



TRAVERSE CITY DOWNTOWN DEVELOPMENT AUTHORITY Communications and Public Relations Request for Proposals

BACKGROUND:

Downtown Traverse City is thriving thanks in no small part due to the efforts of the Traverse City Downtown Development Authority (DDA). However, with a recently adopted strategic vision for the DDA, tax increment financing tools that are set to be renewed and a list of large capital projects the DDA is in need of an individual and/or organization to develop and implement a comprehensive communications strategy/plan for the organization.

Specifically, as the Moving Downtown Forward Financing Plan (Tax Increment Financing Plan) is developed over the next 9 months culminating in a decision by the DDA Board, City Commission, there will be a need to help the DDA develop a suite of modern, accessible and understandable tools to inform and educate the public about the Plan and its impacts.

Thanks to existing efforts of staff and contractors, including the development of a strategic engagement plan and communications timeline and tactics plan (see attached), the DDA has begun to refine their strategy for engaging with the public. However additional work is immediately needed. The DDA seeks contractor support to develop and implement a multi-phased communications plan. This communication RFP would be for one year through June 30, 2024.

RFP responses should be sent directly to Jean Derenzy, DDA CEO at: jean@downtowntc.com by **1:00 P.M. local time on Monday, August 21, 2023.**

GENERAL PROJECT SCOPE:

The DDA hereby solicits proposals from qualified consultants to provide professional services for the development and implementation of a robust strategic communications and public relations strategy to inform the public on the implementation of the Moving Downtown Forward TIF Plan. The scope of work shall generally include the following:

- A one-page overview of the history, value and future goals of the DDA.
- A simple and concise framing of the financing tools that the DDA intends to use, and the important role that they will play in the future of Downtown.
- Identification of key stakeholders and audiences, and the creation of customized content for engaging each (i.e., written content, social media clips/reels, videos, graphics, etc.)
- Development and deployment of traditional outreach tools.
- Facilitation of media relations regarding the future of Downtown (i.e., development and managing press releases, quotes, op-eds, etc.).

- Develop presentations for key audiences, and work with staff to prepare (for other units of government or community groups).
- May be required to attend meetings and/or outreach as needed.

SUBMISSION OF PROPOSALS:

Interested firms or applicants must submit a proposal that is received in hard copy or electronically no later than **1:00 PM local time on Monday, August 21, 2023** with the anticipated scope of work and not to exceed cost to:

Traverse City Downtown Development Authority
303 E. State Street Traverse City, Michigan, 49686
jean@downtowntc.com

Alternatively, E-Mailed bids will be accepted. Please indicate in the subject line of your e-mail that you are submitting a “Sealed Bid” together with the project description, **“Consulting Services for Communications and Public Relations”** and submit your e-mailed bid to jean@downtowntc.com by **1:00 PM local time on Monday, August 21, 2023**.

Please also include:

1. Firm names and introduction.
2. Qualifications of staff to be assigned to this project. Describe where personnel will be physically located while they are engaged in the project. Include a statement of work breakdown by lead firm and subconsultants.
3. Examples of experience with similar projects including but not limited to examples of work with other organizations on public millage or public vote education campaigns.
4. Demonstration of past work on education campaigns around municipal financing decisions (bond votes, millage campaigns, etc.).
5. Narrative in which the firm delineates their understanding of what is being requested by the DDA in this proposal including the items of work they will accomplish for the DDA, noting any work items they may feel should normally be accomplished under or related to this request, but in their opinion are beyond the scope of what is being requested and therefore not part of this proposal.
6. The methodology, approach or work plan, including timelines, which would be used to complete the project. Include a breakdown of anticipated hours by staff classification and rates.
7. Proposal Sheet with “Not to Exceed” project cost and all addendum forms.

EVALUATION OF PROPOSALS:

All proposals received shall be subject to evaluation by the DDA and strategic partners. This evaluation will be conducted in the manner appropriate, as may be deemed by the DDA, for the selection of a firm for the purpose of entering into a contract to perform this project. Price alone shall not be the basis for the award of this work, but shall be only one of the components considered.

The DDA does not intend to award a contract for this work solely on the basis of any response made to this request. It is anticipated that several firms who present acceptable proposals and who are shown to be qualified, responsible and capable of performing the work may be requested to interview with the DDA on August 23rd or 24th prior to any award of this work. The following facts, along with other items, will be considered:

1. The firm's expertise and experience as related to the required work.
2. The firm's understanding of the project scope and quality of the firm's project approach.
3. The cost and time scheduled as proposed.
4. Qualifications and availability of the key staff members proposed to work on this project.
5. Involvement of the firm in similar types of projects, reference responses and quality of work on previous projects.
6. Interview (if applicable).
7. Percentage of work allocation of Prime Consultant and Subconsultants.

All proposals submitted must include "not to exceed" cost figures for the professional services requested.

