farmers Market (verbal)
8. Staff Reports:

- A. Marketing / Communications (Pages 105-110)
- B. Parking Update (Pages 111-112)

Old Business

9. Receive and File:

- A. DTCA Minutes for July and August 2019 (Pages 113-115)
- B. Farmer's Market Advisory Committee Minutes for July 2019 (Pages 116-117)
- C. Lower Boardman River Leadership Team Minutes for July and August 2019 (Pages 118-120)
- D. Traverse City Arts Commission Minutes for July and August 2019 (Pages 121-126)

10. Public Comment

11. 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 CEO 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.



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

Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: Election of Officers

September is the annual meeting of the DDA whereby election of officers is required.

Motion is needed for Chair, Vice-Chair, Secretary and Treasurer.

Our current officers are:
Leah Bagdon-McCallum, Chair
Gabe Schneider, Vice-Chair
Bill Golden, Treasurer
Scott Hardy, Secretary

Motion is required from the Board for nominations for each office or can be combined in a slate of officers. Please note that Bill Golden will not continue as a DDA board member, with November being his last meeting.

Minutes
Traverse City Downtown Development Authority
July 19, 2019
Commission Chambers, Second Floor
Governmental Center, 400 Boardman Avenue, Traverse City

1. Roll Call

Chair Bagdon-McCallum called meeting to order at 8:01am

Present: Leah Bagdon-McCallum, Allison Beers, Harry Burkholder, Mayor Carruthers, Collette Champagne, Steve Constantin, Bill Golden, Scott Hardy, Debbie Hershey, T. Michael Jackson, Jeff Joubran (entered at 8:05am), Gabe Schneider

Absent: None

2. Consent Calendar

Motion by Schneider, seconded by Beers, that the consent portion of the agenda be approved. Motion carried unanimously.

- A. Consideration of minutes for the Regular Meeting of the June 21, 2019 (approval recommended)**
- B. Consideration for Approval of Claims**
- C. Consideration of approving Financial Reports for DDA, TIF 97, and Old Town TIF for June 2019 and Financial Reports for Traverse City Parking Services.**

3. CEO Report

- A. Project Updates**
 - i. 222 State Street**
 - ii. John Socks updated the Board on his latest project downtown**
 - iii. There will be 20 residential units in the new project**
 - iv. Derenzy updated the Board on various projects throughout downtown**
 - v. City Manager, Marty Colburn, addressed questions about tree maintenance within new projects**
- B. Introduction of New Community Police Officer**
 - i. Officer Culver started downtown July 1, 2019**
 - ii. Issues that Officer Culver has heard from merchants include: the homeless population downtown, shoplifters, bicycles and traffic laws, and drunken activity.**
- C. AECOM Stormwater Report**
 - i. Report will work in tandem with the Stormwater ordinance with the City.**
 - ii. AECOM will be presenting at September's meeting and providing recommendations**
- D. Near-Term and Broader issues with respect to Alcohol**
 - i. The DDA has been working with the City to manage how liquor licenses are reviewed**
 - ii. Derenzy would like to bring recommendations to the City Commission in September or October**
- E. Overview of Activities**

- i. Electric Scooters
 - a. Russ Soyring, City Planner, has established a meeting to review scooter ordinance
- ii. Farmers Market/Ironman
 - a. The Farmers Market will not be moving locations during the Ironman
- iii. Strategic Planning Session
 - a. August 16th, 8:00am at the City Opera House
- iv. Joint City/DDA Meeting
 - a. Meeting is Monday, July 22nd to present findings of the TIF 97 Ad Hoc committee
- v. Lower Boardman River
- vi. Expansion of DDA Boundaries

F. Joint City/DDA Meeting, Monday July 22nd at 7:00pm

4. Board Member Updates

- A. Arts Commission (Hershey)
 - i. Transition to DDA has gone well
 - ii. Tunnel project is moving ahead
 - iii. Artist for the Boathouse project has been selected
 - iv. Then & Now was approved by the City Commission
 - v. A Master Plan and development plans will be solidified
- B. Farmers Market (Hardy)
 - i. Board received a letter about concerns with Ironman event during the market
 - ii. Approved new vendors and discussed vendor audits
- C. Parking Sub Committee (Hardy)
 - i. Committee has not met since the last meeting
 - ii. Next meeting will be August 1st, 2019
- D. Lower Boardman River (Burkholder)
 - i. Reviewed all results from the Public Outreach meeting last month
 - ii. Largest item of concern regarded alcohol use on the river
 - iii. More public engagement sessions will be held in the coming months

5. Staff Reports

- A. Communications
 - i. Website
 - a. DTCA & Parking websites will launch early August
 - ii. Lower Boardman River Leadership Team
 - a. All information for future meetings, engagements, etc can be found at www.lowerboardman.downtowntc.com
 - iii. Destination Downtown
 - a. The program is continuing to grow
 - iv. Parking Communications
 - a. New print materials were created for downtown employees to ease the task of finding parking downtown
 - v. Facebook
 - a. Managing several new pages, including the Arts Commission page

- vi. DTCA Update
 - a. Street Sales August 2nd
 - b. Friday Night live begins August 2nd
 - c. Downtown Art Fair will take place August 17th
- B. Parking
 - i. Meters on Boardman and Railroad temporarily placed
 - ii. The Hardy Parking Deck roof replacement will start on Monday

6. Receive and File

- A. Farmer's Market June Minutes
- B. Arts Commission June Minutes
- C. DTCA June Minutes

7. Public Comment

- A. Carol Kent, 697 Hannah Avenue, addressed the Board about the DDA boundaries expansion.

8. Adjournment

- A. The meeting officially adjourned at 9:32am.

**DOWNTOWN DEVELOPMENT AUTHORITY JOINT STUDY SESSION WITH CITY
COMMISSION**

Minutes

Monday, July 22, 2019, 7:00PM

**Governmental Center, 400 Boardman Avenue, Traverse City Commission Chambers,
Second Floor**

Pledge of Allegiance

A. Roll Call

Present: Bagdon-McCallum, Burkholder, Mayor Carruthers, Golden, Hardy, Hershey,
Jackson, Joubran, Schneider

Absent: Beers, Champagne

B. Topics of Discussion

i. Presentation of, and discussion regarding, the City Commission and Downtown
Development Authority's Joint Ad Hoc Committee Report regarding Tax
Increment Financing 97 Plan. (Marty Colburn, Jean Derenzy, Commissioner
Richard I. Lewis, Chairman; Mayor Jim Carruthers; Mayor Pro Tem
Amy Shamroe; DDA Board Members Bill Golden, Scott Hardy and Gabe
Schneider).

i. Commissioner Lewis (Ad Hoc Committee Chairman), Jean Derenzy
(DDA CEO), and Marty Colburn (City Manager) all addressed the
commission with the findings of the report.

ii. Public Comment

The following addressed the Ad Hoc Committee:

Rick Buckhalter, 932 Kelley Street
Barb Willing, No address given
John McGee, 3341 Autumn Leaf
Katy Bertodatto, 603 W. 7th Street
Justin Reed, 630 Cottageview Drive
Rick Korndorfer, 602 W. Ninth
Andy Cole, Slabtown, City Business Owner
Grant Parsons, 6936 Mission Ridge
Thomas Darga, City Business Owner
June Thaden, 520 Highland Park Drive
Tyler Bevier, 1210 Santo Street
Barb Zupin, 205 W. 7th Street

Cynthia Brzak, 503 N. Elmwood
Ann Rogers, 1236 Peninsula Drive
Judy Nelson, 429 Garfield Avenue
Shea O'Brien, 209 Fair Street

iii. The members of the DDA Board departed the meeting at 9:08pm.

DRAFT

09/12/19

Downtown Development Authority
Balance Sheet
As of July 31, 2019

	Jul 31, 19
ASSETS	
Current Assets	
Checking/Savings	
Fifth Third Checking - 3112	2,784,267.32
Fifth Third Savings - 6740	202,140.73
Patty Cash	288.19
Total Checking/Savings	2,986,706.24
Accounts Receivable	
Accounts Receivable	94,900.83
Total Accounts Receivable	94,900.83
Other Current Assets	
Due From APS	1,973.86
Due From DTCA	-87.46
Payroll Advance	2,001.85
Total Other Current Assets	3,908.26
Total Current Assets	3,085,615.33
Other Assets	
Due From Other Funds	55,572.32
Pre-Paid Expense	9,729.00
Total Other Assets	65,301.32
TOTAL ASSETS	3,150,916.65
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	40,131.31
Total Accounts Payable	40,131.31
Credit Cards	
First National - 8889	82.79
First National - 8870	419.94
Total Credit Cards	502.73
Other Current Liabilities	
Accrued Payroll Liabilities	1,959.84
Accrued Salaries	14,356.00
Deposits Payable	
Double Up Food Bucks	12,409.00
EBT Bridge Card	8,301.56
NCF Reimbursements	346.00
Prescriptions for Health	6,200.00
Project Fresh	2,826.00
Senior Project Fresh	5,177.00
Deposits Payable - Other	2,288.00
Total Deposits Payable	29,193.56
Due to Other Funds	11,956.65
Payroll Liabilities	
Health Insurance Payable	928.66
Life Insurance Payable	1,333.84
State Income Tax Payable	2,143.22
State Unemployment Tax Payable	-499.81
Payroll Liabilities - Other	156.01
Total Payroll Liabilities	4,061.92
Seed Grant	
Lower Boardman	-11,870.00
Total Seed Grant	-11,870.00
Tech Incubator Fund	22,200.00
Total Other Current Liabilities	71,869.97
Total Current Liabilities	112,504.01
Total Liabilities	112,504.01
Equity	
Opening Bal Equity	107,606.27
Retained Earnings	2,521,718.76
Net Income	408,987.59
Total Equity	3,038,312.64
TOTAL LIABILITIES & EQUITY	3,150,916.65

08/12/19

Downtown Development Authority
Balance Sheet
As of August 31, 2019

	Aug 31, 19
ASSETS	
Current Assets	
Checking/Savings	
Fifth Third Checking - 3112	2,876,489.81
Fifth Third Savings - 6740	202,168.19
Petty Cash	298.19
Total Checking/Savings	2,876,956.19
Accounts Receivable	
Accounts Receivable	7,380.44
Total Accounts Receivable	7,380.44
Other Current Assets	
Due From AP's	-335.93
Due From DTCA	-67.46
Payroll Advance	2,001.86
Total Other Current Assets	1,598.47
Total Current Assets	2,887,935.10
Other Assets	
Due From Other Funds	55,572.32
Pre-Paid Expense	9,729.00
Total Other Assets	65,301.32
TOTAL ASSETS	2,953,236.42
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Accrued Payroll Liabilities	1,959.84
Accrued Salaries	14,356.00
Deposits Payable	
Double Up Food Bucks	10,715.00
EBT Bridge Card	8,471.61
Ironman	-2,167.00
NCF Reimbursements	348.00
Prescriptions for Health	4,370.00
Project Fresh	3,081.00
Senior Project Fresh	-6,055.00
Deposits Payable - Other	2,288.00
Total Deposits Payable	21,049.61
Direct Deposit Liabilities	
Due to Other Funds	-68.98
Payroll Liabilities	199,720.45
Federal Income Tax Payable	-10.00
Health Insurance Payable	1,078.32
Life Insurance Payable	1,429.74
Medicare Tax Payable	-2.54
Social Security Tax Payable	-10.84
State Income Tax Payable	2,348.55
State Unemployment Tax Payable	-230.80
Payroll Liabilities - Other	167.94
Total Payroll Liabilities	4,770.37
Seed Grant	
Lower Boardman	-11,870.00
Total Seed Grant	-11,870.00
Tech Incubator Fund	22,200.00
Total Other Current Liabilities	252,119.32
Total Current Liabilities	252,119.32
Total Liabilities	252,119.32
Equity	
Opening Bal Equity	107,608.27
Retained Earnings	2,521,718.78
Net Income	71,792.05
Total Equity	2,701,117.10
TOTAL LIABILITIES & EQUITY	2,953,236.42

3:41 PM
09/12/19

DDA - TIF97
Balance Sheet
As of July 31, 2019

	Jul 31, 19
ASSETS	
Current Assets	
Checking/Savings	
Fifth Third Checking - 8026	2 315,931.40
Total Checking/Savings	2 315,931.40
Accounts Receivable	
Accounts Receivable	805,000.00
Total Accounts Receivable	805,000.00
Total Current Assets	3,120,931.40
Other Assets	
Due From Other Funds	11,988.65
Total Other Assets	11,988.65
TOTAL ASSETS	3,132,900.05
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	425,667.84
Total Accounts Payable	425,667.84
Other Current Liabilities	
Deferred Revenue	805,000.00
Due To Other Funds	18,317.94
Total Other Current Liabilities	823,317.94
Total Current Liabilities	1,248,985.78
Total Liabilities	1,248,985.78
Equity	
Opening Bal Equity	-21,200.00
Retained Earnings	1,908,719.11
Net Income	-3,604.84
Total Equity	1,883,914.27
TOTAL LIABILITIES & EQUITY	3,132,900.05

3:42 PM
09/12/19

DDA - TIF97
Balance Sheet
As of August 31, 2019

	Aug 31, 19
ASSETS	
Current Assets	
Checking/Savings	
Fifth Third Checking - 8026	3,641,935.18
Total Checking/Savings	3,641,935.18
Accounts Receivable	
Accounts Receivable	805,000.00
Total Accounts Receivable	805,000.00
Total Current Assets	4,446,935.18
Other Assets	
Due From Other Funds	11,968.65
Total Other Assets	11,968.65
TOTAL ASSETS	4,458,903.83
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Deferred Revenue	805,000.00
Due To Other Funds	18,317.94
Total Other Current Liabilities	823,317.94
Total Current Liabilities	823,317.94
Total Liabilities	823,317.94
Equity	
Opening Bal Equity	-21,200.00
Retained Earnings	1,908,719.11
Net Income	1,748,066.78
Total Equity	3,635,585.89
TOTAL LIABILITIES & EQUITY	4,458,903.83

3:43 PM
09/12/19
Accrual Basis

**DDA Old Town TIF
Balance Sheet
As of July 31, 2019**

	Jul 31, 19
ASSETS	
Current Assets	
Checking/Savings	
Fifth Third Checking - 0850	122,240.36
Total Checking/Savings	122,240.36
Total Current Assets	122,240.36
TOTAL ASSETS	<u>122,240.36</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	145,924.02
Total Accounts Payable	145,924.02
Other Current Liabilities	
Due To Other Funds	3,500.00
Total Other Current Liabilities	3,500.00
Total Current Liabilities	149,424.02
Total Liabilities	149,424.02
Equity	
Retained Earnings	-27,183.66
Total Equity	-27,183.66
TOTAL LIABILITIES & EQUITY	<u>122,240.36</u>

3:44 PM
09/12/19
Accrual Basis

**DDA Old Town TIF
Balance Sheet
As of August 31, 2019**

	Aug 31, 19
ASSETS	
Current Assets	
Checking/Savings	
Fifth Third Checking - 0850	293,762.50
Total Checking/Savings	293,762.50
Total Current Assets	293,762.50
TOTAL ASSETS	293,762.50
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Due To Other Funds	3,500.00
Total Other Current Liabilities	3,500.00
Total Current Liabilities	3,500.00
Total Liabilities	3,500.00
Equity	
Retained Earnings	-27,183.66
Net Income	317,446.16
Total Equity	290,262.50
TOTAL LIABILITIES & EQUITY	293,762.50

DOWNTOWN DEVELOPMENT AUTHORITY CLAIMS JULY 2019

Date	Vendor	Amount	Description
3-Jul	Merchant Services	29.95	EBT Processing Fees
3-Jul	United States Treasury	6,675.50	Payroll
8-Jul	Farmers Checks	2,565.00	Market Reimbursements
9-Jul	City of TC	10,026.56	Health Insurance
9-Jul	ICMA	2,617.84	Retirement
9-Jul	Bottomline Bookkeeping	281.25	Bookkeeping
11-Jul	Intuit Check Printing	352.98	Office Supplies
11-Jul	Quickbooks	21,204.81	Payroll
17-Jul	United States Treasury	6,531.82	Payroll
22-Jul	State of Michigan	2,096.11	Payroll
23-Jul	First National Bank	1,840.81	Credit Card
23-Jul	Tyler Brown	196.50	Cell Phone Reimbursement
23-Jul	James Gaskin	3,600.00	Health Insurance Reimbursement
23-Jul	Greg Merica	196.50	Cell Phone Reimbursement
23-Jul	Heather Halt	196.50	Cell Phone Reimbursement
23-Jul	Marianne Posler	3,600.00	Health Insurance Reimbursement
23-Jul	Amy Russell	3,796.50	Cell Phone/Health Reimbursement
23-Jul	ICMA	2,664.17	Retirement
23-Jul	Bottomline Bookkeeping	236.25	Bookkeeping
24-Jul	Brickyard Towing	280.00	Farmers Market Tows
24-Jul	Charter Communications	1,220.50	Communications
24-Jul	City of TC	573.21	Prof/Contractual
24-Jul	Community Foundation	2,000.00	Community Promotions
24-Jul	Garden Goods	2,413.05	Planters
24-Jul	Gene Ullery-Smith	5,120.00	Seed Grant: Lower Boardman
24-Jul	Google	126.00	Communications
24-Jul	MEDA	340.00	Printing/Publishing
24-Jul	MML	6,920.00	Workmans Comp.
24-Jul	Ollar Consulting	30.00	Prof/Contractual
24-Jul	OneUpWeb	1,400.00	Prof/Contractual
24-Jul	Rotary Club	132.00	Lodging/Meals
24-Jul	SEEDS	3,899.39	Prof/Contractual
24-Jul	Taste the Local Difference	674.00	Printing/Publishing
24-Jul	Traverse City Light & Power	421.34	Utilities
25-Jul	MESC	841.18	Payroll
25-Jul	Quickbooks	21,947.81	Payroll
31-Jul	United States Treasury	6,847.36	Payroll

DOWNTOWN DEVELOPMENT AUTHORITY CLAIMS AUGUST 2019

Date	Vendor	Amount	Description
6-Aug	City of TC	\$ 10,026.56	Health Insurance
6-Aug	City of TC	\$ 18,900.00	H.S.A. Contributions
6-Aug	Old Town TIF	\$ 325,560.04	Property Taxes
6-Aug	ICMA	\$ 3,090.55	Retirement
6-Aug	TIF 97	\$ 1,763,492.80	Property Taxes
6-Aug	Bottomline Bookkeeping	\$ 281.25	Bookkeeping
8-Aug	Quickbooks	\$ 23,127.83	Payroll
11-Aug	Farmers Checks	\$ 7,123.00	Farmers Market Reimbursements
12-Aug	KCI	\$ 2,517.16	Lower Boardman-Printing
15-Aug	United States Treasury	7,28.58	Payroll
20-Aug	State of Michigan	\$ 2,143.22	Payroll
20-Aug	ICMA	\$ 4,058.43	Retirement
20-Aug	Bottomline Bookkeeping	\$ 236.25	Bookkeeping
21-Aug	Brickyard Towing	\$ 210.00	Farmers Market Tows
21-Aug	Carl Ferguson	\$ 297.50	Prof/Contractual
21-Aug	Charter Communications	\$ 1,838.60	Communications
21-Aug	Filemaker	\$ 540.00	Operation Supplies
21-Aug	Google	\$ 126.00	Communications
21-Aug	MDA	\$ 200.00	Dues & Membership
21-Aug	Morsels	\$ 46.00	Lodging/Meals
21-Aug	OneUpWeb	\$ 500.00	Prof/Contractual
21-Aug	SEEDS	\$ 3,818.03	Prof/Contractual
21-Aug	Smith Group	\$ 6,750.00	Seed Grant: Lower Boardman
21-Aug	Traverse City Record Eagle	\$ 103.00	Printing/Publishing
21-Aug	Xerox	\$ 1,420.68	Rentals
22-Aug	Quickbooks	\$ 23,716.05	Payroll
23-Aug	First National Bank	\$ 502.73	Credit Card
28-Aug	United States Treasury	\$ 7,649.08	Payroll
31-Aug	Farmers Checks	\$ 10,695.00	Farmers Market Reimbursements

TIF 97 CLAIMS JULY 2019			
Date	Vendor	Amount	Description
24-Jul	City of TC	67,640.00	Capital Outlay-WiFi Agreement
30-Jul	City of TC	2,121.86	Capital Outlay-Union St. Alley

TIF 97 CLAIMS AUGUST 2019			
Date	Vendor	Amount	Description
6-Aug	Brew	\$ 900.00	Public Restrooms
6-Aug	Espresso Bay	\$ 900.00	Public Restrooms
6-Aug	Great Lakes Bath & Body	\$ 750.00	Public Restrooms
6-Aug	Milk & Honey	\$ 900.00	Public Restrooms
6-Aug	Morsels	\$ 900.00	Public Restrooms
20-Aug	Downtown Development Authority	\$ 56,512.75	Prof/Contractual
21-Aug	Ace Hardware	\$ 170.90	Office Supplies
21-Aug	City of TC	\$362,918.09	Capital Outlay-Uptown Riverwalk
21-Aug	Eden Hill Greenhouse	\$ 1,887.00	Hanging Baskets
21-Aug	Grand Traverse County	\$ 7,458.40	Property Taxes
21-Aug	Underwater Construction	\$ 4,765.00	Capital Outlay-Uptown Riverwalk

OLD TOWN TIF CLAIMS AUGUST 2019			
Date	Vendor	Amount	Description
20-Aug	DDA	\$ 27,630.75	Adm. Services
21-Aug	Ace Hardware	\$ 170.90	Office Supplies
21-Aug	City of Traverse City	\$ 118,293.27	Capital Outlay-Lake Avenue
21-Aug	Grand Traverse County	\$ 7,942.98	Property Taxes

REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY
 PERIOD ENDING 08/31/2019

