



EXECUTIVE RECRUITMENT

**Downtown Development Authority
Executive Director
City of Traverse City, Michigan**

SALARY: \$125,000+ DOQ

Great leadership is in our nature.

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OPPORTUNITY SUMMARY

Nestled along the shores of Lake Michigan's Grand Traverse Bay, Traverse City, Michigan, beckons with its irresistible charm and boundless opportunities. Renowned for its flourishing wine and beer industry, delectable dining scene, robust economy, top-notch school system, and breathtaking natural beauty, Traverse City stands tall as a beacon of exceptional living.

It's not only a place to reside; it's a destination that ignites curiosity and captivates hearts. Visitors often find themselves enchanted by the city's allure, pondering the possibility of calling it home. It's no wonder why Traverse City strikes the perfect blend between urban sophistication and outdoor adventure, offering an array of experiences to suit every taste.

Step into Downtown Traverse City, and you'll find yourself immersed in a tapestry of cultural delights. From vibrant arts and music festivals to world-class culinary experiences, there's never a dull moment in this dynamic city. When you're ready to reconnect with nature, Traverse City's pristine landscapes beckon with their serene beauty. Traverse City's strategic location at the heart of the Grand Traverse Bay makes it a hub for outdoor enthusiasts, with endless opportunities for hiking, biking, boating, and more.

In Traverse City, every day is an adventure waiting to unfold. With its unparalleled beauty, thriving economy, and welcoming community, it's no wonder why Traverse City is consistently ranked as one of the best places to live in Michigan.

As Traverse City continues to evolve, so too does its Downtown Development Authority (DDA). The DDA plays a crucial role in shaping Traverse City's future, ensuring that it remains a vibrant and thriving community for generations to come. At the helm of its next organizational transition and need for sustainability, the DDA Board of Directors enthusiastically invites interested applicants to serve as their next Executive Director - the next leader of one of Michigan's most prominent downtowns.

The DDA board, property owners, merchants, and community members look forward to supporting a new leader equipped to move downtown Traverse City forward. Take the time to learn more about this unique leadership opportunity, and join us in Michigan's Cherry Capital as we work to build and maintain a prosperous and sustainable downtown and community.

TRAVERSE CITY & REGION FAST FACTS



POPULATION
15,468



HOUSEHOLDS
7,104



MEDIAN HOME VALUE
\$336,900



MEDIAN INCOME
\$70,700



**Annual Visitors
to Region (2022)**
7.3 Million



BIKESCORE
85/100



WALKSCORE
85/100





REGIONAL ATTRACTIONS

GREATER TRAVERSE CITY REGION

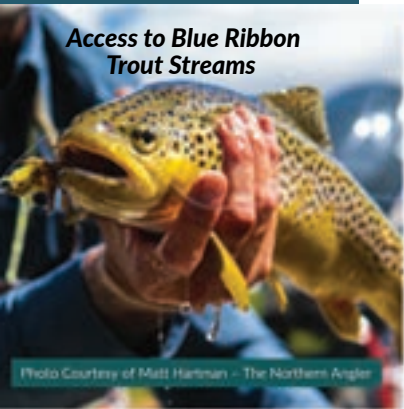
(Grand Traverse County, Benzie County, Leelanau County, Antrim County)

- Population.....159,461
- Households.....65,732
- Median Home Value.....\$271,975
- Median Income.....\$74,519



Each year, more than 7 million individuals explore the Traverse City Region, with many of them choosing to spend time in vibrant Downtown Traverse City.

What attracts millions of people to Traverse City, and what factors contribute to the 150,000 residents who call this region home?



Access to Blue Ribbon Trout Streams

Photo Courtesy of Matt Hartman - The Northern Angler



Boating

Photo Courtesy of DGA - The Harbor



Wine And Craft Beer Country

Photo Courtesy of TC Tourism



Photo Courtesy of TC Tourism



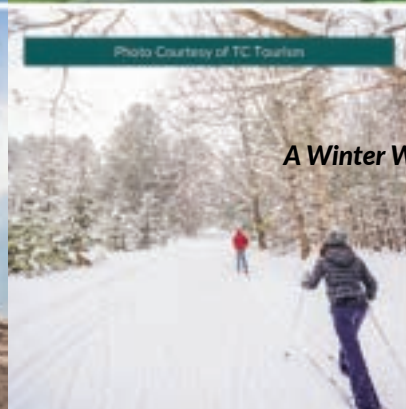
National Cherry Festival

Photo Courtesy of the National Cherry Festival



Sleeping Bear National Lake Shore

Photo Courtesy of TC Tourism



A Winter Wonderland

Photo Courtesy of TC Tourism



Photo Courtesy of TC Tourism

DDA HISTORY

In the late 1800s, Traverse City prospered as a lively lumber mill town. As time passed, the community shifted from the lumber industry to industrial growth in the early 1900s, while agriculture thrived in surrounding areas. Despite the challenges from changing economic trends, Traverse City adapted. Today, it stands as a leading tourism destination, driving regional economic success and prosperity.

Traverse City's narrative showcases a continuous economic evolution, with its downtown area as the focal point. Undeterred by setbacks like the economic slump in the 1970s, downtown experienced a revival through community collaboration. The Downtown Traverse City Association, known for organizing events since the 1950s, advocated for the creation of a Downtown Development Authority (DDA) to rejuvenate the city center. Established in 1979, the Traverse City DDA aimed to boost economic growth and property values downtown.