INSURANCE:

The Firm is required to provide and maintain at all times during this project the following insurance. Certified copies, setting forth the limits and coverage, shall be furnished to the DDA before commencing with any work. The policy shall contain endorsements stating that a 10 (ten)-day notice will be given to the DDA prior to termination or any change in the policy and shall describe the project and provide coverage for the following terms:

1. Comprehensive General Liability Insurance with limits of liability not less than \$1,000,000 (one million) per occurrence and/or aggregate combined single limit with the DDA listed as an additional insured. Professional liability insurance coverage in the amount of \$1,000,000 (one million) minimum.
2. Motor Vehicle Liability Insurance, including applicable no-fault coverage, combined single limit bodily injury and property damage shall be maintained during the life of the contract. Coverage shall include all owned vehicles, all non-owned vehicles, and all hired vehicles.
3. Workers Compensation Insurance, including Employers' Liability Coverage in accordance with all applicable statutes of the State of Michigan.
4. If any of the insurance is canceled, the Firm shall cease operations, and shall not resume until new insurance is obtained.

SUPPLEMENTAL INFORMATION AND REQUIREMENTS:

The DDA reserves the right to waive any informality or defect in any proposal, to accept any proposal or parts thereof or to reject any or all proposals, should it deem it to be in the best interest of the DDA to do so. The DDA reserves the right to revise the contents of the proposal and to negotiate all aspects of this proposal and any future agreement with the successful firm of the DDA's choice. The DDA further accepts no responsibility for expenses which may be

incurred in the preparation of such proposals. The selected firm shall be expected to comply with all applicable State and Federal laws in the performance of services. Submittals to the DDA are considered public information. The DDA has the right to disclose information contained in the submittals. The DDA further reserves the right to photocopy, circulate or otherwise distribute any material submitted in response to the Request for Proposal (R.F.P.). Original materials which the consultant may wish returned shall be clearly marked to be returned to them

5. The selection of the successful firm shall be made without regard to race, color, sex, age, religion, sexual preferences, handicap, political affiliation, veteran status, or national origin. The DDA is an Equal Opportunity Employer. The selected Firm will be required to enter into a Consultant Agreement for this project.
6. Any questions regarding this request for proposal shall be submitted in writing to the DDA CEO at least seven (7) days prior to the deadline for submitting the request for proposal. Written answers to questions, which in the opinion of the DDA may change or substantially clarify the request for proposal, will be submitted to all prospective firms.

PROPOSAL SHEET

TITLE: REQUEST FOR PROPOSAL COMMUNICATIONS AND PUBLIC RELATIONS CONSULTING SERVICES FOR DUE DATE: 1:00 p.m., Monday August 21, 2023

- Having carefully examined the attached R.F.P. addendums, and any other applicable information, the undersigned proposes to furnish all items necessary for and reasonably incidental to the proper completion of this proposal.
- The undersigned understands and agrees that they must be licensed to do business as Professional Architects and Professional Engineers in the State of Michigan.
- The undersigned submits this proposal and agrees to meet or exceed all requirements and specifications listed on the R.F.P., unless otherwise indicated in writing and attached hereto.
- The undersigned certifies, as of the date of this proposal, not to be in arrears to the DDA for debt or contract or is in any way a defaulter as provided for in Section 152, Chapter XVI of the Charter of the City of Traverse City.
- The undersigned understands and agrees, if selected to be awarded this work, to enter into a consultant agreement with the DDA to supply this work.
- The undersigned understands that the DDA reserves the right to accept any or all proposals in whole or in part and to waive irregularities in any proposal in the interest of the DDA. The Proposal will be evaluated and awarded on the basis of best value to the DDA. Criteria used, but not limited to, will be price, accessories, options and overall capability to meet the needs of the DDA.
- The undersigned understands, agrees and acknowledges all addendums issued for this RFP as posted on the DDA's Website.
- The undersigned agrees that the proposal may not be withdrawn for a period of 60 days from the actual date of the opening of proposals.

Not to Exceed Project Cost OPTIONAL SERVICES

\$ _____

_____ (Signature)

_____ (Company Name)

_____ (Telephone Number)

_____ (Name & Title - print)

_____ (Company Address)

_____ (City, State, Zip Code)

STRATEGIC ENGAGEMENT PLAN

The purpose of this plan is to guide the DDA staff in their strategic engagement efforts with audiences connected to the future of the downtown and the future of the DDA. It may be used by DDA staff to inform the development of annual and individual work plans and activities.

GUIDING PRINCIPLES AND CORE MESSAGES

The DDA's strategic engagement efforts will be informed and directed by the DDA's mission and vision and the Guiding Principles in the Moving Downtown Forward plan, as adopted by the DDA board of directors.

- Design a great place for all ages and for future generations
- Advance climate action, sustainability, renewable energy, energy efficiency, and resiliency
- Protect and preserve small local independent businesses
- Champion the development of attainable and workforce housing
- Support job growth and varied career opportunities

These guiding principles provide the authentic foundation for messages with all audiences regarding the DDA's strategic direction and intentions related to its programs, projects, services, and desired impacts.