GL NUMBER	DESCRIPTION	2019-20 AMENDED BUDGET	ACTIVITY FOR MONTH 08/31/19	YTD BALANCE 08/31/2019	ENCUMBERED YEAR-TO-DATE	UNENCUMBERED BALANCE	BGDT USED
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND							
Revenues							
Dept 000 - NON-DEPARTMENTAL							
585-000-451.073	RAMSDELL GATE FEES	0.00	0.00	0.00	0.00	0.00	0.00
585-000-502.000	FEDERAL GRANTS	0.00	0.00	0.00	0.00	0.00	0.00
585-000-651.000	PARKING DECK PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00
585-000-652.000	PARKING FEES-COIN	0.00	0.00	0.00	0.00	0.00	0.00
585-000-653.000	PERMITS-SURFACE LOTS	1,500,000.00	1,123.23	2,123.23	0.00	1,225,761.75	18.28
585-000-653.005	PERMITS-PARKING DECK	200,000.00	11,472.96	11,472.96	0.00	189,138.00	5.93
585-000-653.007	PERMITS - NEIGHBORHOOD	0.00	0.00	0.00	0.00	0.00	0.00
585-000-653.010	DESTINATION DOWNTOWN	0.00	0.00	0.00	0.00	0.00	0.00
585-000-656.010	PARKING FINES	0.00	0.00	0.00	0.00	0.00	0.00
585-000-656.020	PARKING FINES-AIRPORT	300,000.00	11,321.52	35,512.52	0.00	150.00	100.00
585-000-656.030	PARKING FINES-COLLEGE	0.00	0.00	0.00	0.00	263,087.36	13.33
585-000-664.000	INTEREST & DIVIDEND EARNINGS	0.00	0.00	0.00	0.00	0.00	0.00
585-000-668.000	RENTS AND ROYALTIES	25,000.00	0.00	310.51	0.00	0.00	0.00
585-000-664.000	SALE OF FIXED ASSETS	0.00	0.00	0.00	0.00	24,489.47	2.04
585-000-674.000	CONTRIBUTIONS-PUBLIC SOURCES	0.00	0.00	0.00	0.00	0.00	0.00
585-000-675.000	CONTRIBUTIONS-PRIVATE SOURCES	0.00	0.00	0.00	0.00	0.00	0.00
585-000-677.000	REIMBURSEMENTS	0.00	0.00	0.00	0.00	0.00	0.00
585-000-683.000	RECOVERY OF BAD DEBTS	0.00	0.00	222.38	0.00	0.00	0.00
585-000-686.000	MISCELLANEOUS INCOME	0.00	0.00	0.00	0.00	0.00	0.00
585-000-687.000	REFUNDS AND REBATES	79,300.00	0.00	200.00	0.00	19,600.00	0.25
585-000-694.000	OTHER INCOME	0.00	0.00	0.00	0.00	0.00	0.00
585-000-699.000	PRIOR YEARS* SURPLUS	0.00	0.00	0.00	0.00	0.00	0.00
Total Dept 000 - NON-DEPARTMENTAL		2,104,800.00	98,179.82	316,996.41	0.00	1,777,903.60	15.58
Dept 585 - AUTOMOBILE PARKING SYSTEM							
585-585-653.005	PERMITS-PARKING DECK	0.00	0.00	0.00	0.00	0.00	0.00
Total Dept 585 - AUTOMOBILE PARKING SYSTEM		0.00	0.00	0.00	0.00	0.00	0.00
Dept 586 - HARDY DECK							
585-586-651.000	PARKING DECK PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00
585-586-653.000	PERMITS-SURFACE LOTS	325,000.00	85,324.11	44,299.00	0.00	235,711.10	27.47
585-586-653.005	PERMITS-PARKING DECK	0.00	0.00	131.00	0.00	(103.00)	100.00
585-586-668.000	RENTS AND ROYALTIES	250,000.00	1,004.01	37,135.00	0.00	219,868.00	12.05
585-586-677.000	REIMBURSEMENTS	26,300.00	0.00	1,448.00	0.00	22,714.00	13.63
585-586-686.000	MISCELLANEOUS INCOME	0.00	0.00	0.00	0.00	0.00	0.00
585-586-687.000	REFUNDS AND REBATES	0.00	0.00	0.00	0.00	0.00	0.00
585-586-697.000	OTHER INCOME	0.00	0.00	0.00	0.00	0.00	0.00
Total Dept 586 - HARDY DECK		601,300.00	43,928.12	123,114.00	0.00	479,195.10	20.47
Dept 587 - OLD TOWN DECK							
585-587-651.000	PARKING DECK PROCEEDS	0.00	0.00	0.00	0.00	0.00	0.00
585-587-653.005	PERMITS-PARKING DECK	50,000.00	0.00	14,012.25	0.00	35,987.75	28.18
585-587-677.000	REIMBURSEMENTS	400,000.00	0.00	30,050.00	0.00	301,942.00	24.51
585-587-686.000	MISCELLANEOUS INCOME	0.00	0.00	0.00	0.00	0.00	0.00
585-587-694.000	OTHER INCOME	0.00	0.00	0.00	0.00	0.00	0.00
Total Dept 587 - OLD TOWN DECK		450,000.00	0.00	112,154.25	0.00	337,845.75	24.92

REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY
 PERIOD ENDING 08/31/2019

GL NUMBER	DESCRIPTION	2019-20 AMENDED BUDGET	ACTIVITY FOR MONTH 08/31/19	YTD BALANCE 08/31/2019	ENCUMBERED YEAR-TO-DATE	UNENCUMBERED BALANCE	BUDGET USED
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND							
Revenues							
TOTAL REVENUES		3,156,100.00	149,012.32	562,265.55	0.00	2,593,834.45	17.82
Expenditures							
Dept 585 - AUTOMOBILE PARKING SYSTEM							
585-585-702.000	SALARIES AND WAGES	23,200.00	191.55	451.20	0.00	22,648.61	2.38
585-585-704.000	EMPLOYEE OVERTIME	4,000.00	0.00	0.00	0.00	4,000.00	0.00
585-585-714.000	HEALTH SAVINGS ACCT EXPENSE	0.00	0.00	0.00	0.00	133.20	100.00
585-585-715.000	EMPLOYER'S SOCIAL SECURITY	2,100.00	12.49	24.47	0.00	2,075.58	1.16
585-585-716.000	EMPLOYEE HEALTH INSURANCE	100.00	0.00	0.00	0.00	79.76	20.24
585-585-717.000	EMPLOYEE LIFE/DISABILITY INS	100.00	2.50	5.00	0.00	95.00	5.00
585-585-718.000	RETIREMENT FUND CONTRIBUTION	200.00	0.00	0.00	0.00	185.26	7.37
585-585-719.000	RETIREE'S HOSPITALIZATION INS	0.00	0.00	0.00	0.00	0.00	0.00
585-585-720.000	UNEMPLOYMENT COMPENSATION	0.00	0.00	0.00	0.00	0.00	0.00
585-585-721.000	WORKERS COMPENSATION INS	0.00	0.00	0.00	0.00	0.00	0.00
585-585-727.000	OFFICE SUPPLIES	6,000.00	0.00	0.00	0.00	0.00	0.00
585-585-740.000	OPERATION SUPPLIES	37,000.00	111.35	227.49	0.00	5,272.51	12.12
585-585-801.000	PROFESSIONAL AND CONTRACTUAL	1,200,000.00	1,355.23	3,053.48	0.00	28,445.02	23.12
585-585-810.000	COLLECTION COSTS	2,000.00	0.00	0.00	0.00	1,035,757.73	13.69
585-585-850.000	COMMUNICATIONS	41,000.00	0.00	0.00	0.00	2,000.00	0.00
585-585-854.000	CITY FEE	107,600.00	0.00	0.00	0.00	17,889.54	7.59
585-585-860.000	TRANSPORTATION	8,000.00	0.00	0.00	0.00	107,600.00	0.00
585-585-862.000	PROFESSIONAL DEVELOPMENT	2,000.00	0.00	0.00	0.00	1,630.15	4.52
585-585-863.000	TRAINING	6,000.00	0.00	0.00	0.00	7,950.00	0.50
585-585-880.000	COMMUNITY PROMOTION	56,000.00	0.00	0.00	0.00	2,000.00	0.00
585-585-900.000	PRINTING AND PUBLISHING	14,000.00	0.00	0.00	0.00	65,525.85	0.72
585-585-910.000	INSURANCE AND BONDS	9,000.00	0.00	0.00	0.00	14,000.00	0.60
585-585-920.000	PUBLIC UTILITIES	30,000.00	0.00	0.00	0.00	7,939.03	11.79
585-585-930.000	REPAIRS AND MAINTENANCE	65,000.00	0.00	0.00	0.00	28,256.52	5.76
585-585-930.005	RAMSDELL GATE REPAIR & MAINT	1,000.00	0.00	0.00	0.00	63,869.42	1.74
585-585-940.000	RENTAL EXPENSE	93,000.00	0.00	0.00	0.00	1,000.00	0.00
585-585-956.000	MISCELLANEOUS	500.00	0.00	0.00	0.00	83,714.40	9.98
585-585-959.000	DEPRECIATION EXPENSE	135,000.00	0.00	0.00	0.00	18,051.67	1,110.33
585-585-964.000	TRANSFERS OUT	0.00	0.00	0.00	0.00	133,000.00	0.00
585-585-977.000	EQUIPMENT	50,000.00	0.00	0.00	0.00	0.00	0.00
585-585-998.000	UNALLOCATED FUNDS	0.00	0.00	0.00	0.00	40,930.01	0.34
						0.00	0.00
Total Dept 585 - AUTOMOBILE PARKING SYSTEM		2,104,800.00	97,802.12	197,099.48	0.00	1,901,699.52	9.35
Dept 586 - HARDY DECK							
585-586-127.000	OFFICE SUPPLIES	1,000.00	0.00	0.00	0.00	1,000.00	0.00
585-586-740.000	OPERATION SUPPLIES	5,000.00	151.27	671.92	0.00	4,364.30	12.71
585-586-901.000	PROFESSIONAL AND CONTRACTUAL	143,800.00	1,078.20	2,532.49	0.00	139,215.42	3.69
585-586-950.000	COMMUNICATIONS	3,500.00	0.00	0.00	0.00	5,054.89	12.72
585-586-900.000	PRINTING AND PUBLISHING	4,000.00	0.00	0.00	0.00	4,000.00	0.00
585-586-910.000	INSURANCE AND BONDS	7,000.00	0.00	0.00	0.00	6,382.07	9.93
585-586-920.000	PUBLIC UTILITIES	55,000.00	0.00	0.00	0.00	50,719.11	7.78
585-586-930.000	REPAIRS AND MAINTENANCE	50,000.00	0.00	0.00	0.00	14,957.44	10.09
585-586-940.000	RENTAL EXPENSE	13,000.00	0.00	0.00	0.00	13,000.00	0.00
585-586-956.000	MISCELLANEOUS	10,000.00	0.00	0.00	0.00	2,444.73	75.55
585-586-959.000	DEPRECIATION EXPENSE	220,000.00	0.00	0.00	0.00	220,000.00	0.00
585-586-977.000	EQUIPMENT	89,000.00	0.00	0.00	0.00	89,000.00	0.00
Total Dept 586 - HARDY DECK		601,300.00	1,608.75	24,161.11	0.00	577,139.99	4.02

REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY
 PERIOD ENDING 08/31/2019

GL NUMBER	DESCRIPTION	2019-20 AMENDED BUDGET	ACTIVITY FOR MONTH 08/31/19	YTD BALANCE 08/31/2019	ENCUMBERED YEAR-TO-DATE	UNENCUMBERED BALANCE	BDDI USEI
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND							
Expenditures							
Dept: 587 - OLD TOWN DECK							
585-587-727.000	OFFICE SUPPLIES	0.00	0.00	0.00	0.00	0.00	0.00
585-587-740.000	OPERATION SUPPLIES	4,000.00	133.04	4,133.04	0.00	3,774.36	5.64
585-587-801.000	PROFESSIONAL AND CONTRACTUAL	100,000.00	140.00	140.00	0.00	99,130.00	0.87
585-587-850.000	COMMUNICATIONS	6,000.00	196.66	6,196.66	0.00	5,547.34	7.54
585-587-863.000	TRAINING	0.00	0.00	0.00	0.00	0.00	0.00
585-587-900.000	PRINTING AND PUBLISHING	4,000.00	0.00	4,000.00	0.00	4,000.00	0.00
585-587-910.000	INSURANCE AND BONDS	6,000.00	0.00	6,000.00	0.00	5,446.43	9.19
585-587-920.000	PUBLIC UTILITIES	50,000.00	29,431.47	29,431.47	0.00	49,966.53	0.07
585-587-930.000	REPAIRS AND MAINTENANCE	75,000.00	0.00	75,000.00	0.00	45,701.51	39.06
585-587-940.000	RENTAL EXPENSE	13,000.00	0.00	13,000.00	0.00	13,000.00	0.00
585-587-956.000	MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00	0.00
585-587-959.000	DEPRECIATION EXPENSE	171,000.00	0.00	171,000.00	0.00	171,000.00	0.00
585-587-977.000	EQUIPMENT	21,000.00	0.00	21,000.00	0.00	21,000.00	0.00
Total Dept 587 - OLD TOWN DECK		450,000.00	29,711.65	31,431.03	0.00	418,568.17	6.99
TOTAL EXPENDITURES		3,156,100.00	135,162.52	252,692.42	1.00	2,903,406.58	8.01
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND:							
TOTAL REVENUES							
TOTAL EXPENDITURES		3,156,100.00	149,012.32	562,265.55	0.00	2,593,834.45	17.82
NET OF REVENUES & EXPENDITURES		0.00	13,849.80	309,573.13	(1.00)	(2,903,406.58)	109.00



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

Memorandum

To: DDA Board
Jean Derenzy, CEO DDA

From: Jon Culver, Community Police Officer

For Meeting Date: September 20, 2019

SUBJECT: Update from Community Police Officer

Vagrant Issues:

- a. Reduction of alcohol related calls of service.
- b. Stronger and consistent contact with the homeless community (Jubilee House, Central United Church, foot beat under bridges/TART Trail)
- c. Utilizing alternative areas (less public and beaches)

Shoplifters:

- a. Educating store/staff (trespass, rules, leaving backpacks outside, etc.)
- b. No calls related to retail frauds b/t late Aug- Sept.

Bicyclist:

- a. Stronger police presence (Bike Unit, Out of car experiences, and VW list +100 contacts)
- b. Visibility less offenses DT
- c. Positive feedback from community when walking DT

Alcohol Related Issues:

- a. Bar related calls of service have reduced (homeless, concerned civilians, etc.)
- b. Better communication/presence

Short-term GOALS:

- 1.) Outreach/introductions w/ DT has been productive.
- 2.) Consistency with outreach programs (churches, Jubilee House, Homeless areas, etc.)
3. Direct contact with DT growing.

Long-term GOALS:

- 1.) Reduction of homeless in the DT area to ensure homelessness is receiving services.
- 2.) Better relationship with DT
3. ****POSITIVE FOCUS**** - Walking DT (positive interaction with public, kids, visitors)

- more vibrant pulse from people DT (shopping, laughing, care-free)
- Cleaner/more family friendly environment

FOCUS:

- BATA Station meeting - reaching out to DT business routinely
- frequent visits to Jubilee House - positive interaction with community
- Bike, Kayak, and Brew Tour - Follow Ups
- Friday Night Lives

PSQ (/publicsquare)



MARKETS (/PUBLICSQUARE/CATEGORY/MARKETS)

Why downtown retail is coming back

Even as e-commerce takes market share and national chain stores close, demographic shifts have created a growth market for downtown retail and mixed-use.

ROBERT STEUTEVILLE (/node/538) SEP. 10, 2019



(<http://www.facebook.com/sharer/sharer.php?u=https%3A//www.cnu.org/node/7621&title=Why%20downtown%20retail%20is%20coming%20back>)



(<http://twitter.com/intent/tweet?status=Why%20downtown%20retail%20is%20coming%20back%2Bhttps%3A//www.cnu.org/node/7621>)



(<http://www.linkedin.com/shareArticle?mini=1&url=https%3A//www.cnu.org/node/7621&title=Why%20downtown%20retail%20is%20coming%20back&source>



(mailto:?subject=Check%20out%20Why%20downtown%20retail%20is%20coming%20back&body=https%3A//www.cnu.orgput day-downtown-retail)

<https://www.cnu.org/publicsquare/2019/09/10/new-day-downtown-retail>

This is one of a series (<https://www.cnu.org/publicsquare/category/retail-or-mixed-use>) of ongoing Public Square articles on the market, technological, and cultural transformation of the \$5 trillion retail industry—and how it relates to a continued shift toward walkable, urban living.

In 1964, British pop singer Petula Clark released *Downtown* (<https://www.youtube.com/watch?v=Zx06XNfDvko>), a number one hit in the US, celebrating the excitement and magnetism of city cores, “where everything’s waiting for you.”

Downtowns, unfortunately, were already heading into a multigenerational death spiral, and nowhere was this reality more apparent than retail sales, which decanted to malls and big box stores in the suburbs. In a few short decades, downtowns lost up to 90 percent (<https://www.cnu.org/publicsquare/2019/08/26/brief-history-retail-and-mixed-use>) of their retail market share.

Population also declined, especially the middle class and wealthy, a trend that has reversed in the last two decades. As downtowns and adjacent neighborhoods repopulate, their lack of retail represents a vacuum to be filled.

While America as a whole is vastly over-retailed, downtowns are under-retailed. They have as little as one-tenth of the retail per person as suburbs, says urban planner and retail expert Robert Gibbs. “Retailers have saturated the suburbs and the next underserved market is the inner cities. And they are also thinking that it will be a trend and growth market.”

The Fashion District in Philadelphia is the major US retail project opening this month, a test of whether brick-and-mortar stores can complete as an investment in the e-commerce era, according to the *Commercial Observer* (<https://commercialobserver.com/2019/09/fashion-district-philly/>). Yet the 838,000 square foot outward-facing mall, spanning three blocks on Center City’s East Market Street, is less a test of physical stores than it is a bellwether for urban retail.

Center City is gaining substantial population (close to 200,000, second only to Midtown Manhattan among downtown cores), and the demographics are changing toward professional millennials, the emerging Gen Z, and retiring Baby Boomers. Unless there is a major economic recession in the next few years, the Fashion District is poised to do very well. And, chances are, the Fashion District will draw shoppers regionally, benefitting other merchants in Center City, such as Macy’s—which runs a flagship store two blocks away. Early next year, an AMC multiplex cinema will open on East Market— another anchor, and an amenity that is surprisingly absent in a downtown of this size. Center City will once again be the dominant retail destination in a region of six million people, which hasn’t been the case since the 1960s. Cue Petula Clark, who is now 86 and still performing.

They're back

Just a few years ago, Detroit went through bankruptcy and was considered an urban basket-case, having lost a quarter of its population from 2000-2010. But downtown Detroit has experienced a renaissance this decade of jobs and population, and the mixed-use has followed. This spring the city gained an anchor in a 25,000 square foot H&M store, to join other well-known stores that have located along Woodward Avenue in recent years. H&M is occupying the ground floor of three historic buildings—a far cry from the 1990s, when national chains exclusively built stores and in malls and strip centers fronted by acres of parking. H&M, the second largest clothing retailer worldwide, is one of many top retailers that are opening stores in walkable urban locations with street-facing storefronts.

Target, the 8th largest (<https://stores.org/stores-top-retailers-2019/>) US retailer, has pursued an urban strategy since 2016—and in the last three years nearly all of Target's openings have been small-format urban stores in major cities and college towns. Target has increased its revenue, earnings, and assets every year since adopting this strategy.

As the media focuses on e-commerce and the “retail apocalypse (https://en.wikipedia.org/wiki/Retail_apocalypse)”—widespread closures of name-brand stores like Sears, Bon-Ton, and Payless Shoes—the positive news of downtown retail has gotten comparatively little coverage. All of the experts on urban mixed-use that I have interviewed agree that downtowns are coming back.

“Yes, there is demand for, and a return of, retail downtown—it's not a fad” says Lee Sobel, a commercial real estate expert and program specialist with the US Department of Housing and Urban Development. Starting with the “creative class” and the rise of the knowledge economy, downtowns have become more competitive in the last two decades, he says. They were largely 9-5 p.m. business environments in the 1990s, and now they offer activity 18 hours a day with unique experiences and formats, such as food halls and pop-up spaces. “They fill niche, irregular spaces that are created from unusual circumstances that you don't find in the suburbs,” Sobel says.

Walkable urban retail is growing and typically commands rent premiums, according to *Foot Traffic Ahead: Ranking Walkable Urbanism in America's Largest Metro Areas, 2019*, by George Washington University School of Business and Smart Growth America. Since 2016, retail in regionally significant “walkable urban places” grew as a percentage of the total market in 21 of the top 30 metro areas, remained the same in 5, and declined in 4, according to *Foot Traffic Ahead*.



A mixed-use district in San Francisco. Source: Foot Traffic Ahead.

Even as chain stores close, urban places can gain retail, notes Sharon Woods of LandUseUSA | Urban Strategies, a market research and analysis firm. “If a 100,000 square foot building goes dark in a mall, 10,000 square feet can open up in a city center that is underserved and gaining population,” she says. “City centers used to be the centers for retail. There is an opportunity to recapture some of that role as retail is collapsing elsewhere.”

Kennedy Smith, an expert on Main Street economics, adds that “Whenever a major national retail chain announces that it is closing stores, “we immediately look to see where the stores are closing and alert clients that there is ‘x’ million square feet of unmet demand in their area.”

Getting an anchor store is key for cities, notes Gibbs. “Grocery stores are one of the best downtown retailers,” he says. “On average they increase regional sales 25 percent for all surrounding businesses. Department stores are the single best anchor for regional downtown shopping districts. They increase surrounding retail sales by about 35 percent and are responsible for about one-third of all visitors.”

Downtowns are not single-use strips

Downtowns and main streets are mixed-use places, and urban retail will be accompanied by many other kinds of storefront businesses—such as professional offices, salons and other services, entertainment venues, and even civic and not-for-profit uses. “Retail was never the major component of healthy downtowns—no more than 15–20 percent of square footage,” says Smith.

Downtowns tend to have a more diverse mix, and that includes more independent restaurants. There are 11 restaurant chains in the top 100 US retail corporations, totaling \$135 billion in sales. With the exception of Starbucks, none of them can compete with the quality of food and service that independents provide in downtown locations—from street vendors to fine dining.

Downtowns typically have fewer national chains in general than suburban malls and big box power centers. “In vibrant hot downtowns, national chains are typically only 10 percent of overall retail composition,” says Smith. “They always gravitate to ‘100 percent’ corners, so people perceive chain stores to be occupying more space than there are.”

National chain stores can be beneficial to downtowns, she adds—they offer name brands that people recognize and they signal a level of economic performance that is reassuring to lenders and other businesses. Nevertheless, most of Smith’s clients are not looking for national retailers downtown—they want the “serendipity” of unique local businesses.

Downtowns come in various types and sizes. Not all of them are going to get a department store, or even a grocery store. “There are 29,000 towns and cities in US,” Smith says. “Not many main streets are sought out by national retailers. In a traditional downtown, what we need to plan for is two or three clusters of businesses. If you have that, you are creating visibility and driving in traffic.”

It ain't easy

Racism is one reason for so little retail in cities, says Gibbs. “A lot of decision makers in the industry are biased against low-income minority families and think they don’t shop. If TJ Max is opening stores in the Detroit region, brokers will not show them downtown Detroit. They are redlined out.”

Downtowns have other challenges. One is ownership of buildings, frequently by “family trusts”—inheritors of wealth that may lack motivation to make to change. Retailers like Kohl’s or TJ Max require owners to invest substantial sums before they will locate in historic buildings, Gibbs says. “Many of the downtown property owners would rather get low rent than pay that \$300,000 to prepare the building.”

Cities are sometimes their own enemies. Planning decisions over the years have hurt “shopability (<https://www.cnu.org/publicsquare/2019/07/29/problems-and-solutions-main-street-retail>),” Gibbs says. “They have eliminated on-street parking and done a lot of basic things wrong. But the market is there for more downtown retail and a lot of retailers are realizing this.”

Yet downtowns have market advantages over new urban, mixed-use centers in the suburbs. “They offer history and placemaking and realness that a lot of people looking for,” Gibbs says. “But they don’t have a management advantage. They have multiple property owners and, often, bad parking.”

The hostility of planners and economic development directors to national retailers is also hurting downtowns, Gibbs says. “People want downtowns to be a theme park, and they go there for entertainment—to walk around and feel like you are in Mayberry. Then they do their shopping at the mall and online.

“When successful, downtowns sell goods and services that people need. Downtowns should return to that fundamental role, which they served in the 1950s.” Some cities have done just that, Gibbs says. In the Charleston, South Carolina, region, “King Street (on the historic Lower Peninsula) is the place to open a store. When Apple came into the market, they chose King Street over two malls. It has higher sales—it was a pure business decision.”

“While shopping centers are still a viable land use, a renewed interest in urban living, working, shopping and dining, has positioned downtowns ... to reclaim market share and attract the amenities and development to improve the quality of life for the community,” Gibbs notes.



Robert Steuteville is editor of *Public Square: A CNU Journal* and senior communications adviser for the Congress for the New Urbanism.

(/publicsquare/author/robert-steuteville)



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

Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: Appointment of DDA Board Member to Lower Boardman Leadership Team

The Lower Boardman Leadership Team is an ad hoc committee of the DDA, which means that the Committee was formed for a specific task, and will be dissolved after the completion of the task. The Committee appointed 12 members with broad representation from citizens and boards and committees that will be voting on the lower boardman leadership team.

Harry Burkholder was the DDA Board member representative, as Harry is now staff, a DDA Board member is needed to be appointed on the Board as the Leadership Team works towards a unified plan. This Board member represents the Board at monthly board meetings, as well as outreach sessions that occur.

The Board composition is:
DDA Board Member (currently vacant)
Elise Crafts, Business Owner & City Resident
Christine Crissman, Watershed Center
Jean Derenzy, DDA CEO
Frank Dituri, City DPS Director
Brett Fessell, Grand Traverse Band
Michele Howard*, City Commissioner (& Commissioner on Planning Commission)
Jennifer Jay, City Resident
Rick Korndorfer, City downtown property owner
Deni Scudato, City Resident
Russ Soyring, City Planner
Mike Vickery, City Resident

RECOMMENDATION: Appointment of DDA Board member to the Lower Boardman River Leadership Team.

*Request will be made for a new City Commission representative on the Team after Commissioner Howard steps down from Commission in September.



Downtown Development Authority
303 E. State Street
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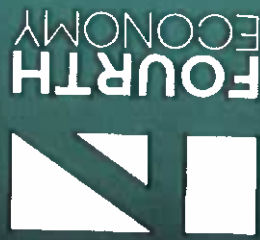
Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: Presentation -- Traverse Connect New Strategic Plan

Warren Call, President and CEO of Traverse Connect will present the new Strategic Plan for our area. Traverse Connect is our community's Economic Development Organization (EDO) for business retention, expansion and attraction. In addition, working with public agency partners to assist in growing and expanding our business economy together.

Attached is an overview of the presentation to assist Board members in preparation for possible questions for Mr. Call. This strategy is about partnership and how to achieve the goals outlined together through partnership(s).

RECOMMENDATION: Information only.



TraverseCONNECT 2020 - 2023 Strategic Plan

September 20, 2019

Traverse City DDA Board Meeting



ISSUE: Our region faces challenges

- **Lack of Economic Diversity:** Hospitality and Service Industries are strong, but growth has lagged in value-creating industries.
- **Few Growth Companies:** There are limited number of high-growth firms that can attract and retain a competitive workforce.
- **Loss of Families:** Lack of year-round, competitive-wage employment, combined with cost of living, has led to decline of core, working-age population.

Strategic Plan Overview

"In 2030, the Grand Traverse Region will be a top economic destination with a balanced and diversified regional economy enjoying sustainable growth powered by high-margin, growth-oriented enterprises that are able to attract and retain workers and families."

- **New Economic Development Programs: To Drive Growth Targets**
- **Strengthened Chamber Programs:** Continue advocating for, training and convening regional employers.

Goal: Diversified Local Economy



Increase Bachelor's Degree Attainment



Increase GDP per Employee



Grow 35-49 Year Old Population



Grow High Skilled Jobs: Professional, Scientific, Technical & IT



Increase Average Wage



Traverse CONNECT
Achieve More. Together.

FOURTH ECONOMY

Lead Roles

- **Lead Regional Strategy**
- **Business Expansion**
- **Talent Attraction**
- **Business Attraction**

Lead: Regional Leadership

- **Develop a Shared Economic Development Strategy**
- **Engage Partners & Investors to Develop Solutions**
- **Develop a Data Dashboard & Website**
- **Advocate on Behalf of Employers**

Lead: Grow Existing Businesses

- Be the Go-to Resource for Business Resources
- Conduct Annual Growth Visits to Target Businesses
- Strengthen Existing Chamber B2B Programs
- Develop New Programs & Services to Meet Common Needs

Lead: Talent Attraction & Retention

- **Strengthen Existing Chamber Professional Development Programs**
- **Partner with Education & Training Providers**
- **Promote Family-Sustaining Wage, High-Skill Job Opportunities**
- **Create a More Welcoming Community for Diversity and Inclusiveness**

Lead: Business Attraction

- **Promote the Region as a Place to Live, Learn, Play, Work, & Do Business**
- **Prioritize Business Attraction Targets**
- **Be the Central Point of Contact for Site Selectors & Prospective Businesses**

Supporting Roles

- **Entrepreneurship & Innovation**
- **Community Development; Housing, Childcare, etc.**
- **Infrastructure; Advocate to Attract Investment**

Investing in Execution



Staff Optimization

- Two new director-level positions
- Three new support staff positions
- Re-organization and refining current roles



Program Related Expenses

- Program-related expenses to support new business growth services
- Annual surveying to existing businesses



Marketing and Communication

- Website redesign with data dashboard
- Messaging for talent mini-site and marketing to prospective businesses



Process Improvements

- CRM improvements to streamline investor relations and support business growth visits
- Additional technology upgrades

■ HR Consultant

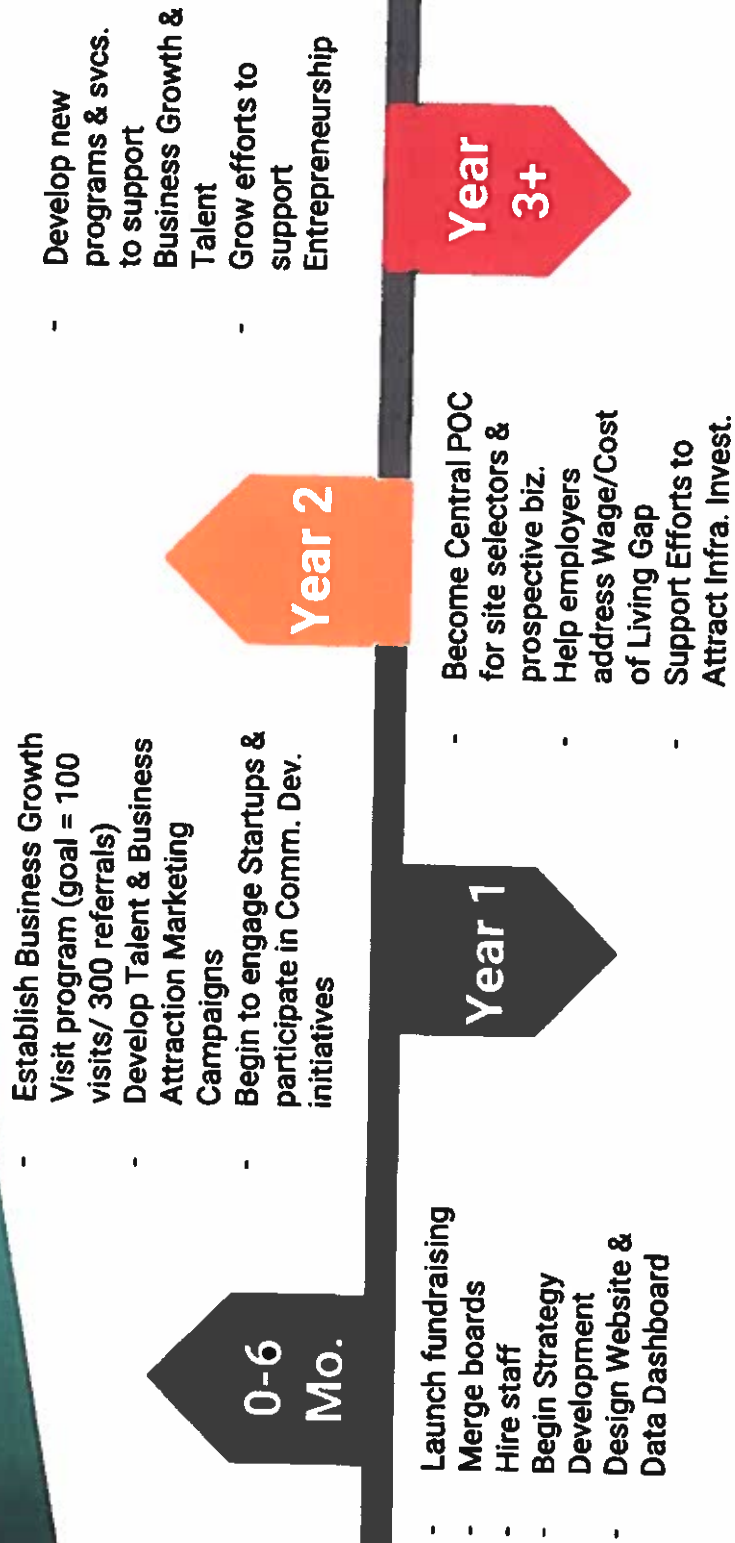
FOURTH ECONOMY

11

Implementation Plan: Governance

- Single board to govern the Chamber and the EDO; Venture North board must remain independent.
- Board members come from existing boards, with new board members recruited from Leadership-level investors.
- Designated seats for invested municipalities, non-profit representatives, and small business representatives.
- All board members will participate in Committees; Committees will incl. non-board members.

Implementation Plan: Phasing



Strategic Plan Summary

- The region has **clear opportunities** (growing population and industries, emerging entrepreneurial sector, strong anchors) **and risks** (few high-growth employers, loss of families, lack of growth in value-creating industries).
- TraverseCONNECT will become a **comprehensive EDO with clear priorities** designed to leverage those strengths & mitigate the risks.
- **Measurable goals** have been established to track success & guide work.
- Staffing, governance, processes, and internal infrastructure needs have been identified to **support implementation**.

Next Steps & Discussion

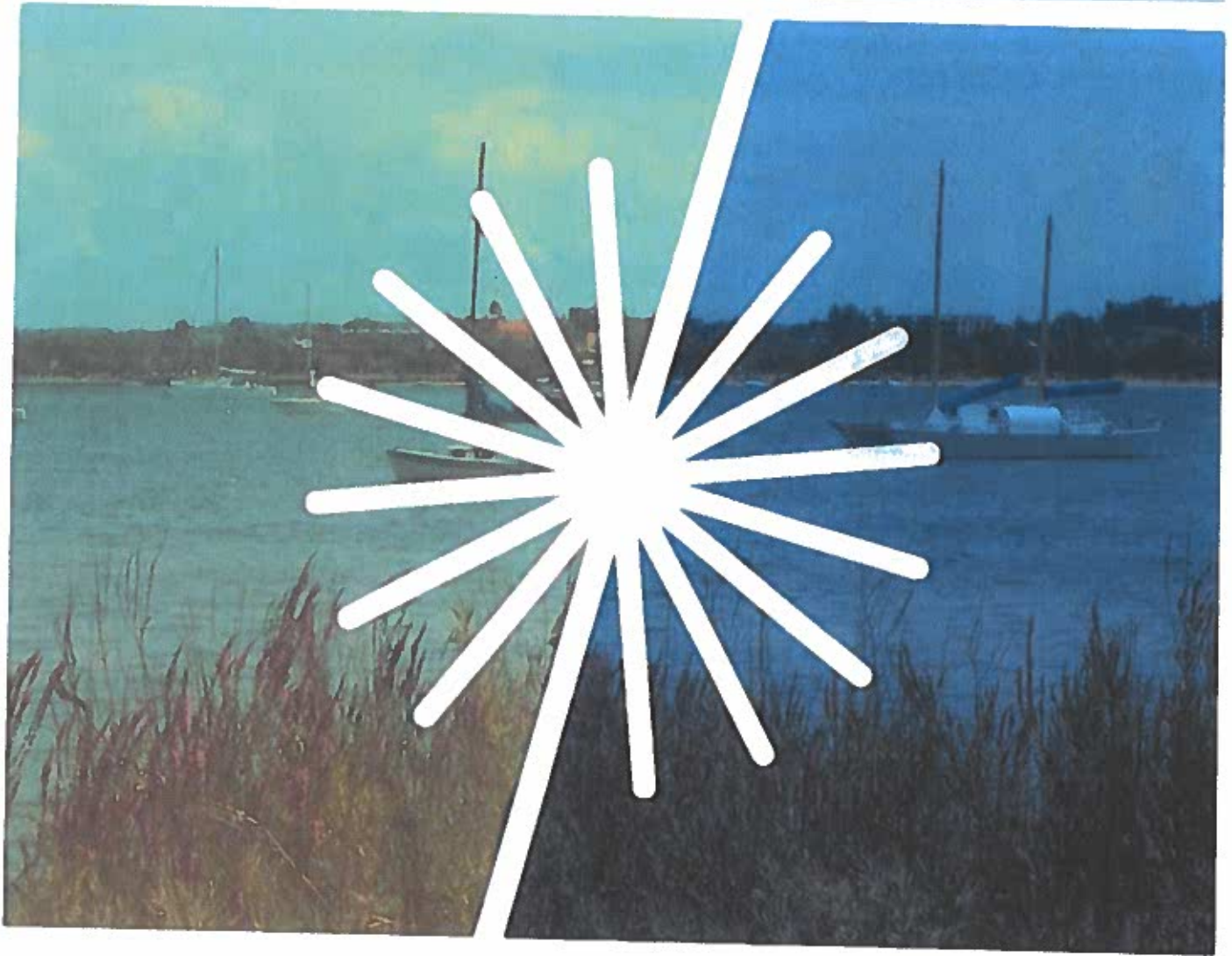
- **Next Steps**
 - Org. changes and branding rollout through the fall
 - Professional Services Contracts; DDA, EDC, City
 - January 2020: reorganized, recapitalized, refocused
- **Discussion**
 - How can we strengthen your willingness to be an advocate for this plan?



Driving a Decade of Sustainable Economic Growth for the Grand Traverse Region

Traverse CONNECT 
Achieve More. Together.

2020 - 2023 Organizational Strategic Plan



Executive Summary

TraverseCONNECT will be the lead economic development organization (EDO) for the Grand Traverse Region. The Grand Traverse Region encompasses Grand Traverse County and the contiguous communities in Leelanau, Kalkaska, and Benzie Counties. TraverseCONNECT will continue to serve as the regional Chamber of Commerce, strengthening its focus on serving all businesses. Continuing Chamber activities, together with new EDO initiatives, TraverseCONNECT will provide a comprehensive suite of programs and services to ensure sustainable economic growth for the region.



The Moment to Seize Opportunities, and Mitigate Risks

The region has experienced a growing population and growth in many of its key industries over the past ten years. This growth is the result of and can be seen in the success of many of the region's employers, for example: Hagerty Insurance has grown in the region to become a global firm; Britten Studios is a nationally recognized industry leader; Oneupweb has transformed from an online marketing firm to a full-service digital marketing agency; and Cherry Capital Foods continues to make its mark in value-added agriculture. The region is an emerging hotbed of entrepreneurial activity, with 22 startups calling 20Fathoms home, and groups such as Northern Michigan Angels and Boomerang Catapult fueling their growth. Collaboration with the region's anchor institutions is also supporting innovation and growth in the region; from opportunities to partner with Munson Healthcare on health technology to Northwestern Michigan College's Marine Technology and Unmanned Aerial System programs, the future is bright for the Grand Traverse Region.

However, the region also faces challenges:

- There are a limited number of firms that are growing at double digit rates, generating new wealth, and creating job opportunities that can help attract and retain a competitive workforce.
- Though the region is gaining population, it's losing people of key working age, likely due to the perceived lack of family-sustaining jobs. This correlates to a loss in population under the age of 19, which puts stress on local school systems, and forecasts a potential upcoming workforce gap.
- Though the Grand Traverse Region has experienced growth in many of its key industries over the past ten years, many of those industries are primarily serving the local economy and therefore not bringing dollars from outside of the region into the local economy.

To counter these trends, TraverseCONNECT aims to ensure that the Grand Traverse Region is home to a diversified economy - comprised of small businesses, startups with growth potential, institutional employers, and non-profit anchors - that creates family-sustaining job opportunities that will retain and attract a competitive workforce.



A Collaborative Model to Serve Our Region's Businesses

Though TraverseCONNECT will lead economic development for the region, it won't do it alone. Countless individuals and organizations have been working hard to increase prosperity and are responsible for the growth that the region has experienced. Through its work as an EDO, TraverseCONNECT will ensure a coordinated and focused effort to address the regions' most pressing economic challenges, and ensure that the region is positioned to support businesses to stay, grow in, or relocate to the area.

At its core, TraverseCONNECT will serve as the voice of the business community. The Chamber division will strengthen its efforts to serve all of the region's businesses, while new programs of the EDO will focus on established businesses in sectors that bring economic value to the region, as well as the region's largest employers and non-profit anchors. In serving these businesses, the EDO will collaborate with other organizations to ensure there is a coordinated and comprehensive suite of resources, programs, and services that benefit all businesses including startups, high growth entrepreneurs, and small businesses.

TraverseCONNECT will lead a decade of sustainable growth by focusing on the following four areas. However, it is important to note that this approach may evolve as the EDO begins to engage with companies and investors to better understand the region's economic opportunities and challenges, and as TraverseCONNECT makes progress toward regional goals.

Regional Leadership in Economic Development

At its core, TraverseCONNECT will provide clear and transparent leadership to guide the economic development activity in the Grand Traverse Region. To lay the foundation for that work, TraverseCONNECT will:

- Develop an in-depth analysis of the region's economic strengths, weaknesses, opportunities, and threats, along with a shared strategy for how the region's leaders will collectively work to grow the economy.
- Establish platforms for regular coordination and collaboration with public partners, industry-specific stakeholders, and investors.

- Develop a website to serve as a central place to learn about the region's economy and available resources to support talent and business growth and attraction, as well as a data dashboard to share relevant data about the region, and track progress against measurable goals; this data will be used to add and refine strategies.
- Strengthen the process of ensuring that the business community's interests help guide the Chamber and Chamber Alliance's advocacy agenda.

Business Growth and Expansion Programs, with a Focus on High-Growth Businesses

The heart and soul of any economic development program is growing existing businesses. TraverseCONNECT will balance the needs of all of the region's businesses with the needs of high-growth businesses by:

- Strengthening and aligning existing Chamber programs to support business-to-business opportunities to drive growth.
- Ensuring that the website and dedicated staff can connect any business with the resources they need to grow.
- Conducting annual business visits with existing high-growth firms and key employers to discuss their plans, identify possible barriers, and connect them to resources to achieve their goals.

Based on business visits, develop new programs and services to address common needs among businesses; these would be available to support the growth of all businesses.

Talent Attraction Initiatives that Make the Grand Traverse Region a Career Destination

The lack of career advancement pathways within high-paying industries, paired with the high cost of living and lack of affordable housing, are among the most cited reasons why the region may be losing, and is having difficulty attracting, mid-career professionals. TraverseCONNECT will significantly expand the talent pool by:

- Strengthening and aligning existing Chamber programs to support leadership development.
- Partnering with education and training providers to help align their efforts with business needs, increase retention of graduates, and explore opportunities to connect talent with new educational resources.

- Advertising family-sustaining wage, high-skill opportunities through its website and targeted marketing initiatives (e.g. to potential boomerangs and visitors) about the benefits of working in the region, while supporting efforts to help talent newly located in the area to get connected to jobs, resources, and networks.
- Creating a more welcoming community for trailing spouses and diverse populations through solutions like a new-hire concierge program and diversity and inclusion trainings.
- Working with employers to help address the wage/cost of living gap and working with public partners to explore incentives that would lower financial barriers to relocating to the region.

Business Attraction Efforts to Market the Region to Target High-Growth Companies

TraverseCONNECT will work closely with regional partners to develop an approach to business attraction that focuses on year-round, value-creating employers that create family-sustaining jobs. TraverseCONNECT will:

- Develop a clear value proposition, brand, and strategy that will expand understanding of the region from “known” quality-of-life attributes to a more comprehensive view of world-class regional assets. This will be used in a marketing campaign targeting executives with an affinity or connection to the region.
- Work closely with municipal agencies to identify and promote available sites, provide prospective businesses and site selectors with information about the region’s assets and resources, and connect them with trained business “tour guides.”

TraverseCONNECT will also support efforts related to entrepreneurship, community development, and infrastructure. Specifically, TraverseCONNECT will:

- Bring visibility to regional efforts to grow entrepreneurship and innovation, and connect innovators with economic development opportunities.
- Represent the voice of the business community in defining solutions to issues such as housing and childcare, as well as engaging businesses to develop ways to collectively address these challenges.
- Engage public partners to support business needs related to development and infrastructure issues, and support efforts to attract needed investment.



A Decade of Sustainable Economic Development

As a result of this work, the Grand Traverse Region will have significant, sustainable economic development from 2020-2030.