STRATEGIC ENGAGEMENT GOALS

1. Build and maintain community awareness about:
 - a. Who the DDA is, what the DDA does, and what it doesn't do.
 - b. The state of the downtown, including data, perceptions, and trends.
 - c. The outcomes and impacts of the DDA's investments and efforts.
 - d. Ways to get to, move around, enjoy, and experience downtown.
2. Implement the strategic actions steps, public infrastructure projects, services, and recommendations identified in the DDA board-approved Moving Downtown Forward plan.
3. Engage the community in meaningful ways in DDA's project and service-based planning and evaluation efforts within the scope of available operational resources, staff time, and capacity.

AUDIENCES AND ACTION STEPS

This plan includes three Tiers of audiences. All the audiences are important, however with limited time and resources, the DDA will focus its engagement and relationship-building efforts connecting with Tier 1 audiences. Engagement activities and staff roles related to each action are listed for each audience.

STAFF POSITION ACRONYMS

- CEO = Chief Executive Officer
- COO = Chief Operating Officer
- CD = Communications Director
- MD = Mobility Director
- EC = Experience Coordinator
- AA = Administrative Assistant

ROLE ACRONYMS

- **R: Responsibility** means you are responsible for leading, planning, budgeting, coordinating, and managing the work of others, setting the pace for a project or activity from beginning to end, asking for input, evaluating progress, and communicating status and next steps. You are accountable for the work getting accomplished. There is usually only one R per project, goal, activity, or task.
- **A: Authority** means you approve or sign-off to enable a specific activity to occur. A person can be both an A and an R, or there may be a separate A and R for a project or activity. There can be more than one A.
- **S: Support** means you implement a project or task, or part of a project, that someone else is Responsible for. An S may lead or be responsible for specific tasks but may also work closely with an R to ask questions or for feedback along the way to accomplish the tasks. In job descriptions the word “assist” is often used to describe this role. There can be more than one S.
- **I: Inform** is one-way communication. As an I, you will receive information about a task or project after decisions have been made. There can be more than one I.
- **C: Consult** is a two-way dialog within a decision-making process. The person who has the Authority or approval for the project or task should always be Consulted. When you are Responsible for an activity or decision you may need to Consult with team members on certain tasks. If you have a C for a certain task, you can expect that the R on the task will Consult with you to solicit your feedback prior to their decision. There can be more than one C.

TIER 1: PEOPLE WITH DECISION-MAKING POWER AND AUTHORITY

DOWNTOWN DEVELOPMENT AUTHORITY BOARD OF DIRECTORS

- **Role and Interests:** As a body, the DDA board is focused on the future of the downtown, the needs and interests of the citizens of the City, and the governance, risk management, and financial and operational stability of the DDA as a component unit of government. Individual board members have their own personal and professional interests and motivations.
- **Engagement Activities and Who is Responsible**
 - One-on-one conversations with CEO (CEO = A/R; AA = S)
 - Monthly Board Meeting Packets (CEO = A/R; COO, AA = S)
 - Monthly One-Page Strategic Update from CEO (CEO = A/R; COO, CD, MD = C/S; AA = S)
 - Annual State of the Downtown Event (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
 - Annual State of the DDA Report (CEO = A/C/S; CD = R; COO = C; EC, MD = S)
- **How Success Will Be Measured**
 - Board authorizes Moving Downtown Forward as its organizational strategic direction, including mission, vision, and guiding principles. (December 2022)
 - DDA approves an annual budget in alignment with strategic action guided by the Moving Downtown Forward plan. (Annually, process begins in February)
 - Board and CEO have a positive working relationship. (Annually, self-assessed in January)
 - Board self-reports feeling informed and aware of DDA goals, priorities, scheduled activities, outcomes, and impacts of the DDA's work. (Annually, self-assessed in January)
 - Board members participate fully in board meetings. (Annually, self-assessed in January)
 - Board members participate pro-actively in City Commission and Planning Commission meetings as informed champions and advocates for downtown and of the DDA's approved strategic direction, goals, and activities. (Annually, self-assessed in January)
 - TIF 97 Plan Amendment approved by DDA Board, with consent from Development Area Citizens Council.

CITY COMMISSION

- **Role and Interests:** The City Commission appoints the board members of the DDA. The Commission also approves the DDA's annual budget and approves capital improvement and public infrastructure projects that utilize City and DDA funding. The Commission oversees the City Manager, who supervises staff who are often responsible for leading and coordinating projects and delivering services in the downtown. The City Commission also has the authority to renew TIF funding and has bond authority.

- **Engagement Activities and Who is Responsible**

- One-on-one conversations with CEO. (A/R = CEO = A/R; COO, MD, CD = C/S; AA = S. CEO will bring subject matter experts to meetings, as needed.)
- Monthly one-page Strategic Update from CEO. (CEO = A/R; COO, CD, MD = C/S; AA = S)
- Annual State of the Downtown Event (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
- Annual State of the DDA Report (CEO = A/C/S; CD = R; COO = C; EC, MD = S)
- Presentation of annual operating budget, including parking and the Arts Commission. (CEO = A/R =; COO, CD, MD = C/S; AA = S)
- Support City staff in their CIP presentation to the City Commission. (CEO = A/R =; COO, CD, MD = C/S; AA = S)
- Presentations and participation at City Commission Study Sessions, including related to project plans that have used and may use future TIF funding. (CEO = A/R, COO, CD, MD = C/S)
- Presentations and Participation at City Commission Study Sessions regarding the extension of TIF. (CEO = A/R; COO = A/S/C ; MD = C; CD = C/S; AA = S)
- Submit a list of candidates to City Commission for the formation of a Development Area Citizens Council. (CEO = A/R; COO, MD = C)
- City Commission formally approves the creation of the Development Area Citizens Council and appoints its members. (City Commission = A/R)
- City Council considers a resolution declaring its intent to extend TIF 97 and sets a date for the public hearing to consider the TIF 97 plan amendment. (City Commission = A/R)
- City Commission holds Public Hearing for TIF renewal. (City Commission = A/R)
- City Commission votes regarding the extension of TIF 97. (City Commission = A/R)
- If there is a citizen referendum of the bond regarding the projects that are to be TIF funded through the extension, then the following activities will occur:
 - Preparation of informational and education materials related to projects and impacts, and the impacts of the absence of TIF funding (CEO = A/R and will delegate roles as needed.)
 - Distribution of informational and education materials. (CEO = A/R and will delegate roles as needed.)

- **How Success Will Be Measured**

- The CEO meets regularly with individual City Commissioners.
- Commissioners support and approve the DDA board's plans, projects, budgets, and recommendations for action, including related to the extension of TIF97 in 2024.
- The Commission makes appointments to the DDA board that reflect a respect for the DDA's role,
- Elected officials reach out to the DDA for information and to pro-actively discuss issues.
- The DDA representative from the CC serves as an informed advocate on behalf of the DDA's strategic direction, projects, and services.
- A majority of voters approve the bond for funding projects tied to the extension of TIF, if a referendum places the issue on the ballot.

CITY MANAGER, CITY DEPARTMENTS, AND STAFF

- **Roles and Interests:** The City staff manage public infrastructure and provide public works and services in the downtown. They review permits and applications and inform and educate the City Commission. They are responsible for City-owned assets that impact the quality of people's experiences within the downtown. They direct and guide many activities and are a primary source of information for the public regarding public investments, improvements, and services in the downtown.

- **Engagement Activities and Who is Responsible**
 - Monthly one-on-one meetings between the DDA CEO and City Manager. (CEO = A/R; AA = S)
 - Weekly informal and formal contact between City and DDA staff regarding projects and services. (CEO = A/R; COO = R – topic dependent)
 - Weekly and monthly schedule meetings with City staff (CEO = A/R; others as requested)
 - Organize annual joint work planning meeting for downtown infrastructure and services, in alignment with annual budget process. (CEO = A/R; others as requested)
 - Annual joint self-evaluation of Base Level of Service Agreement expectations. (CEO = R; All Staff = C/S; City Commission and DDA Board = I)
 - Coordination of public meeting promotion and public engagement activities. (CEO = A/C; CD = R)
 - Annual State of the Downtown Event (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
 - Annual State of the DDA Report (CEO = A/C/S; CD = R; COO = C; EC, MD = S)

- **How Success Will Be Measured**
 - Communication is open, honest, timely, and respectful.
 - DDA and City staff work together to create solutions, develop and maintain public infrastructure, and provide public services for downtown that align with their respective entities' adopted plans.
 - Best practices for public infrastructure project design and engineering are followed.
 - A Base Level of Service Agreement is adopted and enacted.
 - Roles, responsibilities, costs, and sources of revenue for the maintenance, management and replacement of downtown public infrastructure are included in project planning and determined prior to project authorization by the DDA Board and City Commission.
 - Project leadership and coordination roles and responsibilities are clear, documented, and followed.
 - Project evaluation, learning, and feedback (e.g. After Action Review; What, So What, Now What) processes are followed.

DOWNTOWN BUSINESS OWNERS

- **Roles and Interests:** Downtown business owners and their businesses are one of the key reasons people come downtown. These people are motivated by getting more customers in the door and avoiding obstructions. They want to have stability for their employees. They care about parking, mobility, aesthetics, and safety. They care about neighboring businesses, too.