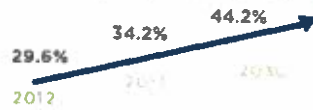
In 2030, the Grand Traverse Region will be a top economic destination with a balanced and diversified regional economy enjoying sustainable growth powered by high-margin, growth-oriented enterprises that are able to attract and retain workers and families.

Growth will come primarily from new and existing firms that create high-value tradable goods and services for export outside the region, such as business-to-business products and services, communications technology, and R&D and manufacturing, as well as follow-on growth of local service, supplier, and vendor firms. These companies will provide nationally competitive compensation, a high revenue per employee, and year-round job opportunities. Industry clusters developed in partnership with educational and entrepreneurial organizations will be significant in branding the region a highly desirable place to live, work and play. Additional wealth and prosperity in the region will result in significant community benefits including an expanded local government tax base, nonprofit/charitable sustainability, infrastructure improvements, and broad enhancement of regional culture.

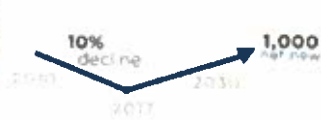
Transformational growth will result in significant economic gains for the region. Data is an imperfect, yet necessary, tool to measure those gains. While individually, the measures below have their flaws, together they represent a bold, yet realistic vision for our future economy.



Increase Bachelor's Degree Attainment



Grow 35-49 Year Old Population



Increase Average Wage

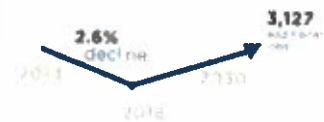


Increase GDP per Employee



Grow High Skilled Jobs:

Professional, Scientific, Technical & IT





A Plan to Transform

TraverseCONNECT has worked closely with staff, board, and stakeholders over the course of six months to create a thoroughly vetted and implementable strategic plan. From merging the TraverseCONNECT and Chamber boards, to adding new staff capabilities, to strengthening processes and systems, the organization is poised for growth. To accomplish these critical goals, TraverseCONNECT will need to secure an annual budget of \$3M. Change will not come immediately; it will take time to build TraverseCONNECT into the organization that this plan envisions. The degree to which investors are willing to take a patient approach and make three-year commitments will influence TraverseCONNECT's ability to build the organizational infrastructure up front that is required to create a robust and effective economic development organization for the future of the Grand Traverse Region.

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Acknowledgements

This plan is just as much about how we got here as where we ended up. It was about ensuring that the leaders and organizations that have been working to ensure that the Grand Traverse Region reaches its highest potential were able to meaningfully contribute to the direction of TraverseCONNECT as it becomes the region's economic development organization. TraverseCONNECT is immeasurably grateful to those who have given their time, creative energy, and resources to get us to where we are today. They contributed to this plan in the following ways:

- The Grand Traverse EDC interviewed over 50 stakeholders in the fall of 2017, which informed their decision to support the creation of a private sector-led economic development organization.
- At the beginning of 2018, Fourth Economy Consulting was hired to facilitate the creation of the strategic plan, and undertook:
 - A thorough review of the region's existing economic development planning efforts and reports, as well as baseline economic and demographic data that indicate the region's economic history and opportunities that might drive future development.
 - Interviews with 23 organizations working on economic development in the region.
 - A half-day workshop with 44 participants around what is needed or missing that an EDO could support.
 - A survey of twenty 40 Under 40 recipients about what is needed to attract talent to the region and retain existing talent.

Furthermore, TraverseCONNECT worked closely with a Steering Committee throughout this process. That committee was comprised of:

- Nate Alger - County Administrator, EDC Board
- Marty Colburn - City Manager, EDC Board
- Casey Cowell - Boomerang Catapult
- McKeel Hagerty - Hagerty Insurance
- Barbara Matthews - Hagerty Insurance, TraverseCONNECT Board
- Tim Nelson - Northwestern Michigan College
- Ed Ness - Munson Healthcare
- Jessica Sullivan - Hagerty Insurance, EDC Board

Intro

This strategic plan will guide the development of TraverseCONNECT's role as the lead economic development organization (EDO) for the Grand Traverse Region. This plan was developed with the intent of defining how the organization will adopt its new role as an EDO. As it develops, TraverseCONNECT will continue to encompass the Traverse City Area Chamber of Commerce and Venture North; Chamber programs will continue to serve all businesses, in particular through its leadership, advocacy, and B2B networking opportunities, and Venture North will continue to provide small business loans and resources. TraverseCONNECT will work to strengthen and align the programs and services of the Chamber and Venture North alongside its EDO function. For that reason, throughout this document "TraverseCONNECT" and "the EDO" are used interchangeably, while any reference to the work of the Chamber or Venture North will refer to them specifically.

The "Why" - Defining the Need for the EDO

The Grand Traverse Region has a number of incredible economic strengths and opportunities. Producing 42% of the 10-county region's GDP, it is a major economic driver for much of Northwest Michigan. For example, whereas the State of Michigan experienced zero population growth from 2010 to 2017, Grand Traverse County grew by 6%. What's more, during the same time period the county grew its 20 - 34 age cohort by 13%, compared to just 4% for the state, demonstrating the draw of the area for young people attracted to the recreational and quality of life amenities that the region boasts. Over the last 10 years, the county has experienced growth across a diversity of industry sectors - with healthcare and manufacturing leading the way. The region is an emerging hotbed of entrepreneurial activity, with 22 startups calling 20Fathoms home and groups such as Northern Michigan Angels and Boomerang Catapult fueling their growth. Collaboration with the region's anchor institutions is also supporting innovation and growth in the region; from opportunities to partner with Munson on health technology, to Northwestern Michigan College's Marine Technology and Unmanned Aerial System programs, the future is bright for the Grand Traverse Region.

Rather than orchestrated or coordinated by a central body, these developments have largely been championed by leaders and organizations that care deeply about working to increase prosperity for those living and working in the region. However, in order to leverage those strengths and capture those opportunities, a coordinated, focused effort is required. There is at present no shared economic development strategy for the region, nor is there an organization that would drive that strategy forth. An organization is needed to act as a central "one stop shop" for business resources and as a "quarterback" to support and coordinate efforts on behalf of businesses looking to stay, grow in, or relocate to the area.

Without a lead economic development organization and shared economic development strategy, the region is in danger of succumbing to less positive organic trends. For example, despite gaining population in the 20 - 34 year old range, the county is losing population in the 35-49 year old critical working age range, and children 19 and under. Compounding this loss of children and working families is a rapidly aging population - the county saw a 24% increase in population aged 65 and older between 2010 and 2017. If left unchecked, this will further hamper the growth of family-sustaining wage, high-skill jobs that the key 35 - 49 year old demographic group needs to be able to support their families and livelihood in the Grand Traverse Region.

The "Where" - Defining a Geography for the EDO

TraverseCONNECT will primarily serve the area and organizations inside Grand Traverse County, its 13 townships, and the communities immediately adjacent to the county, specifically parts of Leelanau County, Kalkaska County and Benzie County - herein referred to as "The Grand Traverse Region."

After the initial startup phase of the EDO, if other communities outside of this region want to invest in TraverseCONNECT, this regional definition could expand.

The "Who" - Defining Who the EDO Will Serve

At its core, TraverseCONNECT will serve as the voice of the business community. While the Chamber will strengthen its efforts to serve all of the region's businesses, the EDO's work will focus on addressing the needs of established and mature businesses in sectors that bring added economic value to the region, as well as the region's largest employers and non-profit anchors - the economic engines of the region. In serving those businesses, the EDO will collaborate with other organizations to ensure there is a coordinated and comprehensive suite of resources, programs, and services that can be utilized by and benefit all businesses including startups, high-growth entrepreneurs, and small businesses.

The "How" - The EDO's Approach to Economic Development

Economic development is a team sport, and there are many players responsible for driving economic prosperity in the Grand Traverse Region. As TraverseCONNECT assumes its leadership role, it should learn from entities that have historically done this work in the absence of an EDO. It will be critical to the organization's success to evaluate what has worked and what hasn't, create new tools and solutions where appropriate, and help entities to achieve their goals when aligned. To do that will require clarity about roles, established processes and platforms for collaboration, and frequent and transparent communication.

Furthermore, while this strategic plan provides a strong foundation upon which to build the EDO, it will be critical to allow for a flexible approach, one which can shift to meet an ever-growing understanding of the needs of businesses and investors and of the region's evolving economic opportunities and challenges.

Lead Roles

Regional Leadership in Economic Development

At its core, TraverseCONNECT will provide clear and transparent leadership to guide the economic development activity in the Grand Traverse Region. To lay the foundation for that work, TraverseCONNECT will:

1. **Develop a Shared Economic Development Strategy**
2. **Engage Partners and Investors at Different Tiers**
3. **Develop a Data Dashboard and Website**
4. **Continue to Advocate on Behalf of Employers to Local and State Government**

1) Currently there are many different players, motivations, activities, and priorities influencing economic development in the region, and no strategy or platform around which to align them towards shared goals. While this organizational strategic plan outlines what roles TraverseCONNECT hopes to play going forward, it does not reflect the shared goals of the region's economic development stakeholders nor the strategies which they will collectively undertake to achieve those goals. Furthermore, while this strategic plan takes the first step in identifying targets for the EDO's work on business retention, expansion, and attraction, additional analysis is needed to fully understand the challenges and opportunities for each of the region's key sectors. Therefore, the first and most important activity TraverseCONNECT will undertake is to **Develop a Shared Economic Development Strategy** in conjunction with its investors/board, which would include:

- SWOT analysis of the region's business and economic landscape, including a thorough and accurate analysis of large and growing industries, clusters, and related industries; emerging/innovative clusters and opportunities; the current and forecasted workforce needs for targeted industries; and trends, opportunities, and threats (e.g., the rise of automation) associated with future growth and how the region will respond
- Benchmarking of the region against peer and competitor regions
- Establishment of shared and realistic goals for economic development for the region
- Creation of strategies to achieve those shared goals
- Delineating TraverseCONNECT's role in implementing the strategies to achieve those goals. TraverseCONNECT cannot do everything, and there are many others doing good work toward implementing the goals of regional prosperity. Roles and relationships must be well defined and communicated so that all parties share a common understanding of respective roles.

This information and analysis will broadcast working assumptions that the region might rally around. TraverseCONNECT will begin to develop this strategy within the first six months of launching.

2) In addition to developing an overarching economic development strategy, TraverseCONNECT will seek to foster a shared approach to and understanding of the economic development goals for the region by **Engaging Partners and Investors at Different Tiers** to listen to the needs and priorities of

the business community and partners it serves, and adjust the strategy as needed. This will take several forms:

- **Public Investor Meetings:** It will be critical for TraverseCONNECT to meet regularly with municipal officials and public partners to discuss common challenges and solutions to retaining and attracting business. Currently, Traverse City hosts a monthly "Executives Meeting" that includes agency and department heads; meetings such as this could be a platform for this engagement.

While having a clear purpose and agenda is certainly valuable to fostering productive, collaborative relationships, meetings alone do not build trust and empathy. This starts with information-sharing and opening up lines of communication. The EDO could create low-risk avenues to start to break down existing silos and foster a shared understanding of challenges and opportunities. For instance, organizing annual business walks or business park block parties can provide a platform for municipal leaders to hear from local businesses about their experiences, opportunities, and challenges, and vice versa.

- **Industry Cluster Meetings:** The strategy will identify target emerging and established industries that will drive the growth of the region. TraverseCONNECT will maintain regular contact, via reciprocal board seats or similar means, with the businesses and partners that make up these clusters in order to understand common challenges and identify opportunities to support their growth.
- **Quarterly Partner & Investor Meetings:** Breakfast meetings for investors and partners, outlining the last quarter's successes and next quarter's business development plan are critical for fostering engagement and creating accountability. Annually, this meeting would include the broader community of economic development stakeholders.

3) A Data Dashboard and Website will be a central point for communication about TraverseCONNECT and the economic development goals and drivers in the Grand Traverse Region. Clarity on what TraverseCONNECT does, who it serves, and how it works is essential to building trust and buy-in, and the website is an important tool in providing that clarity. The website should also be a place where TraverseCONNECT shares both its own goals and any goals developed through the economic development strategy. Data is an important tool in assessing progress, and adjusting the path forward based on that assessment. The data dashboard will be critical to identifying new and refining existing strategies. Finally, it will be a tool for retaining and attracting both talent and companies; the website should act as a central resource repository for people and businesses looking to grow and invest in the region. It should promote the value of the business community and its contributions.

The data that is collected and housed by the EDO will help to inform future strategy development in response to findings from that data. Therefore, the strategy and underlying data assumptions guiding the strategy should be revisited at regular intervals and updated where necessary.

4) Advocating on Behalf of Employers in the region - conveying their concerns and promoting wins to elected officials at the local and state level is an important way to develop mutually beneficial

relationships between the private and public sectors. The Traverse City Area Chamber of Commerce currently represents employers to local government agencies through their Government Relations Office, and represents employers in the larger Northwest Michigan region to the State of Michigan through the Chamber Alliance in partnership with other regional chambers. In the future, the organization's advocacy agenda at both levels will be informed by the EDO's work with the business community to understand their needs from a policy and advocacy standpoint. The EDO's strategy and overall vision will help guide the pillars, principles, and focus areas of the Chamber's advocacy agenda and efforts. The TraverseCONNECT PAC will be focused on local and state races.

Grow Existing Business

TraverseCONNECT will support the growth of the Grand Traverse Region's existing businesses. Specifically, TraverseCONNECT will:

1. **Strengthen and Refine Existing Chamber Business to Business Programs**
2. **Connect All Businesses to Resources (Be the Go-To Place for Business Resources)**
3. **Conduct Annual Retention Visits to Target Businesses**
4. **Develop Data and Reporting Based on Business Growth Visits**
5. **Support Development of Programs and Services to Meet Common Needs**

1) The Chamber currently provides programming that supports existing business growth, primarily via networking and opportunities for business-to-business connections. These programs are seen as a strong value-add by businesses, and are designed to support all businesses. The Chamber will **Strengthen and Refine Existing Chamber Business to Business Programs** and services, though with a focus on implementing fewer, higher-quality programs and services, and will be integral to implementing new programs or services that serve the entire business community (as opposed to target industries), described below.

2) Though the EDO will have a primary target for businesses it serves via Annual Visits (see next section), a fundamental role of TraverseCONNECT will be to act as a central point of contact for the *entire* business community, and the organization that any businesses can turn if they want to get connected to the resources they need, such as financing, upskilling existing employees, or finding a location for a new office. Through dedicated staff who businesses can call to be connected to the right service provider (e.g. Venture North, PTAC, the HR Association), highlighting relevant education and networking events around specific topics (in partnership with the Chamber, the Manufacturing Council, 20Fathoms, etc.), and through documenting resources, processes, and partners on the website (e.g. SCORE, SBDC, MI Works!), TraverseCONNECT will **Be the Go-To Place for Business Resources** for companies of all sizes and sectors.

3) TraverseCONNECT will also **Conduct Annual Growth Visits to Target Businesses**. The goal of these visits is to understand how TraverseCONNECT and its partners can help remove barriers and connect businesses to resources so that they can stay and grow in the Grand Traverse Region. It is estimated that TraverseCONNECT will make approximately 100 visits per year, and make on average three referrals per visit. These are not reactive, project-specific meetings, but rather proactive, annual check-in meetings that will inform how TraverseCONNECT and its partners will respond to and support those individual businesses over the coming months and year. These visits will also be an opportunity to make connections between businesses (e.g. identifying local suppliers, joint business opportunities) and will inform the development of programming and services to address common business needs.

Businesses are busy, so coordination with partners in order to not overwhelm businesses with too many requests for time and information will be important. While TraverseCONNECT will lead business growth visits in the Grand Traverse Region, these will always be done in coordination with groups like MEDC and Networks Northwest that currently work together to coordinate visits, industry

organizations (e.g. Manufacturing Council), and municipal leaders like the City, which has access to and deep familiarity with incentive programs and other business expansion tools. TraverseCONNECT will also coordinate with other EDOs on business growth when appropriate (such as when a business is exploring expansion opportunities in neighboring counties).

Businesses that will be targeted for annual visits will be those in traded industries, as well as the Grand Traverse Region's key employers, regardless of industry. Traded industries are those that serve a market beyond the local market. Examples include manufacturing, agriculture, technology, and finance/insurance. Through exporting goods and services, these industries contribute to the region's GDP by bringing new capital into the area. They are also susceptible to competition from other regions, and not bound to remain located in any one region. Therefore, given their importance to economic growth and greater likelihood of leaving the region, they should be a priority for annual visits. Local industries, such as retail, hospitals, and local services, serve the local economy (with some exceptions, e.g. medical tourism), and are less likely to move. However, most people are employed within local industries, therefore, it will also be important to visit the key employers in the region that represent these industries to understand their needs and priorities. In either case, TraverseCONNECT will focus on existing and mature businesses (i.e. not start-ups).

It will be very important to be clear about what TraverseCONNECT and partners can and can't provide; oftentimes, TraverseCONNECT will support those businesses simply by connecting them and handing them off to the necessary partners and resources and by being an advocate for them, rather than by providing a direct service. These referral partners include, but are not limited to:

- Funding/Capital: Venture North, Angels, VCs, banks, SBA, USDA
- Technical Assistance: SBDC, SCORE, PTAC, Michigan Technology Centers, Michigan Agri-Business Association, NMC's technical advising and international business services
- Incentives/Abatements: Northern Nexus, MEDC, municipalities
- Workforce: MichiganWorks!, educational institutions, trade schools
- Development/Planning/Real Estate: TAAR, DDA, municipalities
- Acquisition/Succession Planning: GTED, FUSE

In the case of expansions, TraverseCONNECT will not influence companies' decision on where to expand. Rather, TraverseCONNECT will simply connect businesses with the information on sites, incentives, planning and development processes, etc. as provided by partner communities. Furthermore, TraverseCONNECT will work with each public partner to determine the appropriate process for "handing off" the business directly to the community to support negotiations around incentives, abatements, etc.

4) The business growth visits should result in information being collected and documented, around issues like: business operations, including operations management; marketing and sales; financial control systems; workforce training and development; strategic planning; and succession planning. Though many components of what's discussed on the visits may be private in nature, some information should be gathered in order to **Develop Data and Reporting Based on Business Growth Visits** to paint an economic development progress picture that is useful to stakeholders in the region.

Data from these visits can be captured and compared on an annual basis to help identify trends within certain industry sectors and to track capital investment and workforce numbers. All of this will help establish goals as the EDO revisits its strategy on an annual basis.

5) Based on this work, TraverseCONNECT will identify common needs among its target businesses and connect employers to existing, vetted resources where appropriate; it will also **Support the Development of New Programs and Services to Meet Common Needs** that are not currently being met. This would happen in coordination with Venture North and the Chamber, both of which currently are active in new program development in response to common needs in the business community. Programs to be developed will depend on identified needs, but *might include*:

- Developing business adaptation, transition, and succession services.
- Facilitating the creation of contracts with preferred service providers (e.g. legal, accounting, IT, etc.) and negotiating lower rates for small businesses in target industries.
- Working with government partners to identify specific opportunities to "cut red tape" and make it easier to expand a business.
- Creating educational materials and programs to increase access to capital and educate businesses on capital, local investment groups, etc.

It will not always be appropriate for TraverseCONNECT to create a new program or service to meet common needs; this work will always begin by convening key partners to identify solutions and determine appropriate roles and structures for collaboration.

It is likely that many of the common needs identified will have an advocacy component. TraverseCONNECT will work closely with the Chamber and Chamber Alliance to ensure that their government advocacy work is informed by findings from business visits.

Talent Retention & Attraction

Nearly every employer in Northwest Michigan is likely to say that finding and retaining staff is among their top concerns. Labor force participation in Grand Traverse County is at 65%, which is higher than in the 10-county Northwest Michigan region, the state, or the country as a whole. This combined with a very low unemployment rate indicates that there is no surplus of workers available to fill local job openings. And while the county is gaining population overall, it's losing people aged 35 - 49 who are prime mid-career, experienced workers. The lack of career advancement pathways within high-paying industries, paired with the high cost of living and lack of affordable housing, are among the most cited reasons why the county may be losing and is having difficulty attracting this key demographic. Towards that end, family-sustaining wages are defined as wages that allow a family to cover the costs of childcare, housing, education, and other costs necessary to fully contributing to the vitality of the region. MIT's Living Wage Calculator provides a starting point for defining an appropriate family-sustaining wage for the Region.

MichiganWorks! (operated through Networks Northwest) leads workforce development for the region, including providing Adult Basic Education and access to training and apprenticeships for jobseekers and employers. It also creates programs to connect those with barriers to employment (e.g. ex-offenders) to training and jobs. TraverseCONNECT will play a different yet complementary role with regard to **Talent Retention & Attraction**. Rather than providing workforce training, TraverseCONNECT will develop programs and services that help to retain and attract talent (i.e. workers) to live in the region. In addition to developing programs and services in this area, TraverseCONNECT will support traditional education and workforce development partners in strengthening their ties to the business community.

Efforts that TraverseCONNECT will undertake to support talent retention and attraction include:

1. **Strengthen Existing Chamber Professional Development Programs**
2. **Partner with Education and Training Providers to Retain and Attract Talent**
3. **Promote Family-Sustaining Wage, High-Skill Job Opportunities in the Region**
4. **Create a More Welcoming Community for Trailing Spouses and Diverse Populations**
5. **Work with Employers to Help Address the Wage to Cost of Living Gap**

1) The Chamber currently provides services and programs that contribute to the region's ability to retain and attract talent, in particular FUSE and Leadership Grand Traverse. The Chamber will continue to **Strengthen Existing Chamber Professional Development Programs** and will play an integral role in implementing any new programs and services that serve the entire business community.

2) To better align the skills that workers in the region already have with industry workforce needs, TraverseCONNECT will **Partner with Education and Training Providers to Retain and Attract Talent** of all skill levels. They will do this in three ways:

- TraverseCONNECT will gather information from their business growth visits around in-demand skills and skill gaps, and then partner with the Career Tech Center, NMC, the University Center, and MichiganWorks! to help align their workforce education and training efforts with those regional workforce skills needs. NMC, for instance, has the ability to add degree programs and credentials of value based on employers' needs.
- TraverseCONNECT will work with local colleges to increase retention of graduates. For instance, NMC's goal is to create a well-networked workforce with experiential learning opportunities to encourage connections between students and the community. This may take the form of adapting the concierge program or incentives discussed below.
- In order to attract more students to the region and/or fill gaps that local education and training institutions can't fill, TraverseCONNECT will work in partnership with those existing institutions to explore opportunities to connect students with new education resources and programs.

3) There is currently no single source for searching job opportunities in the Grand Traverse Region - rather, job seekers must pore over general job sites, or rely on personal connections who can tell them about opportunities that might be of interest. The latter approach is labor intensive and not very impactful or scalable, and both presuppose that job seekers have an existing impression of the area as a good place to live and work. While developing a full job board is a long-term goal, in the next three years, TraverseCONNECT will develop a website and marketing campaign that highlights the types of opportunities that are available in the region and that helps people envision themselves living and working in the region. In many ways, the EDO's talent attraction strategy will mirror and work in conjunction with its business attraction marketing efforts (discussed below), centering on promoting opportunities and also pointing out the assets of the region to help prospective talent who might not ordinarily consider the Grand Traverse Region.

TraverseCONNECT will **Promote Family-Sustaining Wage, High-Skill Job Opportunities** through a website and marketing campaign that highlights related employers, industries, and job opportunities, promotes the benefits of working in the region, and documents resources that will help new recruits transition to the Region. Ultimately, this campaign could highlight relevant employers through video content and employee testimonials, and promote remote work opportunities for workers who can log in from anywhere but prefer to take advantage of the region's amenities and quality of life. This may mean simply repurposing the [Venture Up North](#) website created by Venture North.

The website will be accompanied by a targeted marketing campaign. Other regions have had success in targeting alumni from local colleges and universities who currently live elsewhere, or recruiting alumni from programs aligned with the region's target industries, using direct mail and social media campaigns. This same material could also be used by individual employers, so that they can provide a consistent and clear message on their websites and in their own talent recruitment.

4) Once aware of local job opportunities, prospective talent must be able to actually find employment and see themselves and their families in the community. Towards that end, TraverseCONNECT will **Create a Concierge Network to Connect People to Careers and the Community.** A "new-recruit concierge program" will be developed in partnership with members of the Traverse Area Human Resource Association and MichiganWorks! to welcome and acclimate prospective talent to the region. This will also be done in coordination with the Chamber Ambassadors and FUSE (Young Leaders) programs.

This program will entail establishing a network of community leaders to act as concierges or ambassadors; they will be existing residents from diverse populations and with diverse interests, from young professionals to retirees – who can meet with boomerangs and prospective talent, welcome them, help them connect to job opportunities, and provide concierge services through introductions and recommendations. This could happen at the interview stage, pairing top candidates and their spouses with people from the community who can provide introductions to social activities, volunteer opportunities, and religious congregations.

This strategy is particularly important for ensuring that the Region is welcoming for prospective talent of diverse backgrounds, and for providing opportunities for trailing spouses. In the long term, TraverseCONNECT will also work with partners to identify policy and other efforts that can make the region more welcoming; for instance, advocating for reciprocal licenses and certifications to increase opportunities for trailing spouses and foreign-born talent, targeting the development of international restaurants, or working with educational and training providers to deliver unconscious bias training.

5) In addition to focusing business growth efforts on high-paying industries, there are other ways that TraverseCONNECT can **Help Address the Wage to Cost of Living Gap.** TraverseCONNECT should gather and publish data around competitive wage benchmarks in peer markets (in partnership with MichiganWorks!), convene employers to better understand their perspective on wages and cost of living, and brainstorm creative solutions. For instance, 5toOne has worked with employers to help provide on-site childcare, which could lower employers' cost of living. Creative solutions could also include incentives, such as awarding discretionary points for Venture North loan applications to employers that are providing family-sustaining wages. TraverseCONNECT will also explore options to create incentives that can lower the financial barrier to relocating to the region, such as relocation/rental assistance, or "talent tax incentives" for relocating workers.

Finally, as with other roles, TraverseCONNECT's experience with the issues that hinder the region's ability to retain and attract talent will inform the Chamber's advocacy agenda.

Business Attraction

Though attracting new employers to the area can bring new jobs and help create a more diverse and stable economy, in other communities throughout the country business attraction efforts have historically been far less likely to result in economic growth. Rather, they provide resources to help existing companies stay and grow in the region. In particular, the Grand Traverse Region should be aligned with the requirements of most businesses being courted by MEDC, which is responsible for promoting all regions to prospective businesses interested in relocating throughout the state of Michigan. Therefore, it will be important to invest in business attraction efforts at a rate proportionate to what can be reasonably expected in terms of outcomes and return on investment. To do this, TraverseCONNECT will lead in the design, coordination, and implementation of the region's attraction strategy in close coordination with partners like MEDC. TraverseCONNECT will not engage in a traditional business attraction strategy that includes going to trade shows and casting a wide net to attract new businesses to the area, as this is too resource intensive. Rather, TraverseCONNECT will:

1. **Define the Type of Businesses to Prioritize for Attraction**
2. **Promote the Region as a Good Place to Live, Learn, Work, Play, and Do Business**
3. **Connect Site Selectors and Prospective Businesses with Information, Resources, and Partners**
4. **Partner to Align with a Regional Approach**

1) The EDO will **Define the Type of Businesses to Prioritize** and focus its attraction efforts on. The Shared Economic Development Strategy work undertaken in the first six months will identify target industries, largely informed by in-depth analysis of those industries that are emerging or growing in the region and a deeper understanding of the assets that the region has to support and grow those industries. For instance, while manufacturing will undoubtedly be a target for TraverseCONNECT's business growth work given the industry's strength and presence in the region, it may not be a realistic target for attraction given the region's lack of connectivity and transportation infrastructure to ship goods. In general however, TraverseCONNECT will target those industries that can drive economic prosperity, i.e. year-round employers that support family-sustaining jobs in traded sector industries.

2) TraverseCONNECT will develop a clear value proposition and strategy to **Promote the Region as a Good Place to Live, Learn, Work, Play, and Do Business**. It will be necessary to develop a unique brand to support economic development goals in the region, one that goes beyond themes associated with tourism marketing and tells the story of successful business owners and highlights the assets of the region - from emerging technology start-ups, to programs supported by the colleges like drone development and aerospace research, to established manufacturing companies that can support relocating businesses. This will be used in a marketing campaign targeting business owners who frequent the area for vacation or visiting family, potential boomerangs, attendees of relevant local conferences, visitors to arts and cultural assets like the Interlochen Center for the Arts, and researchers visiting NMC to work on advanced industry research. This might take the form of website content or targeted advertising, and will be implemented in partnership with other organizations who are arranging and promoting events and tourism, such as TC Tourism, Cherry Marketing Institute,

Networks Northwest, MEDC, and TAAR. This material will also be used to support outreach to site selectors in target industries.

3) TraverseCONNECT will act as a central point of contact to **Connect Site Selectors and Prospective Businesses Interested in Locating in the Grand Traverse Region with Information, Resources, and Partners**. Regardless of where prospects are originating from, governmental entities like MEDC, Traverse City, Grand Traverse County, and more will be essential partners in this work, as they have resources to offer prospective businesses and relationships and networks with which TraverseCONNECT may benefit from connecting to. TraverseCONNECT's role will entail:

- **Site Identification and Development:** TraverseCONNECT will work closely with municipal agencies to identify available sites in the Grand Traverse Region, ensure those sites are represented in MEDC's inventory and in an internal inventory, and support municipalities in accessing resources to ensure that those sites are truly ready to support investment. When a prospective business is looking at the region, TraverseCONNECT will be able to work with these partners to promote those sites.
- **Resource Guides:** Before a prospective business is ready to meet with resource providers and partners, and while the EDO may still be under an NDA that prevents it from discussing the lead with service providers, easy-to-use information about available resources will be important tools. The EDO will develop lists of service providers (e.g. attorneys, commercial real estate developers, CPAs, etc.), overviews of financing programs, and other important information to distribute to businesses to support their growth efforts. These may be branded with the vendors' logo and information, and the EDO can make direct connections as well. This step might also include connecting prospective businesses with trained business "tour guides" (i.e. retired business professionals) who can speak generally about what it is like to do business in the region.
- **Connections to Partners:** Ultimately, TraverseCONNECT will be a resource that can connect prospective businesses to partner organizations. This may take the form of "rapid response" teams who are organized to meet with businesses and quickly respond to their needs. This "rapid response" team would consist of organizations that can offer the following resources:
 - **Funding/Capital:** Venture North, Angels, VCs, banks, SBA, USDA
 - **Technical Assistance:** SBDC, PTAC, Michigan Technology Centers, Michigan Agri-Business Association
 - **Incentives/Abatements:** Northern Nexus, local municipalities, MEDC
 - **Workforce:** MichiganWorks!, educational institutions, workforce training organizations
 - **Development/Planning/Real Estate:** TAAR, DDA, commercial developers, municipalities

TraverseCONNECT will ensure that experience related to what issues hinder the region's ability to attract businesses informs their advocacy agenda.

4) Though the focus of the majority of TraverseCONNECT's work will be on the Grand Traverse Region, TraverseCONNECT will **Partner to Align with a Regional Approach** to any attraction-related work happening within the 10-county region of Northwest Michigan. Because the EDO cannot influence whether a prospective business wants to locate in the Grand Traverse Region or just outside of it in the surrounding counties, as the point of contact for companies that are starting to explore Northwest Michigan this role may entail connecting those prospects with other resources outside of TraverseCONNECT's geography of focus. This will mean close coordination with other regional EDOs, since assets like industry strengths, labor force, quality of life amenities, educational institutions, etc. are all regional in nature. Therefore, TraverseCONNECT will work with neighboring EDOs to identify sites from throughout the 10-county region that they can collectively market and that MEDC can advertise on its database. As an example, Northern Lakes Economic Alliance has a long history of working with MEDC on business attraction to the four counties it represents, and TraverseCONNECT should replicate that working relationship in the communities that it represents.

TraverseCONNECT will work at every turn to ensure transparency in regard to the business attraction/site selection process in order to create trust and decrease tension between communities. If appropriate, an MOU may be developed towards this end. But in any case, TraverseCONNECT will engage board members, investors, and partners to inform and guide the business attraction work.

Supporting Roles

Entrepreneurship and Innovation

Innovation-based entrepreneurship is an important facet of economic growth in the region that is nevertheless quite resource intensive to support in a robust and effective way. At the same time, TraverseCONNECT represents the "next step" for many of the tech and innovation-based enterprises that are launched locally that are highly scalable and may add dozens of new employees over the course of just a few years. In that way, many of the activities that TraverseCONNECT will be leading, such as developing resources to inform and connect existing and prospective businesses to resources, will indirectly support entrepreneurs as they launch and grow their startups.

Therefore, rather than lead local entrepreneurial and innovation-based activity, TraverseCONNECT will ensure that fostering innovation and entrepreneurship is included as a key part of the overall Shared Economic Development Strategy, and will support existing players in the ecosystem that are currently encouraging innovative activities. This will allow the freedom and creativity that these enterprises and the sector need to properly develop and thrive, while also allowing TraverseCONNECT to influence and learn from the innovation and entrepreneurship sector. This work is largely being led by 20Fathoms, but also by organizations such as TC New Tech, the Front Street Irregulars, and SCORE.

In order to explicitly support entrepreneurship and innovation, TraverseCONNECT will:

1. **Engage in and Bring Visibility to Regional Efforts that Support Entrepreneurship and Innovation**
2. **Engage Startups and Entrepreneurship Organizations in Economic Development Efforts**
3. **Connect Innovators & Established Companies to Support the Growth of Both**

1) In addition to engaging in activities like sitting on boards, and sponsoring meetups and competitions, TraverseCONNECT will meet regularly with players in the entrepreneurship and innovation space to ensure that the entrepreneurship community is aware of, engaged with, and, as appropriate, providing input on the development of economic development programs and services. For instance, as branding and marketing campaigns are developed, it will be critical to showcase the success of and opportunities associated with the entrepreneurial community. Summarizing, promoting, and marketing the region's startup activity to **Bring Visibility to Regional Efforts that Support Entrepreneurship and Innovation** – for example by hosting venture fairs or investors forums – can help attract investors as well as startups from other regions who might want to relocate to take advantage of the region's great quality of life.

2) TraverseCONNECT will seek to **Engage Startups and Entrepreneurship Organizations in Economic Development Efforts** by, for example, making sure that activities and overarching development of the sector matches overall goals and outcomes needed to advance entrepreneurship as an economic driver in the region. One area might be through encouraging the development of emerging and existing industry clusters, informed by the EDO's interactions with industry groups and targeted business growth and attraction efforts. Startups and those organizations supporting innovation and entrepreneurship are key stakeholders in any industry cluster development. For example, the Grand Traverse Region boasts emerging drone, aerospace, biotech, and water technology specialties. These

existing strengths and assets should inform the identification of target clusters, and the innovation and technology community should be actively encouraged to contribute to developing these clusters. TraverseCONNECT might foster and encourage this by sponsoring themed innovation conferences in conjunction with the colleges and other organizations supporting new innovation, and tracking and publishing cluster development activities as they are launched and developed.

3) Strong and strategic relationships between entrepreneurs and innovators and established companies can encourage mutual growth. To **Connect Innovators & Established Companies to Support the Growth of Both**, TraverseCONNECT might consider such things as:

- Introduce early-stage entrepreneurs to experienced business leaders who can provide guidance. This can be done through a formal mentorship program and/or workshops and events, and should be tracked as part of impact metrics.
- Support business-to-business efforts. One way to do this would be to host a speed dating or matchmaking event to connect start-ups and established businesses who could be potential customers.
- Help established companies innovate by connecting them with innovators through an Entrepreneur-in-Residence type program. There is a particular opportunity to support innovation within manufacturing, and TraverseCONNECT could work with the Grand Traverse Area Manufacturing Council to facilitate collaboration with the entrepreneurship community and advocate for additional resources to support manufacturing innovation.

Community Development

There are many community development issues of importance that are not directly in the economic development realm but are richly related in terms of their impact on the region's economic vitality. In particular, these issues have an impact on cost of living, which is directly related to the Region's ability to retain and attract talent. These include:

- **Workforce Housing:** A lack of workforce housing is a major barrier to talent retention and attraction.
- **Childcare:** A lack of childcare options puts a strain on working families and often means one caregiver must forgo work, leading to lower earning potential and therefore likely a contributor to the decline in family-age workers in the region.
- **Transit and Mobility:** A disconnect between where people work and live, driven in part by high housing costs, and a lack of transit between those two, impacts employers' ability to retain talent.

TraverseCONNECT recognizes the importance of these issues to economic development. However, as a new Economic Development Organization with limited resources and a clear mandate to lead economic development efforts like business and talent retention and attraction, TraverseCONNECT will only play a limited role in supporting these very complex *community* development issues. Primarily, TravereseCONNECT will:

1. **Represent Employers' Interests in Community Development Conversations**
2. **Engage the Business Community in Developing Solutions**
3. **Support Early Childhood Initiatives**

1) As initiatives are developed to address these issues, TraverseCONNECT will convene employers and then **Represent Employers' Interests in Community Development Conversations** around these issues. For instance, Housing North has taken a leadership role in convening organizations regionally to identify solutions to housing problems, and the Grand Traverse Regional Community Foundation has launched a community development convening strategy to address many of these major issues. TraverseCONNECT should be an active supporter of these efforts, adding the perspective of the business community to the conversation. This could include engaging businesses directly to participate in the initiative, or creating a "working committee" to inform TraverseCONNECT's approach to and role in these initiatives.

Similarly, as appropriate, TraverseCONNECT will educate local government partners on why identifying solutions to these challenges is important to the business community and the potential impact on economic development.

2) TraverseCONNECT will also **Engage the Business Community in Developing Solutions**, e.g. developing carpool programs or providing shared childcare services. Again, this could take the form of working committees within TraverseCONNECT. Insofar as TraverseCONNECT's investors represent realtors and developers, and given TraverseCONNECT's partnerships with financiers like banks and CDFIs, TraverseCONNECT can bring those stakeholders together to identify potential solutions and tools to address identified community development needs, such as the financing of workforce housing, or developing advocacy via the organization's Government Relations work.

3) Childcare and early childhood education are critical issues to retain and attract talent. In partnership with the Great Start Collaborative, TraverseCONNECT will **Support Early Childhood Initiatives** by helping businesses identify solutions that they can implement to ensure that their workforce has access to affordable childcare. TraverseCONNECT has also commissioned a study by IFF to better understand barriers to affordable childcare and early childhood education in the region. However, while TraverseCONNECT will act as the voice of the business community on this issue, and support business-led solutions, given limited resources and the need to focus on the core economic development mission, TraverseCONNECT will not lead efforts in this area.

Development and Infrastructure

There are many development and infrastructure issues that are not directly related to TraverseCONNECT's mission but that present barriers to the region's potential for economic development. These include things like:

- Water supply, wastewater and stormwater treatment
- Broadband access
- Air service
- Road and street improvements
- Commercial freight
- Office/light industrial space development

Priorities around which to advocate on behalf of the employer community will be identified through annual visits and convenings with the business community to determine what is needed, but regardless of the specific issue, TraverseCONNECT will:

1. **Engage Public Partners to Understand and Support Business Needs**
2. **Advocate For and Support Governmental Efforts to Attract Infrastructure Investment**

1) Government plays an important role in supporting economic development, including developing critical infrastructure, and ensuring that planning and zoning supports business development. TraverseCONNECT will **Engage Public Partners to Understand and Support Business Needs**. This will entail identifying specific common needs through annual visits and convenings with the business community, working with public partners to understand those needs, and facilitating collaborative approaches to identifying solutions. This will also entail identifying planning, data, and analysis needs (e.g. commercial corridor analysis, market analysis, transportation studies) for supporting identified, common economic development needs (e.g. a lack of office space for tech-based businesses). For example, all government agencies are required to write master plans, and Traverse City's five-year plan is set to be updated soon. TraverseCONNECT should be engaged in this process, understand what's included in the plans, and provide input regarding regional economic strategy goals to include in the plan where appropriate

2) Oftentimes, a lack of coordination, broad-based support, and capacity are barriers to attracting funding for infrastructure and development. TraverseCONNECT will **Advocate For and Support Governmental Efforts to Attract Infrastructure Investment**, particularly by helping municipalities attract investment for infrastructure that supports identified economic development needs. This could also entail supporting USDA grant applications, identifying private funding for local development, lending advocacy support and insight to efforts like Traverse City's Wind Power resolution, putting weight and the voice of the business community behind municipalities' efforts to invest in infrastructure and expand local finance tools such as TIF districts, and supporting Networks Northwest's designation as an MPO, if applicable. This will be led in partnership with TraverseCONNECT's Government Relations staff.

Timeline and Phasing

While all the roles outlined here are important to incorporate, some are more urgent and serve as building blocks for other longer-term strategies. The EDO's activities will be staged in the following way:

0-6 months

1. Engage Partners and Investors to Develop a Shared Economic Development Strategy and Define the Type of Businesses to Prioritize for Attraction

Documenting a clear agenda and strategy will be an important first step to defining the priorities on which TraverseCONNECT will focus. TraverseCONNECT will perform an in-depth analysis of strengths, weaknesses, opportunities, and threats related to the region's business and economic landscape, including identifying specific industry strengths and opportunities, and will work with stakeholders to develop shared strategies to address those. TraverseCONNECT will work with investors and partners at different tiers to understand the needs and priorities of the business community and the partners it serves, foster a shared approach to and understanding of the economic development goals for the region, and adjust the strategy as needed.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Analyze economic and industry-specific SWOT Begin developing strategy Establish regular partner/investor meeting structure 	<ul style="list-style-type: none"> Draft of regional economic development strategy Meetings with public investors, industry clusters, and partners/investors 	<ul style="list-style-type: none"> Enhanced coordination among economic development partners Shared regional goals and strategy

2. Launch a Website and Data Dashboard

This will serve as a central place to learn about the Grand Traverse Region's economy, high level goals, and the resources it has to support talent and business growth and attraction.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Develop website and online presence Publish current and historical data, future projections, and goals 	<ul style="list-style-type: none"> Number of website visitors Number and quality of social media followers 	<p>Measured in yearly business and organizational survey:</p> <ul style="list-style-type: none"> Businesses utilize TraverseCONNECT website as go-to resource Stakeholders clearly understand TraverseCONNECT's mission and goals

Year 1

1. Conduct Annual Visits to Target Businesses

- a. Establish Advocacy Agenda on Behalf of Employers to Local and State Government
- b. Engage Public Partners and Share Initial Needs/Concerns from Business Visits
- c. Build Relationships to Business Resource and Service Providers
- d. Engage Education and Training Providers to Ensure Alignment with Business Needs

Core to TraverseCONNECT's overall strategy is conducting annual business visits to employers with a great potential to impact economic growth in the region, namely those who are the largest employers and those representing traded industries, i.e. who bring economic value into the region through exporting goods and services. TraverseCONNECT will use these visits to discuss the plans of these target businesses, identify possible barriers, and connect them to resources to achieve their goals.

The EDO's annual business visits will help guide the pillars, principles, and focus areas of its advocacy agenda within the first year.

The EDO will also take time in Year 1 to form relationships to business resource providers in the community and begin to compile these on its website so that it can better serve its target businesses.

Through the annual growth visits, the EDO will gather information from employers around in-demand skills and skill gaps, and then will work with educational and training organization partners to align their workforce education and training efforts with needed regional workforce skills in order to more readily retain talent in the region and ensure workers have the training they need.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Business growth visits to traded industries and key employers • Establish advocacy priorities • Identify and establish referral process with resource providers • Convene education and training partners to discuss BRE findings re: skills 	<ul style="list-style-type: none"> • Number of business visits conducted, tracked in CRM (estimate 100/yr) • Data collected via business surveys • Published advocacy agenda • Number of education and training programs changed/added to support business needs 	<ul style="list-style-type: none"> • Number of referrals made to partners and businesses to support growth and expansion (estimate 300/yr) • Ratings of the business support climate increases, measured by survey to businesses • Increased involvement of the business community in policy advocacy

2. Develop Talent & Business Attraction Marketing Campaigns

- a. **Develop Messaging to Promote the Region as a Good Place to Live, Learn, Work, and Do Business**
- b. **Develop Strategies to Promote Family-Sustaining Wage, High-Skill Job Opportunities in the Region**

It will be necessary to develop a unique brand to support economic development goals in the region, one that goes beyond themes associated with tourism marketing to tell the story of successful business leaders and highlight business assets in the region. This messaging will be targeted to business people who frequent the area for vacation or visiting family, potential boomerangs, attendees of relevant local conferences, and researchers visiting NMC, to help them envision the region as a place they could live, learn, work, and do business, not just play.