- **Engagement Activities and Who is Responsible**
 - Annual State of the Downtown Event (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
 - Annual State of the DDA Report (CEO = A/C/S; CD = R; COO = C; EC, MD = S)
 - Bi-annual national speaker event. (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
 - Monthly “Good Morning Downtown” or online “Lunch and Learn” or “Coffee Talk” sessions featuring a downtown business owner and a business or leadership practice, skill, or idea they want to share or brainstorm about with others. Topics could be brainstormed and prioritized at the annual gathering using a crowdsourcing method. Segment by audience and tailor time, place, and topic accordingly. (CEO = A; COO = R)
 - Monthly informal happy hour gathering for downtown business owners and their guests. (CEO = A; COO = R)
 - Share information regarding parking and transit options with business owners so they may share with their employees. (CEO = A; MD = R)
 - End of summer/September casual “downtown residents and employees block party” at Civic Square to thank downtown workers of all ages for their efforts and service during the season. (CEO = A/C; EC = R)
 - Partner with BATA to advertise bus transportation information with customers of downtown businesses; make it as easy as possible for employees to safely and effectively use transit, including park-and-ride options. (CEO = A; MD = R)
 - Conduct an annual downtown satisfaction and perception survey of downtown business owners – what’s working well or giving you confidence, what’s staying the same, what’s a barrier or obstacle or what’s concerning you or needs improvement and why. (CEO = A/C; COO = C; CD = R)
 - Emails regarding all project and service-related planning efforts, with invitations to engage. (CD = R; All other staff = C)

- **How Success Will Be Measured**
 - There is a high rate of participation by downtown business owners in the Annual State of Downtown event.
 - There is consistent participation in monthly online sessions and informal happy hours.
 - There is a high occupancy rate in downtown retail spaces.
 - The percentage of locally owned or “chain-let” businesses is stable or grows in the downtown.
 - There is a high rate of participation in the downtown satisfaction survey.
 - There is an increase in bus ridership by downtown employees.

DOWNTOWN RESIDENTS

- **Roles and Interests:** Downtown residents are a critical part of a healthy, thriving, engaged, safe community downtown. They are motivated to protect what they perceive as their own space. They want accessibility to entertainment, restaurants, and retail. They want availability of transportation options. They want services close by. They want their property values to remain stable or increase.
- **Engagement Activities and Who is Responsible**
 - Annual State of the Downtown Event (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
 - Annual State of the DDA Report (CEO = A/C/S; CD = R; COO = C; EC, MD = S)
 - Informal block captain-hosted bi-annual listening session and conversation (fall and spring) with CEO. (CEO = A/R; AA = S)
 - Invitations to monthly online “Lunch and Learn” or “Coffee Talk” sessions. CEO = A; COO = R)
 - End of summer casual “downtown residents and employees block party” at Civic Square to thank downtown workers of all ages for their efforts and service during the season. (CEO = A/C; EC = R)
 - Emails regarding all project and service-related planning efforts, with invitations to engage. (CEO = A/C; COO = R; AA = S)
 - Partner with BATA to advertise bus transportation information with customers of downtown businesses; make it as easy as possible for employees to use transit safely and effectively, including park-and-ride options. (CEO = A; MD = R)
 - Share information regarding parking and transit options with business owners so they may share with their employees. (CEO = A; MD = R)
- **How Success Will Be Measured**
 - Downtown residents choose to live downtown, shop downtown, and participate in downtown events and experiences.
 - Downtown residents vocally support the future of downtown and the future of the DDA with their neighbors, on Facebook, in public media, and at public meetings.
 - There is an increase in bus ridership by downtown residents.

DOWNTOWN PROPERTY OWNERS

- **Roles and Interests:** These individuals and entities care about property values. They want a return on their investment. They value being part of the community. They care about the quality of public investments to catalyze and complement private investments.
- **Engagement Activities and Who is Responsible**
 - Annual State of the Downtown Event (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
 - Annual State of the DDA Report (CEO = A/C/S; CD = R; COO = C; EC, MD = S)

- Informal bi-annual listening session and conversation (fall and spring) with CEO. (CEO = A/R; COO, CD, AA = S)
- Invitations to monthly online “Lunch and Learn” or “Coffee Talk” sessions. (CEO = A; AA = R)
- Emails regarding all project and service-related planning efforts, with invitations to engage. (CEO = A/C; COO = R; AA = S)
- **How Success Will Be Measured**
 - Property owners are vocal advocates for the Guiding Principles of Moving Downtown Forward.
 - They act and make decisions and investments that reflect the Guiding Principles.