To help people envision themselves living and working in the region, TraverseCONNECT will also promote family-sustaining wage, high-skill job opportunities on a dedicated section of its website, develop targeted marketing initiatives (e.g. to potential boomerangs) about the benefits of working in the region, and support local efforts to make new talent feel like they could feasibly make the Grand Traverse Region their home, such as a new-recruit "concierge program" to welcome and acclimate prospective talent.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Live, Learn, Work brand launched • Create talent focused website • Create talent focused marketing campaign • Support concierge/Ambassador Program 	<ul style="list-style-type: none"> • Number of hits to website from outside of the area • Number of hits to website within area • Number of ambassadors • Number of meetings that ambassadors have 	<ul style="list-style-type: none"> • Change in sentiment of prospective businesses leaders and professionals about region (measured by survey or independent analysis) • Talent attracted (work with local realtors to track new residents) • Job postings filled (business survey, MIWorks!, Burning Glass) • Increase of new recruits in identified social networks (e.g. amateur sports leagues, Rotary)

3. Engage Startups and Entrepreneurship Organizations in Economic Development Efforts

Innovation-based entrepreneurship is an important facet of economic growth in the region, and TraverseCONNECT represents the "next step" for many of the tech and innovation-based enterprises that are launched locally. In addition to engaging in activities like sitting on boards and sponsoring meetups and competitions, TraverseCONNECT will meet regularly with players in the entrepreneurship and innovation space, to ensure that the entrepreneurship community is aware of,

engaged with, and, as appropriate, providing input on the development of economic development programs and services.

TraverseCONNECT will seek to engage the startup community in broader economic development efforts so that activities and overarching development of the sector matches overall goals and outcomes needed to advance entrepreneurship as an economic driver in the region. For example, the EDO will encourage the development of emerging and existing industry clusters, which will be informed by its interactions with industry groups, targeted business growth visits, and attraction efforts.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Serve on boards of entrepreneurial support organizations • Engage startups in industry cluster development 	<ul style="list-style-type: none"> • Number of meetings and collaborations with support organizations 	<ul style="list-style-type: none"> • New connections made between entrepreneurship and innovation stakeholders and traditional economic development stakeholders

4. Represent Employers' Interests in Community Development Conversations

There are many community development issues of importance that are not directly in the economic development realm but are richly related in terms of their impact on the region's economic vitality. These include workforce housing, childcare, and transit and mobility. As initiatives are developed to address these issues, TraverseCONNECT will be an active supporter of these efforts, bringing the perspective of the business community to bear on the conversation.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Publish IFF Study and support efforts to address findings • Participate in Housing North efforts • Attend other meetings as appropriate related to community development 	<ul style="list-style-type: none"> • MOUs established to define role of EDO in supporting childcare, housing, and other community development efforts 	<ul style="list-style-type: none"> • Number of businesses who engage in outreach to understand their concerns related to identified community development issues • Clear business community agenda as it pertains to community development issues

Year 2

1. Connect Regional Businesses, Site Selectors, and Prospective Businesses Interested in Locating in the Grand Traverse Region with Information, Resources, and Partners

a. Partner with EDOs and Other Agencies to Establish and Align with a Regional Approach to Site Selection and Business Attraction

TraverseCONNECT will act as a central point of contact for the *entire* business community, and as the organization that any business can turn to if they want to get connected to the resources they need, such as financing, upskilling existing employees, or finding a location for a new office.

In addition, TraverseCONNECT will connect prospective businesses interested in locating in the region to partner organizations that can serve those businesses' needs, and provide them with easy-to-use information about available resources. TraverseCONNECT will also work closely with municipal agencies to identify available sites, ensure those sights are promoted, and ensure that those sites are truly ready to support investment.

This work will mean close coordination with other regional EDOs, since assets like industry strengths, labor force, quality of life amenities, educational institutions, etc. are all regional in nature. Furthermore, because TraverseCONNECT cannot influence whether a prospective business wants to locate in the Grand Traverse Region or in the surrounding counties, as the point of contact for companies that are starting to explore Northwest Michigan this role may entail connecting those prospects with other organizations outside of TraverseCONNECT's geography of focus.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> Develop easily accessible, well-designed, and up-to-date information for prospective businesses and site selectors Meet or contact site selectors or prospective businesses Develop SWAT team approach to responding to prospects 	<ul style="list-style-type: none"> Established MOUs with municipalities, other EDOs, and agencies/partners to define the business attraction process, roles/responsibilities, and protocols Track number of visitors to online business attraction resources 	<ul style="list-style-type: none"> Partner organizations report business engagement in monthly followup Number of prospective business/site selector visits Number of companies relocating to the area

2. Benchmark and Work with Employers to Help Address the Wage to Cost of Living Gap

TraverseCONNECT will gather and publish data around competitive wage benchmarks in peer markets, convene employers to better understand their barriers to increasing wages, and encourage them to utilize best practice tools such as Glassdoor to support them in paying higher wages when appropriate. TraverseCONNECT will also explore options to create incentives that can lower the

financial barrier to relocating to the region, such as relocation/rental assistance or “talent tax incentives” for relocating workers.

In addition, TraverseCONNECT will work in close partnership with existing institutions that are exploring opportunities to expand the educational offerings locally.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Benchmark wage data • Meetings with businesses to discuss wage gap 	<ul style="list-style-type: none"> • Data provided to employers • Number of businesses at meetings, continued engagement • Strategies identified to address gap 	<ul style="list-style-type: none"> • Increase in ability to retain and attract talent

3. Support Municipal Efforts to Attract Infrastructure Investment

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Establish relationships with municipalities and infrastructure organizations 	<ul style="list-style-type: none"> • Track developments and investments in the region 	<ul style="list-style-type: none"> • Ongoing tracking will create year-over-year comparisons

Year 3+

1. Develop New Programs and Services to Support Business Growth and Talent Retention and Attraction

- a. **Develop Programs and Services to Meet Common Unmet Needs to Support Growing Businesses**
- b. **Develop Related Programs to Create a More Welcoming Community for Trailing Spouses and Diverse Populations**
- c. **Partner with Education and Training Providers to Retain Talent**
- d. **Explore Opportunities to Expand Educational Resources in the Region**

This strategic plan identifies many opportunities for new programs and services. While the first two years will be focused on establishing relationships, processes, and strategies, Year 3 will focus on the development of new programs and services. The EDO’s business growth visits will inform the development of new programs and services as needed, either led or supported by TraverseCONNECT. These could address a range of common needs, such as succession planning, shared services, reforming specific public processes or policies, or increasing access to capital. New programs will need to be developed to create a more welcoming community for trailing spouses and diverse populations. And finally, TraverseCONNECT will work with local colleges and training programs to increase retention of graduates.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Work with partners to identify missing resources to address business retention and attraction needs • Partner with existing institutions to explore new opportunities 	<ul style="list-style-type: none"> • New programs and resources developed • MOUs and other developments are supported by the EDO in partnership with other institutions 	<ul style="list-style-type: none"> • Industry satisfaction surveys • Job postings filled • Increase in prime age population • Additional educational opportunities exist in the region

2. Grow Efforts to Support Entrepreneurship and Innovation

a. Develop and Support Events and Efforts to Bring Visibility to Regional Entrepreneurship and Innovation

b. Connect Innovators and Established Companies to Support the Growth of Both

It will be critical to showcase the success of and opportunities associated with the entrepreneurial community and raise its visibility outside of the region, to help attract investors as well as startups from other regions who might want to relocate to take advantage of the region's great quality of life.

Furthermore, innovators and established business leaders can benefit one another, and the EDO will work to encourage connections between the two via Entrepreneur-in-Residence programs, mentorship, and supporting business-to-business opportunities.

Measures of Success

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> • Connect with startup support organizations • Make connections between businesses and between established businesses and startups 	<ul style="list-style-type: none"> • Number of meetings and collaborations with support organizations • Number of businesses engaged 	<ul style="list-style-type: none"> • Yearly tracking of the U.S. Census Bureau's Statistics of United States Businesses regarding business survival rate • Growth of sales, as measured by annual survey

- o Manufacturing (pending exploration of partnership with Grand Traverse Area Manufacturing Council)

Sibling Organizations

Venture North

Venture North is an incredibly valuable part of the TraverseCONNECT organization. As a CDFI, Venture North has the ability to support the creation and expansion of businesses throughout the 10-county region of Northwest Michigan, and, in particular, in communities with a greater need for investment. The EDO will work closely with TraverseCONNECT to ensure that businesses that can take advantage of this capital are connected with Venture North.

TraverseCONNECT currently provides financial and administrative support for Venture North. Venture North is currently in a growth phase, adding staff and creating their own plan to increase their capacity to invest. As Venture North grows, the need for TraverseCONNECT staff to support their operations will naturally wane.

Despite the clear need for a strong partnership, a full integration of Venture North within TraverseCONNECT is unlikely to be feasible in the long term. Due to Federal CDFI requirements, Venture North is required to have its own board. Its CRM is very specialized and would not be able to integrate with the CRM for the EDO and Chamber. The geographic range of Venture North is the 10-county region, whereas the EDO and Chamber's efforts are focused on the Grand Traverse Region. And finally, Venture North has strong brand equity (and its own website and email marketing) separate from TraverseCONNECT. While TraverseCONNECT will continue to support and work closely with Venture North over the course of this three-year strategic plan, it will do so towards the end of ensuring the sustainability and self-sufficiency of Venture North as an independent organization.

Great Start Collaborative / 5toONE

Since 2008, TraverseCONNECT and the Traverse Bay Area Intermediate School District have had a contract to house the Great Start Coordinator within TraverseCONNECT. TraverseCONNECT provides financial and communications support for the Collaborative, which works to ensure that families have access to all programs and resources they need to ensure their children are ready for school. Given the overwhelming need for accessible and affordable childcare to help retain and attract families, and to help address the wage to cost of living gap, there is a clear economic development case for an ongoing partnership between TraverseCONNECT and the Great Start Collaborative. However, as TraverseCONNECT takes on the role of economic development organization for the Grand Traverse region, it must focus its resources on supporting its core mission. Therefore, TraverseCONNECT will work closely with the Collaborative and the ISD to develop a transition plan for the Collaborative that ensures their organizational and financial sustainability.

Process Improvement

- Currently, the Chamber uses ChamberMaster as a Customer Relationship Management (CRM) system, MailChimp to manage email communications, and has a shared "Q" drive for document storage. However, there are no clear protocols established, staff have not been trained on process, and inefficiencies abound. Perhaps the biggest consequence of these inefficiencies is that staff are often not aware of who has engaged prospects, investors, and partners, when, and for what. As TraverseCONNECT evolves to become an economic development organization, the use of Salesforce will be evaluated, as there would be significant time and cost involved with changing CRMs. Therefore, it will be important to undergo due diligence to ensure the cost in time and effort reaps the appropriate level of return. TraverseCONNECT will create clear standard operating procedures for the use of the CRM, network, and MailChimp. All staff will be trained in the use of these systems and enforcement of the SOP will be strictly enforced. This may require hiring a CRM consultant.
- Currently, potential and existing investors interact with numerous staff. There are no standard operating procedures for:
 - Investor recruitment
 - New investor onboarding (e.g. there is a lack of clarity around benefits and opportunities associated with different investor levels)
 - Engagement with inactive investors to encourage their participation

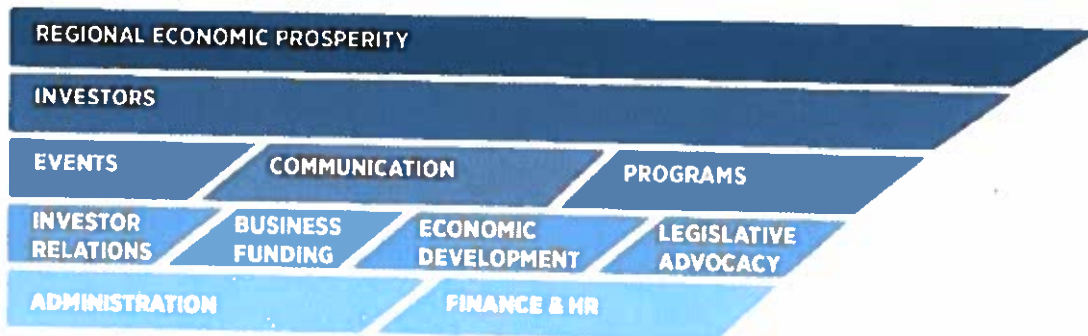
TraverseCONNECT will develop standard operating procedures for these functions and ensure that staff roles and responsibilities are clearly defined.

- The Chamber currently manages 91 events per year, an average of 2 events per week. These events focus primarily on networking, B2B opportunities, and leadership development. There is currently no process for analyzing the effectiveness of these events. Furthermore, the capacity to create and execute a strategic communications plan for major events is limited. Additional capacity will be required as the EDO develops new programs and events, some of which may be applicable to all businesses, while others may be designed to support target industries.

TraverseCONNECT will develop internal reporting and analysis mechanisms, as well as a regular strategic planning process, in order to limit the number of programs and events and thereby ensure higher quality for investors. An important step in this planning will be to examine current committees and working groups in order to identify opportunities for streamlining and efficiencies.

Resources Needed

Staffing



The graphic above does not represent a traditional org chart, rather it represents how, conceptually, TraverseCONNECT staffing will be reorganized to meet the objectives of this strategic plan.

- Regional Economic Prosperity is why TraverseCONNECT exists as an organization.
- Investors are the private, public, and non-profit leaders for whom TraverseCONNECT works.
- Events, Programs, and Communications are how TraverseCONNECT ensures that Investors know about and engage in the organization's work. These functions serve both the work of the EDO and Chamber functions.
- Investor Relations, Advocacy, Economic Development, and Funding (provided by Venture North) are direct services for the Region's businesses, with Investor Relations and Advocacy supporting investors representing businesses and industries of all sizes, and Economic Development supporting those target employers and industries that are driving economic growth.

Director of Economic Development

The Director of Economic Development will manage the implementation of the EDO's strategy. As described in the phasing, the initial priorities in Year 1 will be to create a regional economic development strategy and to implement a business calling program. While the Director of Economic Development will also oversee the talent and business attraction marketing efforts in Year 1, the majority of this work will be led by the Director of Marketing and Communications (see below). The other Year 1 roles are support roles. Once the business calling program is established, the Director of Economic Development will be able to devote additional time to implementing Year 2 priorities.

The primary qualification of the Director of Economic Development will be experience working in and/or with private sector stakeholders. This person must be able to quickly gain the trust and confidence of the region's employers. However, it will not be enough to gain their trust. This person must have demonstrated experience turning ideas into action - establishing new partnerships and programs to meet the needs of employers.

One additional support staff will be hired to support this work.

Director of Investor Relations

As addressed under Process Improvements, TraverseCONNECT is serious about guaranteeing a more clear, consistent, and responsive experience for its investors. The Chamber Executive Director position will be reconfigured into the Director of Investor Relations, who will oversee these improvements, guiding the strategic direction of investor benefits and services, events and programs, relationship management, and community partnerships. The Director of Investor Relations will directly manage relationships with high-level investors.

The primary qualification of the Director of Investor Relations will be strong strategic planning skills. The Director will oversee internal improvements to streamline the direct point of contact for investor onboarding and retention, ensuring that the needs of investors are met, while creating a financially sustainable organization.

Director of Marketing and Communications

Many staff currently support marketing and communications in some fashion. Though staff are doing well at supporting graphic design and website needs, in particular, no one is trained in those areas. Furthermore, no person oversees all marketing and communications; therefore, processes for setting strategic direction and ensuring quality control are not in place. The Director of Marketing and Communications will create an annual marketing and communications plan, establishing prioritized strategies and targets. Given the need to begin a talent and business attraction marketing campaign in Year 1, for which the Director of Marketing and Communications will play a leading role, TraverseCONNECT will outsource the redesign of the website and creation of brand guidelines and collateral to a qualified, local firm.

The Director of Marketing and Communications must be able and willing to both provide the strategic vision for the marketing and communication needs of the organization and do the day-to-day tasks of updating the website and designing graphics for fliers, social media, and other needs.

A Marketing Content Coordinator will be hired to support this work.

Government Relations Support

If there is one service that is currently valued above all others by stakeholders, it is the Chamber's advocacy efforts, and in particular the work of the Chamber Alliance. However, with one staff member, the organization currently lacks the capacity to drive government relations at the local, state, and federal levels, and advocate for all issues that pertain to regional businesses. In addition, this strategic plan creates numerous new avenues to inform the development of an advocacy agenda.

Therefore, an additional support staff is needed to ensure the continued strength and growth of TraverseCONNECT's ability to represent the voice of the business community. This role will also have a secondary duty supporting the event and program staff.

Funding

Budget

In total, implementing this strategic plan is estimated to cost about \$3 million annually, which is in line with peer organizations across the country. This requires an additional \$1 million in annual funding over and above TraverseCONNECT's current budget and operating costs.

Primary new expenses include the salaries for two director-level staff plus three support staff; consultants and contractors for the website and talent and business marketing campaign; and system improvements.

- The Director of Economic Development will develop the regional economic development strategy in year 1, as well as implement the business calling program that is integral to the EDO's strategy and all other activities.
- The Director of Investor Relations will establish a process for managing relationships with high-level investors in year 1, to ensure the needs of those served are met and the organization is financially sustainable.
- The Director of Marketing and Communications will create an annual marketing and communications plan in year 1, establishing prioritized strategies and targets and playing a lead role in developing the talent and business attraction marketing campaign.
- The Government Relations staff will help advance the Chamber's advocacy work, including the work of the Chamber Alliance, ensuring that the Director of Legislative Advocacy has the support needed to enhance and expand its vital role advocating on behalf of employers and economic drivers in the community.
- TraverseCONNECT will work with a qualified local firm to redesign the website and establish brand guidelines and collateral, and will hire a CRM consultant to set up processes and ensure compliance and consistency for maximum efficiency.

These organizational investments will result in the following outcomes:

- A clear and focused economic development strategy for the region, shared among private, public, and non-profit investors in the organization
- Baseline data, goals, and the organization's role in achieving those goals is clearly articulated internally and externally to drive visibility and ensure accountability
- Streamlined and enhanced events, programs, and services that actively engage the business community and reflects their needs
- 100 existing businesses visited each year, data collected, concerns documented
- Local business concerns addressed by the EDO team, including referrals to resource partners and/or other businesses (estimated 300 referrals per year), and where applicable, policy advocacy
- Target employers have the tools they need to locate, stay, and grow in the region

- Talent that desires to work in the region are recruited, have the training employers want and that they need to be successful, and opportunities that provide family-sustaining wages
- Entrepreneurs and innovators are plugged into and driving the next wave of economic development in the region
- The business community is involved and active in creating and supporting efforts to enhance the region's quality of life, from community development to infrastructure

Investment Strategy

Funding for TraverseCONNECT will come from two distinct sources: programs and events; and investment from private, public, and non-profit partners. Funding will come primarily from direct investment support, with additional revenue generated from programs and events.

Investor levels will be categorized in two main tiers:

- The Leadership Tier
 - Champion Investors at the \$10,000 level
 - Partner Investors at the \$5,000 level.
- The Small Business Tier
 - Executive Investors at the \$1,000 level
 - Network Investors at the \$500 level

All tiers include base level investment to fund operations. Champion, Partner, and Executive level investors can direct a portion of their investment to specific programs, sponsorships, and events of their choice.

TraverseCONNECT will also execute contracts and service agreements with Strategic Investors that chose to invest above the \$10,000 Champion Level. These are entities that have a vested interest in the outcomes of the EDO's work.



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

Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: Stormwater Management Plan -- AECOM

The DDA contracted with AECOM In July 2017 to complete a regional stormwater management Plan for \$47,000. This Plan would include a pollutant source assessment, review of approaches to implement the stormwater ordinance in the Downtown District with recommendations for improving the existing ordinance and recommendations for implementing best management practices.

As the City has been working on a stormwater management system, we wanted to make sure that there was coordination of work to ensure the plans could be implemented by not just the DDA but the City of Traverse City as well. This report was part of your July packet to allow board members time to review prior to the September presentation. Therefore, the report is not reproduced, a link to the report can be found on the DDA Website at dda.downtowntc.com, (or you could pull from the July packet.

AECOM will be in attendance to present the Plan and highlight opportunities for the downtown that compliment the ordinance and obtains green infrastructure in our Downtown.

RECOMMENDATION: Information only.



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

Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: Lease of Office Space – Community Police Officer

The attached lease provides office space for our community police officer until a more permanent location can be found in the DDA District. The rent of \$800/month would be split between the DDA and the Police Department, therefore totaling \$4,800 per year which is contained within the budget.

In addition, the space provides a conference room for meetings, which will be utilized by our office for meetings throughout the year.

DDA Attorney, Lauren Tribble-Laucht, has reviewed the attached lease.

RECOMMENDATION: Approval of Commercial sublease between Downtown Development Authority and Spirituality & Health for office space located at 123 West Front Street, Traverse City, MI 49684.

Commercial Sublease

This Commercial Sublease (this "Sublease") is made effective as of **TBD**, by and between Spirituality & Health ("Tenant") and Traverse City Downtown Development Authority ("Subtenant"). Tenant has previously entered into a lease agreement with Gourdie Fraser ("Landlord") dated April 01, 2018 (the "Prime Lease"). Tenant now desires to sublet the leased property to Subtenant and Subtenant desires to sublet the leased property from Tenant. Therefore, the parties agree as follows:

1. **PREMISES.** Tenant, in consideration of the sublease payments provided in this Agreement, sublets to Subtenant Office Space located at 123 W. Front, Traverse City, Michigan 49684 (the "Premises").
2. **TERM AND POSSESSION.** The term of this Sublease will begin on **TBD** and unless terminated sooner pursuant to the terms of this Sublease, it will continue for the remainder of the term provided in the Prime Lease, which terminates April 01, 2021.
3. **SUBLEASE PAYMENTS.** Subtenant shall pay to Tenant sublease payments of \$800.00 per month, payable in advance on the first day of each month. Sublease payments shall be made to Tenant at 123 W. Front, Traverse City, Michigan 49684, which may be changed by Tenant with notification to the Subtenant.
4. **DEFAULTS.** Subtenant shall be in default of this Sublease if Subtenant fails to fulfill any lease obligation or term by which Subtenant is bound. Subject to any governing provisions of law to the contrary, if Subtenant fails to cure any financial obligation within 5 days (or any other obligation within 10 days) after written notice of such default is provided by Landlord to Subtenant, Landlord may take possession of the Premises without further notice (to the extent permitted by law), and without prejudicing Landlord's rights to damages. In the alternative, Landlord may elect to cure any default and the cost of such action shall be added to Subtenant's financial obligations under this Sublease. Subtenant shall pay all costs, damages, and expenses (including reasonable attorney fees and expenses) suffered by Landlord by reason of Subtenant's defaults. All sums of money or charges required to be paid by Subtenant under this Sublease shall be additional rent, whether or not such sums or charges are designated as "additional rent". The rights provided by this paragraph are cumulative in nature and are in addition to any other rights afforded by law.
5. **LATE PAYMENTS.** For each payment that is not paid within five days after its due date, Subtenant shall pay a late fee of \$10.00 per day, beginning with the day after the due date.
6. **SECURITY DEPOSIT.** At the time of the signing of this Sublease, Subtenant shall pay to Landlord, in trust, a security deposit of \$0.00.