TRAVERSE CITY RESIDENTS

- **Roles and Interests:** The role of citizens is to participate in and shape the community they want to be part of. Residents’ interests vary and there is no uniform vision for the downtown among all Traverse City residents. In fact, there are competing interests. There is a shared commitment to the idea of community. People seem to care about local business owners and independent retailers. They care about safety downtown. There are a vocal number of people who care about maintaining the “small town character” of Traverse City’s downtown. People share a value for caring about the natural environment and having access to recreation. Residents who are voters have the authority to support elected officials whose visions and goals align with their values. They have the power to referendum decisions made by government through legal processes.
- **Engagement Activities and Who is Responsible**
 - Annual State of the Downtown Event (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
 - Annual State of the DDA Report (CEO = A/C/S; CD = R; COO = C; EC, MD = S)
 - Attending bi-annual meetings with neighborhood associations. (CEO = A/R/C; COO = R; MD = C/S; AA = R for scheduling)
 - Emails regarding all project and service-related planning efforts, with invitations to engage. (CEO = A/C; CD = R; AA = S)
 - Special project and update direct mailings, as needed, to inform or engage with residents. (CEO and COO = A/C/R for content; CD = R for logistics; AA = S)
 - Media releases. (CEO = A/C/S; CD = R; COO = C)
 - Social media posts to inform residents. (CEO = A/C; CD = R)
- **How Success Will Be Measured**
 - Residents elect City officials who support the Guiding Principles in the Moving Downtown Forward report.
 - Residents who volunteer to serve as appointed officials support the Guiding Principles in the Moving Downtown Forward report.

PROPERTY DEVELOPERS OPERATING IN THE DOWNTOWN

- **Roles and Interests:** Developers are motivated to build what they want to build. They want to proceed with their plans and make their numbers work. They care about downtown overall, and about developing on vacant lots or redeveloping properties.
- **Engagement Activities and Who is Responsible**
 - Responding to emails and phone calls from developers. (CEO = A/R; All other staff = S)
 - Sharing information, including the Moving Downtown Forward plan, with developers, and encouraging them to fulfill the Guiding Principles with their design and development and maintenance choices. (CEO = A/R; All other staff = S)
- **How Success Will Be Measured**
 - Developers are offered tools and guidance to help them navigate the development process and add value to the character of the downtown, particularly to develop surface lots.
 - Quality projects that reflect the Guiding Principles are created in the downtown
 - Local business ownership is maintained or increased.

TAXING JURISDICTIONS

- **Roles and Interests:** The taxing jurisdictions are a source of revenue for downtown projects and services. Their constituents benefit from the downtown and they also have their own priorities, needs, and interests related to downtown which need to be incorporated into the future of downtown and may inform future projects and investments.
- **Engagement Activities and Who is Responsible**
 - Annual State of the Downtown Event (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
 - Annual State of the DDA Report (CEO = A/C/S; CD = R; COO = C; EC, MD = S)
 - In 2023, have quarterly strategy sessions with staff executive leadership from the taxing jurisdictions and the CEO. (CEO = A/R; COO = C/S; AA = S)
 - Monthly One-Page Strategic Update from CEO to elected officials and executive staff. (CEO = A/R; CD and COO = C; EC, MD = S)
 - In 2025, share annual updates at public meetings with each taxing jurisdictions entity. Focus on sharing information about projects, services, and impacts that align with regional needs and strategic plans. (CEO = A/R; COO, MD, CD = C/S; AA = S)
- **How Success Will Be Measured**
 - Taxing jurisdictions understand how the DDA is making decisions and are consulted and feel informed.

- Taxing jurisdictions are partners and allies in projects with shared visions, values, interests, and desired outcomes (e.g., related to housing, climate, health and recreation, economic development, and/or transportation).

PROJECT AND SERVICE-BASED PARTNERS

- **Roles and Interests:** The DDA relies on partnerships with nonprofits and other governmental entities to achieve its purpose and accomplish its goals and desired impacts. These partners include DTCA (merchants association), SEEDS (Farmer’s Market), T.A.R.T. Trails, Inc. (non-motorized transportation and recreational trails), the Traverse City Arts Commission (public art), Michigan State University Extension (flower boxes), BATA (access and mobility) and Child and Family Services (Clean and Green maintenance), among others. Each of the independent partner entities has their own needs and interests relative to their own missions, priorities, and capacity. The DDA has an interest in maintaining strong and healthy relationships with partners whose interests align with and support the outcomes and impacts it wants to have on downtown spaces and experiences.
- **Engagement Activities and Who is Responsible**
 - Annual State of the Downtown Event (CEO = A/C; EC = R/S; COO = C; CD, MD = S)
 - Annual State of the DDA Report (CEO = A/C/S; CD = R; COO = C; EC, MD = S)
 - Internal coordination with partners for joint project or service-related activities and initiatives. (CEO = A/R; CEO will delegate Rs as needed)
 - External communication about activities undertaken by DDA and partners. (CEO = A; CD = R)
- **How Success Will Be Measured**
 - Partners understand shared goals and how success will be measured, roles, responsibilities, resource flows, how decisions will be made, and internal and external communication expectations.
 - MOUs and service agreements are signed by both parties.
 - Outcomes, impacts, and opportunities for improvements are assessed annually.