To the Subtenant: You must notify your Landlord in writing within 4 days after you move of a forwarding address where you can be reached and where you will receive mail; otherwise your Landlord shall be relieved of sending you an itemized list of damages and the penalties adherent to that failure.

- 7. CUMULATIVE RIGHTS.** The rights of the parties under this Sublease are cumulative and shall not be construed as exclusive unless otherwise required by law.
- 8. NON-SUFFICIENT FUNDS.** Subtenant shall be charged \$50.00 for each check that is returned to Landlord for lack of sufficient funds.
- 9. PROPERTY INSURANCE.** Lessor, Tenant and Subtenant shall each maintain appropriate insurance for their respective interests in the Premises and property located on the Premises. Lessor and Tenant shall be named as an additional insured in such policies. Subtenant shall deliver appropriate evidence to Tenant as proof that adequate insurance is in force issued by companies reasonably satisfactory to Tenant. Tenant shall receive advance written notice from the insurer prior to any termination of such insurance policies. Subtenant shall also maintain any other insurance which Tenant or Lessor may reasonably require for the protection of Tenant's or Lessor's interest in the Premises. Subtenant is responsible for maintaining casualty insurance on its own property.
- 10. NOTICE.** Notices under this Sublease shall not be deemed valid unless given or served in writing and forwarded by mail, postage prepaid, addressed as follows to every interested party:

The name and address at which notice required under the Truth-in-Renting Act may be given to the lessor is:

TENANT:

Spirituality & Health
123 W Front Suite B
Traverse City, Michigan 49684

SUBTENANT:

Traverse City Downtown Development Authority
303 State Street
Traverse City, MI 49684

LANDLORD:

Gourdie Fraser
123 W. Front
Traverse City, Michigan 49684

Such addresses may be changed from time to time by any party by providing notice to the other interested parties as described above.

11. **GOVERNING LAW.** This Sublease shall be construed in accordance with the laws of the State of Michigan.
12. **LANDLORD'S CONSENT.** The Prime Lease requires the prior written consent of Landlord to any subletting of the Premises. Such consent has been obtained.
13. **INCORPORATION OF PRIME LEASE.** This Sublease is subject to all of the terms of the Prime Lease with the same force and effect as if each provision of the Prime Lease were included in this Sublease, except as otherwise provided in this Sublease. All of the obligations and rights of Tenant under the Prime Lease shall be binding upon Subtenant. Notwithstanding the foregoing Sections X and XI of the Prime Lease shall not apply to this Sublease. All of the obligations of Landlord under the Prime Lease shall inure to the benefit of Subtenant. It is the intent of the parties that, except as otherwise provided in this Sublease, the relationship between Tenant and Subtenant shall be governed by the various provisions of the Prime Lease as if those provisions were included in this Sublease in full, except that the terms "Landlord," "Tenant" and "Lease" as used in the Prime Lease, shall instead refer to, respectively, "Tenant," "Subtenant" and "Sublease." The Subtenant herein executes this Sublease with the express acknowledgement that Subtenant has read, reviewed, understands and agrees to comply with all obligations, rights, limitation and responsibilities contained in the Prime Lease.

TENANT

Spirituality & Health
Sara Harding- COO

Date

SUBTENANT

Traverse City Downtown Development Authority

Date



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

Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: Parking Agreement between DDA and City

Attached is a draft amendment to the parking management agreement between the City and DDA. This amendment changes two components:

1. Reflects the amount approved for parking services for the 2019/2020 budget to cover employee costs relating to parking.
2. In lieu of amending the contract each year, this amendment reflects that the amount for parking services would be changed, based on the approved City Commission budget.

As the amount is tied directly to employee costs, a cost of living increase, change in classification for employee, etc. would be through the budget process. The amendment provides for a more consistent process and one that is tied to the budget.

RECOMMENDATION: Approval of Second Amending to Traverse City Parking Services Amended and Restated Operation and Management Agreement.

**SECOND AMENDMENT TO TRAVERSE CITY PARKING SERVICES AMENDED
AND RESTATED OPERATION AND MANAGEMENT AGREEMENT**

This Second Amendment ("Amendment") to the Traverse City Parking Services (formerly known as Auto Parking System or APS) Amended and Restated Operation and Management Agreement dated September 5, 2017 and amended June 18, 2018 (the "Agreement") by and between the CITY OF TRAVERSE CITY, a Michigan municipal corporation, whose address is 400 Boardman Avenue, Traverse City, Michigan 49684 (the "City") and the TRAVERSE CITY DOWNTOWN DEVELOPMENT AUTHORITY, a Michigan quasi-municipal corporation, of 303 East State Street, Suite A, Traverse City, Michigan 49684 (the "DDA"), is made this ____ day of _____, 2019.

The parties hereby agree to amend the Agreement in the following manner:

Paragraph 10 shall be replaced in its entirety with the following:

10. Compensation. Effective July 1, 2019 the City shall pay the DDA the sum of SEVEN HUNDRED FIFTY THOUSAND DOLLARS (\$750,000.00) per fiscal year, in installments of SIXTY-TWO THOUSAND FIVE HUNDRED DOLLARS (62,500) per month for all services rendered under this Agreement. Payments in this amount shall continue until a different amount is approved by the City Commission in its annual budget process. Subsequently, the City shall pay the DDA the amount approved by the City Commission in its annual budget process in equal monthly installments. Payments shall be made out of the Traverse City Parking Services funds. The DDA Board of Directors shall annually prepare a budget for Traverse City Parking Services in conformity with the City's budgeting practices and according to the schedule of all other City budgeting operations. As additional compensation to the DDA, the DDA shall be entitled to occupy office space in the Hardy Parking Deck during the term of the Agreement.

All other terms and conditions of the Agreement shall remain unchanged and in full force and effect.

IN WITNESS WHEREOF, the parties hereto have executed this Amendment on the date and year first above written.

DOWNTOWN DEVELOPMENT
AUTHORITY

CITY OF TRAVERSE CITY

By: _____
Chair

By: _____
James C. Carruthers, Mayor

By: _____

By: _____

, Secretary

Benjamin C. Marentette, City Clerk

Approved as to Substance:

Approved as to Form:

Martin A. Colburn, City Manager

Lauren Tribble-Laucht
City Attorney/DDA Counsel

Jean Derenzy, DDA CEO



Memorandum

To: Jean Derenzy, DDA CEO
From: Nicole VanNess, Parking Director
Re: September 13, 2019
Date: Hardy Parking Garage Entry and Exit Refurbish

The entrance and exit on Front Street and State Street of the Hardy Parking Garage have been in need of repainting. The existing paint is the original from the opening in 2003. The arches over the lanes are faded, and the exposed steel is rusting. We have budgeted this item the past three budget cycles, but the work did not move forward as we have had difficulty obtaining quotes until recently. The quotes are as follows:

MJS Painting Inc.	\$8,910
Dan Brady Painting Services, LLC	\$9,200

We have been exploring ways to increase the visibility in an effort to make the parking garage stand out for those who are unfamiliar with the downtown area. During our Parking Input Sessions with merchants in February, many expressed how they have to explain where the parking garage is and that we need to find a way to sign and draw attention to it. This project is an opportunity to change the color scheme in an effort to coordinate with other parking signage and like colors. Upon moving forward, we are planning to change the colors from green and yellow/gold to blue and silver similar to the entrance and exits of the Old Town Parking Garage. We do not have any plans to change the internal wayfinding signage at this time, but we will consider at a later date once the signage shows signs of peeling or aging.

The project may present some difficulty as the work will need to be completed over the lanes. Our parkers are used to the Front Street entry and exit being closed from time-to-time due to capacity and events. The State Street exit may have to be coordinated for evenings or Sundays as this side is the only exit with the option for payments.

The difference between the two bids is less than \$300. We are recommending Dan Brady as they have provided a more complete bid that includes their understanding an importance of keeping the State Street exit open, three coats for paint coverage converting from dark to light, and they included the changing the colors of the clearance bars.

Hardy Parking Garage Entry/Exit Refurbish
Page | 2

RECOMMENDED MOTION: The DDA Board recommend the City Manager's Office authorize a service order with Dan Brady Painting, in the amount more or less of \$9,200 for the refurbishing of the entries and exits at the Hardy Parking Garage with funds available in the Hardy Parking Fund.



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

Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: Strategic Planning Session Update

At the August strategic planning session, there were timelines committed to for the Board being:

1. CEO to have key 2-5-year strategies ready for the October board meeting.
2. Develop milestones
3. What is the talent needed to get to the milestones
4. Develop draft mission and vision statement(s) for Board members to review, editing and approval.

I anticipate that this timeline will be met to allow the Board to review and edit their strategic plan, mission and vision statements in October.



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

Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: TIF 97

As the Ad Hoc Committee wrapped up their report, identifying that in order to meet the parking needs of West end, a parking deck needs to be built and TIF 97 extended for a period of 8 to 13 years to support bond repayments.

Public outreach is occurring at this time with the taxing jurisdictions identifying the economic growth that has occurred and the benefit for not just the Downtown District but the City as a whole. Additional meetings are occurring with Northwestern Michigan College on September 23rd, and a meeting with the BATA Board I am hoping in October.

I will also be reaching out to neighborhood organizations, as well as meetings with non-profits etc. and having "pop-up" conversations throughout the Downtown area.

I anticipate having a draft plan for the DDA Board's consideration to provide staff with direction and authorization to proceed. I have also attached a step sheet that shows the process that is needed for a time extension to occur.

DOWNTOWN DEVELOPMENT AUTHORITY

("DDA")

Act 197, P.A. 1975

MCLA 125.1651 *et seq.*

STEP SHEET

TO AMEND THE DDA DEVELOPMENT PLAN AND TAX INCREMENT FINANCING PLAN

The City is considering making changes to the Downtown Development Authority ("DDA") Development Plan and Tax Increment Financing Plan (the "Plan") in order to reduce the size of the Development Area covered by the Plan. The purpose of this step sheet is to give a brief outline of the process that must be followed to make these changes.

<u>Dates</u>	<u>Description</u>
	<u>ADOPTING AN AMENDMENT TO THE DEVELOPMENT PLAN AND TAX INCREMENT FINANCING PLAN</u>
October 18, 2019	Step 1. <u>Plan Amendment Developed</u> – The DDA Board meets to review the proposed plan amendment and give its input.
November 15, 2019	Step 2. <u>Plan Amendment is Approved by DDA</u> – The DDA Board approves the plan amendment by resolution and recommends it to the City Commission.
November 18 or December 2, 2019	Step 3. <u>Public Hearing Set</u> – The City Manager sets a public hearing at a City Commission meeting to consider the plan amendment.

	<p>Step 4. Notice of Public Hearing – Notice of the public hearing must be given and must include the date, time and place of the hearing, describe the proposed development area in relation to highways, streets, streams or otherwise, and must state that maps, plats and a description of the development plan amendment, including the method of relocating families and individuals who may be displaced from the area are available for public inspection at a place designated in the notice and that all aspects of the development plan amendment will be open for discussion at the public hearing. The notice must be given as follows:</p>
<p>First Publication: No later than _____, 201 ____</p> <p>Second Publication: No later than _____ 201 ____</p>	<p>(a) The notice must be given by publication twice in a newspaper of general circulation designated by the City, the first of which shall not be less than 20 days before the date set for the hearing.</p>
<p>No later than _____, 201 ____</p>	<p>(b) The notice must be posted in at least 20 conspicuous and public places in the downtown district at least 20 days before the hearing.</p>
<p>No later than _____, 201 ____</p>	<p>(c) The Notice must be mailed to all property taxpayers of record at least 20 days before the hearing.</p>

No later than _____, 201__	(d) Before the public hearing the City must provide a reasonable opportunity for the taxing jurisdictions levying taxes subject to capture to express their views and recommendations regarding the plan amendment. The taxing jurisdictions must be fully informed of the fiscal and economic implications of the proposed plan amendment. Send a copy of the plan amendment, a letter offering the taxing jurisdictions the opportunity to meet with the City Commission and the notice of hearing to the taxing jurisdictions by <u>certified mail</u> .
_____, 201__	Step 5. <u>Public Hearing</u> – At the hearing interested persons and representatives from the taxing jurisdictions have the opportunity to be heard, to submit written communications and documentary evidence.
_____, 201__	Step 6. <u>Adopting Ordinance Introduced</u> – After a public hearing is held, an ordinance is introduced whereby the City Commission makes certain determinations required by statute and approves the plan amendment.
_____, 201__	Step 7. <u>Ordinance Adopted</u> –The City Commission adopts the Ordinance approving the plan amendment.
_____, 201__	Step 8. A synopsis of the ordinance must be published at least once in newspaper of general circulation after its adoption.



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

Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: 8th Street Extension

The DDA Board provided staff with authorization to proceed with the extension of the DDA District Boundaries down 8th street. The Plan will be presented to the DDA at your October meeting and presented to the City Commission in November.

As a reminder the District Boundaries only are being extended, not the TIF boundaries. With the City of Traverse just completing a large public infrastructure project for 8th street, the DDA will assist in strategic vision and image for the District; promote economic growth and encourage private investment in the District, write grants for varying opportunities that tie back into the strategic vision of the 8th street corridor.



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

Memorandum

To: DDA Board
From: Jean Derenzy, CEO
For Meeting Date: September 20, 2019
SUBJECT: Lower Boardman Unified Plan

With the leadership of the DDA Board, the Lower Boardman River Leadership Team has completed its initial phase of public outreach and are now moving to the opportunity/design phase of the comprehensive planning process for the Lower Boardman River. This next phase will be predicated on the results of the large public meeting, several stakeholder meetings, the series of pop-up meetings, surveys and other comments received through several months of additional public conversations.

Once an initial draft of the design and policy recommendations is developed, it will continue to be refined and polished over the course of several months based on feedback through another two to three rounds of public outreach meetings and activities.

We anticipate the draft plan will be presented to the DDA Board, Planning Commission and City Commission in October.



Memorandum

To: Jean Derenzy
From: Colleen Pavegio
Re: Communication Update
Date: September 13, 2019

Website

parking.downtowntc.com and downtowntc.com continue to be in the development stages. Pages have been developed and we are at the stage of working out kinks and double checking content. We are targeting for launch late September/early October.

Lower Boardman River Leadership Team

The Lower Boardman River Leadership Team hosted a number of engagement opportunities in August.

- Two marathon of pop up conversations were hosted in the City.
- Post card was mailed to City residents to take to provided an opportunity to set up a meeting, send an email, and/or take the online survey.
- Chalkboard was installed in the Jay Smith Walkway for interaction in a highly visible area.

We received media coverage for the pop up conversations and we posted a lot of content on social media. I have enclosed data we received from the interactive chalkboard at the popup conversations.

The online survey wrapped up on September 2nd and we managed to have approximately 500 respondents. SmithGroup is to provide common themes soon.

The Lower Boardman River initiative is keeping up to date information on the website, www.lowerboardman.downtowntc.com as well a Facebook page, Lower Boardman River.

Facebook

We continue to share projects and meetings and will also be incorporating interesting planning initiatives, blogs, and articles that can be applied to the Traverse DDA and the region as a whole. We manage several Facebook pages and would love to have you follow and share to increase engagement.

Traverse City DDA

Downtown TC (Official)

Sara Hardy Downtown Farmers Market (Official)

Destination Downtown

Traverse City Arts Commission

Lower Boardman River

DTCA Update

The DTCA will host be hosting a number events in the near future

Fall Sale/Happy Apple Days: Saturday, October 5th

Downtown Halloween Walk: October 26th

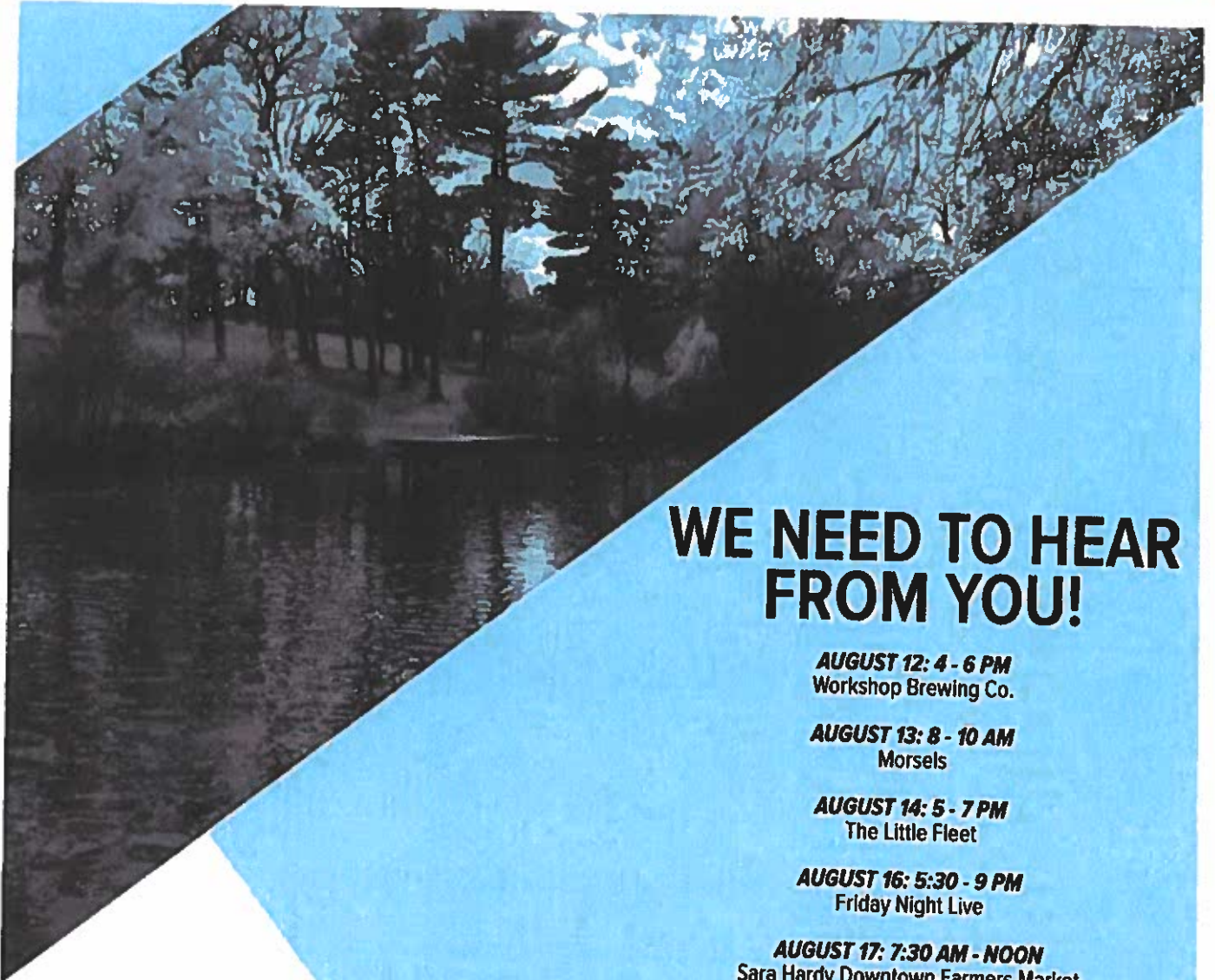
Shop Your Community Day: November 9

Downtown Light Parade, Santa's Arrival, & Tree Lighting: November 23

Sara Hardy Downtown Farmers Market

The Market will continue to run on Saturday and Wednesday through October.

New this year! Food vendors on Wednesday and Saturdays, non-profits providing activities on Wednesdays, and food demonstrations twice a month on Wednesdays.



WE NEED TO HEAR FROM YOU!

AUGUST 12: 4 - 6 PM
Workshop Brewing Co.

AUGUST 13: 8 - 10 AM
Morsels

AUGUST 14: 5 - 7 PM
The Little Fleet

AUGUST 16: 5:30 - 9 PM
Friday Night Live

AUGUST 17: 7:30 AM - NOON
Sara Hardy Downtown Farmers Market

AUGUST 19: 4 - 6 PM
Rare Bird

AUGUST 20: 8 - 10 AM
BLK/MRKT

AUGUST 20: 4 - 6 PM
Workshop Brewing

AUGUST 21: 8 AM - NOON
Sara Hardy Downtown Farmers Market

AUGUST 22: 9 - 11 AM
Senior Center

AUGUST 23: 5:30 - 9 PM
Friday Night Live

*Lower
Boardman*
A CONVERSATION
ON THE RIVER

LEARN MORE
&
TAKE THE ONLINE SURVEY
lowerboardman.downtowntc.com

Lower Boardman

A CONVERSATION ON THE RIVER



We Need To Hear From You!

Send us your thoughts by August 26, 2019

Tell Us What You Think

The Lower Boardman River Leadership Team invites you to join the conversation on crafting a Unified Plan for the Lower Boardman River, where the river flows out of Boardman Lake to the mouth of the Boyne.

We have been hearing from many people. Share your thoughts with us by August 26, 2019!