TIER 2: AUDIENCES WHO MAY BE CONSULTED AND INFORMED

The following are important, high impact audiences that the DDA should prioritize connecting with based on time, resources, and capacity.

- New developers
- New business owners
- Investors and developers

TIER 3: AUDIENCES WHO MAY DESIRE AWARENESS OF DOWNTOWN EXPERIENCES

- All Tourists/Visitors
- Regional residents
- Regional nonprofits

NEXT STEPS, INCLUDING TOOLS AND PROCESSES NEEDED

- In January 2023, create work plans for individual team members that are aligned with the engagement activities presented in this plan. (Team members will develop their own work plans based on plan expectations, then will meet with COO and CEO to review, amend, and confirm individual work plans, timing/scheduling, and key benchmarks.)
- By February 2023, identify DDA events and promotional activities and a calendar for 2023. (CEO is R)
- By March 2023, clarify downtown event and staffing expectations for 2023 with the DTCA. (CEO is A/R, DDA Chair and Vice-Chair = C, EC = S, DDA Board and all staff = I)
- In 2023, develop data regarding relationships - names, contact information, etc. (COO = R. MD will research existing FileMaker data files.)
- In 2023, research and invest in an appropriate technology platform to manage relationships. (COO = R)
- By the end of 2024, develop or purchase annual population and economic data and trends for the downtown. Focus on tools that PUMA used; research subscriptions and data sets to keep that going. Use and report on these data in the annual State of the DDA report. (COO = R)
- Coordinate data, plans, actions, and relationships. Pull all the pieces together, evaluate progress and outcomes of activities, and continue to reassess the team's impacts relative to how success will be measured. (CEO is R.)
- Identify what/who else the DDA team needs to achieve its strategic goals. (CEO = R)

DDA Communications Timeline and Tactics, 2023-2024

This tactical communications plan will be continually refined and updated as the DDA develops its work plan and process plan for renewing the TIF plan. Activities will be monitored, and actions and tactics may be modified due to accommodate the DDA’s planning process. This could include changing the messaging, adjusting the communication channels, or connecting with new partners, stakeholders, or audiences.

May 2023

Method	Audience	Activity/Purpose
Website	General public	Update and reorganize the DDA website to inform the community about the DDA’s role, purpose, goals, projects, services, and how to get involved
Media release	General public	Inform public about RFPs for Riverwalk and Parking Structure. Prepare a media release regarding the DDA budget.
Earned media (letters to editor, forum pieces, etc.)	General public	Northern Express (by invitation/request)
DDA E-news	General public	Share media release + project info + next steps.
Personal calls and emails	Stakeholders	Develop and refine stakeholders lists.
Neighborhood meetings	City residents	Create summer/early fall schedule for neighborhood listening session

		gatherings. Purpose of the sessions is to share info about the DDA's TIF renewal plan schedule and the items the DDA will explore for inclusion in the plan, including the two capital projects already identified. Encourage involvement. Promote website and ways to share comments.
Direct mail	City residents	NA for this month.
Materials and messages	General public	Create messaging and simple handouts that summarize the DDA's goals, plans, and scheduled activities and engagement opportunities.
Social media	General public, downtown visitors	Share posts regarding RFP releases and regarding all DDA public meetings, including committee meetings.
DDA Board meetings	DDA Board, City residents, Downtown stakeholders	Finalize the schedule and activities related to the RFPs for the two capital projects. Share Moving Downtown Forward intentions and plans for TIF renewal. Tee up the housing conversation.
City Commission meetings	City Commission, City Staff, City residents, Downtown stakeholders	Finalize the schedule and activities related to the RFPs for the two capital projects. Share Moving Downtown Forward intentions and plans for TIF renewal. Communicate the 2023/24 budget.

Public events		NA for this month, other than regularly scheduled meetings.
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June 2023

Method	Audience	Activity/Purpose
Website	General public	Maintain an up-to-date website in order to communicate the DDA's purpose, role, goals, projects, services, planning efforts, and ways to get involved.
Media release	General public	TBD based on availability of engagement activities, events, schedule to communicate.
Earned media (letters to editor, forum pieces, etc.)	General public	Communicate TIF renewal process plan schedule, if available to share.
DDA E-news	General public	Share media release + project info + next steps.
Personal calls and emails, including to partners and vendors	Stakeholders	Develop and refine stakeholders lists.
Neighborhood and/or Stakeholder meetings	City residents	Create summer/early fall schedule for neighborhood listening session gatherings. Purpose of the sessions is top share info about the DDA's TIF renewal plan schedule and the items

		the DDA will explore for inclusion in the plan, including the two capital projects already identified. Encourage involvement. Promote website and ways to share comments.
Direct mail	City residents	NA for this month.
Materials and messages	General public	Create messaging and simple handouts that summarize the DDA's goals, plans, and scheduled activities and engagement opportunities.
Social media	General public, downtown visitors	Share posts regarding RFP releases and regarding all DDA public meetings, including committee meetings.
DDA Board meetings	DDA Board, City residents, Downtown stakeholders	Share information. Listen and gather feedback. Present recommendations. Seek approval for projects and plans.
City Commission meetings	City Commission, City Staff, City residents, Downtown stakeholders	Share information. Listen and gather feedback. Present recommendations. Seek approval for projects and plans.
Public events	General public	Based on DDA's process calendar, determine topics for public meetings/informational sessions.

July 2023

Method	Audience	Activity/Purpose
Website	General public	Maintain an up-to-date website in order to communicate the DDA's purpose, role, goals, projects, services, planning efforts, and ways to get involved.
Media release	General public	TBD
Earned media (letters to editor, forum pieces, etc.)	General public	TBD
DDA E-news	General public	Promote planning process schedule and planned public meetings and informational sessions tied to TIF renewal plan topics and projects.
Personal calls and emails, including to partners and vendors	Stakeholders	Promote planning process schedule and planned public meetings and informational sessions tied to TIF renewal plan topics and projects.
Neighborhood and/or Stakeholder meetings	City residents	Attend meetings. Promote planning process schedule and planned public meetings and informational sessions tied to TIF renewal plan topics and projects. Listen and gather feedback about what matters most to people.
Direct mail	City residents	Promote public meetings and informational sessions tied to TIF renewal plan topics and projects.

Materials and messages	General public	
Social media	General public, downtown visitors	
DDA Board meetings	DDA Board, City residents, Downtown stakeholders	
City Commission meetings	City Commission, City Staff, City residents, Downtown stakeholders	
Public events	General public	Host public meetings/informational sessions tied to TIF plan topics and projects. Host walking tours of downtown – show & tell and ask & listen regarding project and service needs and opportunities.

August 2023

Method	Audience	Activity/Purpose
Website	General public	Maintain an up-to-date website in order to communicate the DDA's purpose, role, goals, projects,

		services, planning efforts, and ways to get involved.
Media release	General public	
Earned media (letters to editor, forum pieces, etc.)	General public	
DDA E-news	General public	
Personal calls and emails, including to partners and vendors	Stakeholders	
Neighborhood and/or Stakeholder meetings	City residents	Attend meetings. Promote planning process schedule and planned public meetings and informational sessions tied to TIF renewal plan topics and projects. Listen and gather feedback about what matters most to people.
Direct mail	City residents	
Materials and messages	General public	Update/develop materials to promote planning process activities and engagement opportunities.
Social media	General public, downtown visitors	
DDA Board meetings	DDA Board, City residents,	

	Downtown stakeholders	
City Commission meetings	City Commission, City Staff, City residents, Downtown stakeholders	
Public events	General public	Host public meetings/informational sessions tied to TIF renewal plan topics and projects. Host walking tours of downtown – show & tell and ask & listen regarding project and service needs and opportunities.

September 2023

Information and Listening sessions + presentation of scenarios

October 2023

Information and Listening sessions + presentation of scenarios

November 2023

Information and Listening sessions + presentation of scenarios

December 2023

Information and Listening sessions + presentation of scenarios

January 2024

Information and Listening sessions + presentation of scenarios

February 2024

Formation of Citizen Advisory Council – intensive meetings, including public/televised sessions
Preparation of Draft Renewal Plan

March 2024

Presentation of Draft Plan (several public meetings and listening sessions)?

April 2024

Draft TIF renewal plan presented to City Commission for consideration of approval?

Social Media

Traverse City DDA Facebook Page

The [Traverse City DDA Facebook](#) page will report news and information regarding DDA governance, purpose, public infrastructure projects (past, present, planned), services (e.g. Sara Hardy Farmers Market, Parking Management, other mobility services like bike racks and sidewalk maintenance and cleaning, energy, waste management, stormwater management, housing) and public engagement opportunities. This includes:

- Promoting and publicizing meetings.
- Live-streaming DDA board meetings.
- Publicizing other opportunities for public engagement in DDA planning and decision-making processes.
- Sharing project update and progress reports and links.
- Sharing information about DDA services including availability, changes, launches, special activities, etc.
- Sharing data and information that deepen public awareness of DDA projects and services and partnerships.
- Introducing board and staff members and celebrating their service and achievements.

- Sharing information about RFPS and job postings within the DDA and the City.

The DDA may, at its discretion, use this [draft topic calendar](#) to prepare content for social media postings. The DDA staff will prepare and manage the content calendar for this page.

Downtown TC Official Facebook Page (DTCA Marketing Channel)

This social media page will be used to:

- Promote events and activities hosted by the DTCA in the downtown.
- Promote locally-owned and managed businesses in the downtown.
- Share information about public infrastructure projects and public services impacting businesses, employees, customers and visitors to the downtown (e.g., street closures, parking lot closures, events impacting mobility or use of public spaces, etc.)

The DDA staff will prepare and manage the content calendar for this page.