Request a meeting or email your thoughts:

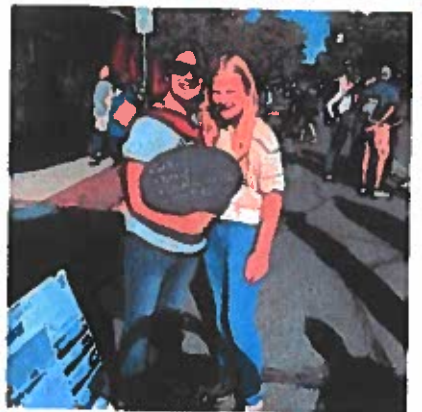
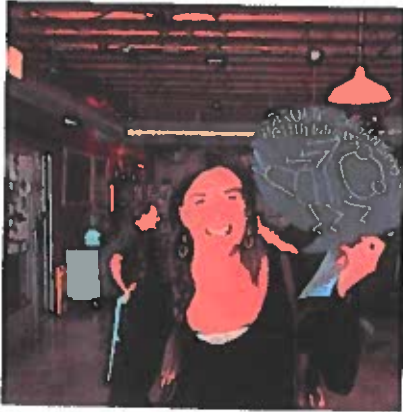
jean@downtowntc.com

Send a letter:

TC DDA
303 E. State St., Ste. C
Traverse City, MI 49684

Take the online survey:

Check out the website and take the survey!
lowerboardman.downtowntc.com



Date	Location	Special Places	Recreation	Water	Nature	Habitat	Health	History	Culture	Traditions	Events	Economic Viability	Identity	Additional Comments
B12	Workshop Brewing Co	2	1	3	6	5	10	1	3	1	1	1	2	
B13	McKees	2	4	3	4	1	0	1	0	0	1	1	0	
B14	The Little Fleet	3	14	9	18	13	5	2	3	1	2	6	0	Wave Park, S
B16	Fredy Night Live	2	15	16	17	17	4	10	5	1	2	5	8	
B17	Farmers Market	6	1	15	9	8	4	5	1	1	3	3	1	
B18	Rain Bird	1	6	8	7	8	0	3	3	0	0	1	0	
B20	BLK MKKT	0	5	5	2	2	1	0	0	0	0	2	2	
B20	Workshop Brewing Co	0	5	5	2	2	1	0	0	0	0	2	2	
B21	Farmers Market	0	6	0	0	1	1	0	0	0	0	2	2	
B22	Senior Center	2	5	14	9	13	5	3	0	1	0	2	2	Event: 1 No. Special Place Gov Center
B23	Fredy Night Live	11	23	33	33	35	7	3	8	5	3	2	2	Event: 1 No. Special Place Gov Center
	Total	30	85	109	105	103	38	28	21	9	12	27	18	1 Economic Viability 1 No



Memorandum

To: Jean Derenzy, DDA CEO
From: Nicole VanNess, Parking Director
Re: September 15, 2019
Date: Parking Services Updates – September 2019

Railroad and Boardman Avenue Meters

In May, the Traffic Committee approved the request to issue a temporary Temporary Control Order for the purpose of adding a metered zone to Railroad between State Street and Franklin and Boardman Avenue between State Street and Washington. The TCO is for 90 days. The meters were installed on July 3, 2019. We have been monitoring usage and will make a recommendation to the Parking Subcommittee at their October 3, 2019 meeting to consider letting the TCO expire and to remove the meters.

Alternative Parking

Now that school is back in session, the temporary usage of the NMC parking lots and TCAPS Central High School parking lots are no longer available as a park-n-ride option for Bayline users. We will evaluate if this partnership was beneficial, and how we can add additional locations for next summer.

Park Street Public Restrooms Hours

Now that we are heading into the fall, we will reduce the hours of operation to 6 AM-6 PM. The hours will be extended temporarily as needed on a case by case basis for events.

Hardy Parking Garage – Boiler Replacement

D&W Mechanical has completed the scheduled replacement of two boilers at the Hardy Parking Garage. While the installation and testing are complete, the inspector did note the pressure relief valves would need to be replaced as the existing site glass tags were not on the pressure vessel. D&W will complete this work this week and call the state to schedule a re-check with the inspector.

Hardy Parking Garage – Roof Replacement

Story Roofing has nearly finished with the scheduled replacement of three pedestrian stair tower roofs at the Hardy Parking Garage. There is a small punch list that needs to be completed this week.

Residential Parking

The introduction of the ordinance for residential parking will go before the City Commission on Monday, September 16, 2019. The public hearing prior to enactment scheduled for Monday, October 7, 2019. Once the ordinance has been enacted, the Parking Staff may begin issuing residential parking permits to residents who currently reside on time restricted blocks and will work with the Traffic Committee on incoming resident requests to add time restrictions and residential permits to blocks that are not currently restricted.

DOWNTOWN TRAVERSE CITY ASSOCIATION BOARD MEETING

THURSDAY, JULY 11, 2019
8:30AM • DOWNTOWN OFFICE

MINUTES

1. Call to order (*Fisher*)
 - a. Present: Liz Lancashire, Blythe Skarshaug, Amanda Walton, Susan Fisher, Pete Kirkwood & Dawn Gildersleeve
 - b. Absent: Margaret Morse, Misha Neidorfler, Jake Kaberle, & John McGee
2. Approval of Minutes of the Board Meeting of June 6, 2019 (*Fisher*)
 - a. Amend to change to "Motion to elect John McGee as Secretary, motion by Fisher and seconded by Lancashire. Motion carried unanimously."
 - b. Motion to approve the minutes as amended, *motion by Lancashire and seconded by Gildersleeve. Motion carried unanimously.*
3. Event Report (Viox)
 - a. Downtown Art Fairs
 - b. Friday Night Live
 - i. Ironman
 - ii. Art Project
 - c. Street Sale
 - d. Art Walk & Shop Your Community Day
 - i. Zonta Club Proposal
 1. Worried about the work on merchants for any scavenger hunt component
 2. "Partner" defined as what?
 3. Interested in the promotion aspect, but we will not promote the Zonta Festival of Trees
 4. All non-profits must meet the standards of all other non-profits
 - e. Santa's Arrival
 - i. Santa & DTCA Float Committee
 1. Committee Members: Susan Fisher, Dawn Gildersleeve, TBD
4. Marketing & Communications Director Report (*Paveglia*)
 - a. Finance Report *Financial Reports were approved as presented upon motion by Gildersleeve and seconded by Fisher. Motion carried unanimously.*
 - b. Marketing Report
 - i. Website
 - ii. Social Media & Newsletter Report
 - c. Then & Now Project
5. DDA Report (*Derenzy*)
6. Adjourn

DOWNTOWN TRAVERSE CITY ASSOCIATION BOARD MEETING

THURSDAY, AUGUST 8, 2019
8:30AM • DOWNTOWN OFFICE

MINUTES

1. Call to order (*Neidorfler*)
 - a. Present: Liz Lancashire, Blythe Skarshaug, Margaret Morse, Misha Neidorfler, John McGee, Amanda Walton, Pete Kirkwood & Dawn Gildersleeve
 - b. Absent: Susan Fisher & Jake Kaberle
2. Approval of Minutes of the Board Meeting of July 11, 2019 (*Neidorfler*)
 - a. Motion to approve the minutes, ***motion by Morse and seconded by Kirkwood. Motion carried unanimously.***
3. Event Report (*Vlox*)
 - a. Downtown Art Fairs
 - b. Friday Night Live
 - c. Street Sale
 - d. Art Walk
 - e. Shop Your Community Day
 - f. Santa's Arrival
 - i. Santa & DTCA Float Committee
 1. Committee Members: Susan Fisher, Dawn Gildersleeve, Misha Neidorfler
4. Marketing & Communications Director Report (*Paveglio*)
 - a. Marketing Report
 - i. Website
 - ii. Social Media & Newsletter Report
 - b. Art Project Request
 - i. Motion to approve the that the Downtown Traverse City Association Board of Directors authorize staff to fund the public art project on August 16, 2019 with Public Art Funds in an amount not to exceed \$2,000, ***motion by Skarshaug and seconded by Lancashire. Motion carried unanimously.***
5. DDA Report (*Derenzy*)
 - a. Hired new COO, Harry Burkholder, starting Sept. 9
 - i. Need 3 New Board Members for the DDA Board
 - b. Lower Boardman River Outreach
 - i. A few public outreach meetings in the future at Downtown businesses
 - c. DDA Strategic Plan Meeting
 - i. Will be reviewing mission and vision
 - d. TIF 97
 - i. Making sure we communicate what happens when we don't extend TIF

6. President's Report (*Neidorfler*)
 - a. Good Morning Downtown Sign Up
 - b. Veteran's Day Request
7. Adjourn

FARMERS MARKET ADVISORY BOARD

MINUTES

Monday, July 15, 2019, 9:00 am
Training Room, Second Floor
Governmental Center, 400 Boardman Avenue, Traverse City
www.downtowntc.com

1. Roll Call
 - a. Present: Lori Buchan, Tricia Phelps, Linda Grigg, Courtney Lorenz, Gary Jonas, Scott Hardy, Tim Werner, Brown, Nic Welty (9:20am)
 - b. Absent: Brenin Wertz-Roth, Sue Kurta
 - c. Guests: Elizabeth, Jean Derenzy
2. Approval of Minutes
 - a. Motion: Lori Buchan
 - b. Second: Scott Hardy
 - c. Passes unanimously
3. Public Comment
4. Events
 - a. Ironman Update
 - i. Letter signed by vendors (authored by Reid Johnston) against Ironman-related adjustments to market vendor locations
 - ii. Current plan includes shutting down Cass St in order to accommodate displaced vendors. Does not include parking for customers or vendors
 - iii. Since this is the first year, the timeline for selection of the location of all Iron Man related activities has been "in flux" since January. This will be a more transparent, predictable process in subsequent years. This arrangement is a significant compromise from the original proposal, which was to relocate the market entirely.
 - iv. DDA will create a flyer for Iron Man market that includes: details about location changes, customer parking options, take customer counts on that day and the Saturday before, ask vendors to provide sales data (either gross revenue or net loss) from a similar Saturday the previous season in order to assess economic impact, and break this information down into vendor type.
 - v. Parking lot T is closed at 4pm on Friday for bike check-in. DDA prioritized not relocating the market entirely, and is ensuring that \$2000 is going directly to farmers despite the fact that this change is a net loss to the DDA. Iron man is interested in purchasing local produce for refreshments before, during and after the race. SEEDS is encouraging Iron Man to reach out to displaced farmers to source product.
 - vi. At a future meeting, it would be advantageous for this advisory board to discuss overall DDA policy and intention regarding events during market season and location changes to the market.
5. Programming Committee Update

- a. Farmers Market Brunch Review
 - i. Only \$4 of market vouchers were returned
 - b. Food Trucks
 - i. Both brunch vendors sold out nearly every day
 - ii. TLD has numbers from vendors
 - c. Cooking Demonstration
 - i. Nothing but positive feedback from customers and chefs, all chefs are on board to return if the opportunity continues
 - d. Wednesday Market Review
 - ii. Customer counts have increased over last year
 - iii. At least one vendor says sales have remained the same
 - iv. Customer and vendor feedback has been mixed
6. Vendor Visits
- a. North Country Farms
 - i. No problems to report, possible crop changes due to low yield this season
 - b. Shiloh's Garden
 - i. "Another admirable farm," no changes to report.
 - c. Brown's Poplar Ridge
 - i. Large operation with multiple sites, no problems to report.
7. Public Comment
- a. Comment from Linda Grigg: DDA website needs to be updated- Nick said the DDA is in the process of updating the website; Musicians seem to be going long and playing loudly- SEEDS said they will monitor the one-hour sets and begin rotating musicians from one side of the market to the other; we've had trouble with people bringing blueberries up from downstate, request to SEEDS to monitor vendors bringing early blueberries closely- SEEDS agreed to keep watch.
8. Adjournment (9:56am)
- a.

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 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.

**DOWNTOWN DEVELOPMENT AUTHORITY
LOWER BOARDMAN RIVER LEADERSHIP TEAM
Wednesday, July 17, 2019, 5:30p.m.
400 Boardman Avenue, Lower Level Cafeteria
Traverse City, MI 49684
dda.downtowntc.com**

Co-Chair Jay called the meeting to order at 5:30 p.m.

Present: Harry Burkholder, Elise Crafts, Jean Derenzy, Brett Fessell, Jennifer Jay, Rick Korndorfer, Deni Scrudato, Mike Vickery

Absent: Russ Soyring, Christine Crissman, Frank Dituri, Michele Howard

Facilitator and Consultant: Bob Doyle (conference call), Tim Ervin

1. Approval of May 15, 2019 and June 3, 2019 Minutes: **MOVED** by Crafts supported by Derenzy to approve minutes of May 15, 2019 and June 3, 2019. **Motion approved unanimously.**
2. Review of Next Steps and Public Input Received: Handout was provided from SmithGroup categorizing all of the input received from the June 12th kick-off meeting. This spreadsheet will be on the website along with each and every comment received. Committee requested that the spreadsheet be updated as input is received.

SmithGroup will provide an update at the August meeting of the survey results.

Timeline was provided relating to when a draft unified plan would be reviewed. Derenzy recommended that additional public outreach occurs in August. Talking with DDA staff suggestions of mini "pop-up" events at coffee shops, breweries, parks, Friday Night Live, Farmer's Market, neighborhoods before a draft plan occurs. Committee members also recommended that cards, and/or ad be part of the outreach.

Committee concurred and recommended that weeks of August 12 and August 19 be the 2-weeks of Outreach.

After the 2-week outreach is completed, SmithGroup to provide a draft plan for review by the Team And schedule meetings with the public for input on the design.

Other Business. Derenzy indicated that Christine Crissman indicated she would like to discuss the Riparian zone issue. Derenzy recommended that Bob Doyle (SmithGroup), Mike Vickery, Russ Soyring Frank Dituri meet to discuss.

**DOWNTOWN DEVELOPMENT AUTHORITY
LOWER BOARDMAN RIVER LEADERSHIP TEAM**
Wednesday, August 21, 2019, 5:30 p.m.
400 Boardman Avenue, Lower Level Cafeteria
Traverse City, MI 49684
dda.downtowntc.com

Chair Jay called the meeting to order at 5:31 p.m.

Present: Harry Burkholder, Elise Crafts, Christine Crissman, Jean Derenzy, Frank Dituri, Tim Ervin, Brett Fessell, Jennifer Jay, Deni Scrudato, Russ Soyring, Mike Vickery

Absent: Michele Howard, Rick Korndorfer

DDA Staff: Colleen Paveglio

1. **Meeting Minutes: The meeting minutes from July 17, 2019 were approved as presented upon motion by Crafts, seconded by Derenzy. Motion carried unanimously.**
2. **Review of Next Steps and Public Input Received**
 - a. **Public Engagement Review**
 - i. **July Stakeholder Group Review**
 - ii. **Comment cards available at the Pop Ups**
 - i. **What's important to you on the river**
 - ii. **Team members are to send comments to SmithGroup**
 - iii. **FishPass Questions**
 - i. **Dituri to request a meeting with FishPass Leaders on September 9, 2019**
 - ii. **Inviting FishPass Leaders to the LBR meetings**
 - iii. **Ervin to provide questions**
 - iv. **Next Steps**
 - i. **Vet concepts at September**
 - i. **Propose meeting locations for grass roots sessions**
 - ii. **5:30 to 8 pm**
 - iii. **DDA Board appointed committee member**
 - ii. **October unveiling of feedback**
 - i. **Two - Three Outreach meetings**
 - ii. **Proposal to host during the day, evening, and weekend**
 - iii. **City Opera House**
 - iv. **Survey Deadline: September 1**
3. **Public Comment**
 - a. **Tom White, 2150 Gibbs Rd., commented on the relationship with DNR and the project**
 - b. **Charlie Weaver commented on the discussion regarding the FishPass**

- c. Mitch Treadwell commented on the Crystal River in Glen Arbor and the public engagement

- 4. Adjournment. The meeting officially adjourned at 6:43 p.m.

Respectfully submitted,

Colleen Pavaglio

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 CDD 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.

DRAFT

DRAFT



**CITY OF TRAVERSE CITY
Traverse City Arts Commission**

**Minutes
Regular Meeting
July 17, 2019**

The Regular Meeting of the Traverse City Arts Commission was called to order in the Second Floor Committee Room, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 3:30 p.m.

The following were present, constituting a quorum: Debbie Hershey, Matt Ross, Ashlea Walter, Amy Shamroe

Also present: DDA Marketing & Communications Director, Colleen Paveglio

The following was absent: Megan Kelto, Charlotte Smith

1. Chairperson Hershey called the meeting to order at 3:37 p.m., attendance and announcements.
2. Opening Public Comment.

None.
3. Consideration of approving the minutes of the June 26, 2019 meeting.

Moved by Shamroe, seconded by Ross, that the minutes of the June 26, 2019 meeting as presented, be approved.

AIF/MC

4. Project Update
 - a. Boardman Lake Art Trail
 - i. Signage work is in progress
 - ii. Permission from TART to add "Public Art" to their wayfinding signage
 1. Staff to discuss with TART the possibility of adding to additional locations i.e. Clinch Park.
 - b. Clinch Park Tunnel Mural
 - i. Staff and Chairperson Hershey met with artist, Bobby Magee Lopez on his visit to Traverse City and attended the community meeting hosted by the

Grand Traverse Band.

- ii. **Moved by Shamroe, seconded by Walter, that the Traverse City Arts Commission extend the contract deadline for Bobby Magee Lopez for the Clinch Park Tunnel Project to September 15, 2019 with a preference of August 15, 2019.**

AIF/MC

- c. Boathouse Project
 - i. A timeline from the artist was reviewed and a contract will be prepared by the City Attorney.
- d. Then & Now
 - i. Approved by City Commission on July 15, 2019
 - ii. Service orders to be prepared by the City and provided to vendors
- 5. Financials
 - a. The annual budget was presented
 - b. Staff will meet with City Treasurer and report back to Commission on specific line items
- 6. Old Business
 - a. Pride Recap
 - i. Nick Viox, Pride Programming Director, gave a recap of the Pride Art Project and provided feedback from a survey regarding the event and specifically the crosswalk project.
- 7. New Business
 - a. Website & Compliance
 - i. **Moved by Shamroe, seconded by Ross, that the Traverse City Arts Commission authorize staff to seek proposals to have tpublicart.org ADA compliant.**

AIF/MC

- b. Pitch Night
 - i. **Moved by Walter, seconded by Shamroe, that the Traverse City Arts Commission authorize staff to apply for a Michigan Council for Arts & Cultural Affairs minigrant, due August 3, 2019.**
 - ii. Staff to contact Jason Dake at Denno seeking information on hosting event and interest in serving on committee

AIF/MC

- iii. Committee with meeting Ross and Kelto in August

- c. DTCA Items

*Next Regular Meeting August 21, 2019, 3:30 pm.

- i. Shop Your Community Day
 1. **Moved by Shamroe, seconded by Ross, that the Traverse City Arts Commission authorize staff to apply for Shop Your Community Day as a participating non-profit.**

AIF/MC

- ii. Friday Night Live
 1. Seeking participation at Friday Night Live for the arts-oriented night, August 16, 2019
 - a. Shamroe may be available
 - b. Activity: face painting and staff to order stickers
- iii. DTCA Art Project
 1. The DTCA is developing their annual public art project at Friday Night Live, August 16 and is considering "gifting" to the Arts Commission
 2. The Commission would like to review the finished work prior to accepting. Staff to report back.

8. Public Comment
 - a. General.

None.

- b. Commissioners.
 - i. Staff to provide Committee list to Commission for review in advance of the August Meeting
 - ii. Ross suggested applying to Pour for More
 - iii. Walter commented on the Arts Commission transition

There being no objection, Chair Debbie Hershey declared the meeting adjourned at 4:47 p.m.



Colleen Paveglio, DDA Marketing &
Communications Director
Designated Secretary

*Next Regular Meeting August 21, 2019, 3:30 pm.



**City of Traverse City
Traverse City Arts Commission
DRAFT**

**Minutes
Regular Meeting
August 21, 2019
Second Floor Committee Room
Governmental Center, 400 Boardman Avenue, Traverse City, Michigan**

1. Chairperson Hershey called the meeting to order at 3:32 p.m., roll call and announcements
- Present:** Roger Amundsen, Debbie Hershey, Megan Kelto, Matthew Ross, Amy Shamroe, Ashlea Walter
- Absent:** Charlotte Smith
- Staff:** Colleen Paveglio
2. Opening Public Comment
 - a. Mike Sullivan, 402 S. Union, commented on a suggestion to honor Tom Shea with a soapbox in a public park.
 - i. Staff to contact Parks & Recreation
3. Welcome New Member Roger Amundsen
4. Consideration of approving the minutes of the July 17, 2019 meeting.
 - a. **Moved by Shamroe, seconded by Walter, that the minutes of the July 17, 2019 meeting as presented, be approved.**

AIF/MC

5. Project Update
 - a. Signage
 - i. Signage templates are near completion
 - ii. Addition of logo
 - b. Clinch Park Tunnel
 - i. **Motion by Shamroe, seconded by Ross, to enter into an agreement with Image360 for a lighting and panel system for the Clinch Park Tunnel in an amount not-to-exceed \$39,000 as provided by the City Commission's action taken November 19, 2018.**

AIF/MC

- ii. Painting quotes are begin sought
- c. Boathouse Project
 - i. Artist Daniel Roache is seeking confirmation from the metal manufacturer on timeline
 - ii. Meeting with artist and donor was arranged
- d. Then & Now
 - i. Camera Shop will be working on photo restoration
 - ii. Installation anticipated for late September/early October
- e. Pitch Night
 - a. MCACA grant applied for in the amount of \$2,500 with matching funds required.
 - b. Location confirmed at Workshop Brewing Co. on November 7th
- 6. Financials
 - a. The annual budget and upcoming projects were reviewed.
- 7. Old Business
 - a. Website Compliance
 - i. Proposal from One Up Web and FlightPath Creative were reviewed.
 - ii. **Motion by Shamroe, seconded by Walter, to enter into an agreement for with FlightPath Creative to provide web development services for ADA compliance in an amount not to exceed \$2,280.**
AIF/MC
 - b. Miscellaneous Items
 - i. Applied to be a part of Shop Your Community Day
 - ii. A meeting with Pride representatives to be scheduled
 - iii. Applied for Pour for More for the 2020 season
 - iv. DTCA Art Project will be shown at at later date
- 8. New Business
 - a. Art Selection Panel Appointment
 - i. **Motion by Shamroe, seconded by Ross, to nominate Amundsen to serve as the Arts Commission representative on the Art Selection Panel.**
AIF/MC
 - b. Committee Review
 - i. Pitch Night: Ross, Kelto
 - ii. Development Committee: Hershey, Walter

- iii. **Communications Plan Committee: Motion by Shamroe, seconded by Amundsen, to appoint the Executive Committee of Hershey, Walter, and Smith to serve on the Communications Plan Committee**
AIF/MC

 - c. **TART: Motion by Shamroe, seconded by Ross, to appoint Walter, Ross, and Shamroe to the TART Committee.**
AIF/MC

 - d. **Collaboration Policy Draft: Staff to work with Executive Committee**

 - e. **Capital Improvement Plan Draft was provided to the Commission**
9. **Public Comment**
- a. **General**
 - i. **None at this time**

 - b. **Commissioners**
 - i. **None at this time**
10. **Adjournment. The meeting officially adjourned at 5:02 p.m.**

Colleen Paveglio
DDA Marketing & Communications Director
Designated Secretary