The DDA swiftly turned its attention to revitalizing the historic Old Town area, specifically the iconic Ironworks site that was once a major manufacturing employer that closed, resulting in a loss of jobs and leaving behind dilapidated vacant structures. The DDA seized the opportunity to transform the once-abandoned location. Through the Tax Increment Development and Financing Plan, the authority embarked on an ambitious project to revitalize the Ironworks area while preserving Traverse City's heritage and fostering a prosperous future.

This initiative marked the start of Traverse City's DDA journey—a venture driven by vision, collaboration, and a deep commitment to nurturing the vibrant downtown community.



MOVING DOWNTOWN FORWARD

Mission

Promote economic growth and provide a world-class downtown that is active, thriving and inclusive. In collaboration with all stakeholders, the DDA creates and implements development plans, encourages historic preservation, corrects and prevents deterioration in the downtown district, and makes sound investments in sustainable infrastructure and civic amenities.

Vision

Serve as the regional hub for commerce, culture, arts and entrepreneurship. By 2030, downtown Traverse City will make needed infrastructure and institutional investments that provide for added business, residential and retail capacity downtown. These will attract new private investments and create jobs.

DDA GUIDING PRINCIPLES

In 2022, the DDA engaged in a process called Moving Downtown Forward.

Among many other items provided were five guiding principles that serve as a framework for future DDA resource allocation and investment decisions:

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



PROJECT SPOTLIGHT: BOARDMAN/OTTAWAY DOWNTOWN RIVERFRONT

The Lower Boardman River Unified Plan was adopted following a three-year planning process. The conceptual design (below) by renowned designers INFORM Studio, aims to revitalize the river by "turning and embracing" it, reversing decades of urbanized hardscapes and the neglected sides of downtown buildings. This ambitious and complex project will repurpose the river from its automotive-dominated uses and return it to a place for people, recreation, and renaturalized stormwater management systems.

The community embraces its environmental conservation values, which often serve as a call that brings many partners to the table. Partners like the Grand Traverse Band of Ottawa and Chippewa Indians, the Watershed Center, State and Federal Agencies, and many other groups will need to be at the table to see this project through fruition.

The Boardman River, or Ottaway River, known by its Native American name, is a regional natural resource and recreational asset. The Lower Boardman River Unified Plan will preserve and protect this irreplaceable natural and spiritual asset.



PROJECT SPOTLIGHT: ROTARY SQUARE AND FISHPASS



ROTARY SQUARE



The square, made possible with a generous donation by Rotary Charities and a State appropriation, is envisioned to be an urban public oasis and community gathering and event space in the heart of downtown adjacent to the Boardman/Ottaway River.

FISH PASS



The DDA has been an integral partner with the Great Lakes Fisheries Commission on FishPass; the capstone of a 20+ year restoration project on the Boardman/Ottaway River. Adjacent to Rotary Square, FishPass will replace the deteriorating Union Street Dam and include technology to sort and selectively pass desirable Great-Lakes-native fishes while blocking harmful invaders like sea lamprey.

FishPass' main features include a vertical barrier across the entire river, a nature-like river channel, a fish-sorting channel, a research and education center, and a universally accessible, revitalized park.

Understanding that FishPass will also serve as a key connection between Downtown, Rotary Square, and Old Town, the DDA purchased the parcel on the west edge of Central United Methodist Church. This will be the location of FishPass' research and education center, hosting school groups and scientists from around the world.



WHAT WE ARE LOOKING FOR...

In addition to technical qualifications, the DDA board, team, and community is looking for an Executive Director that possesses exceptional interpersonal skills, emotional intelligence, adept conflict resolution capabilities, and a collaborative approach. The preferred candidate will demonstrate proficiency in fostering relationships, executing open and clear communication, managing interpersonal relationships, and inspiring individuals to work together towards a common goal. Leadership marked by empathy and a commitment to team and community development is essential for this position.

IDEAL SKILLS

SKILLED COMMUNICATOR <ul style="list-style-type: none">• Assertive and confident• Trusted expertise• Ability to deliver clear, consistent, and responsive communication• Proficient in explaining complex data, problems, solutions, and processes	COMMUNITY BUIDLER <ul style="list-style-type: none">• Hands-on approach• Proficient in fostering relationships through effective engagement• Recognizes the significance of networking with each taxing jurisdiction, the community, and regional leaders• Build a rapport among merchants and property owners• Approachable
ORGANIZATIONAL STRATEGIST <ul style="list-style-type: none">• Expert in change management• Able to balance short-term and long-term goals• Strategic foresight• Disciplined and outcomes-oriented	INTERPERSONAL LEADERSHIP <ul style="list-style-type: none">• Authentic• Enthusiastic• Team empowerment• Visionary thinking• Coaching and mentoring• Goal-oriented
TENACIOUS <ul style="list-style-type: none">• Capable of handling tough situations• Embraces challenges head-on• Able to articulate and stick to priorities• Skilled in crisis management	COLLABORATOR <ul style="list-style-type: none">• Able to align priorities with the city• Maintain strong board and project-related relationships• Skilled in coalition building• Build a culture that promotes empowerment and accountability

DIVERSITY

Diversity of heritage, identity, thought, talent, and life experience bolsters the opportunities for enrichment, strengthening individuals, teams, organizations, and communities. The City of Traverse City DDA is an Equal Opportunity Employer and shares these values. Candidates of all backgrounds, perspectives, who value public service, and seek to work with a team who appreciates our individual and unique differences are encouraged to apply.

ABOUT THE POSITION

The DDA Executive Director serves at the pleasure of the Traverse City Downtown Development Authority (DDA) Board of Directors.

The Executive Director is the catalyst, promoter, and keeper of the Traverse City downtown vision known today as “Moving Downtown Forward.”

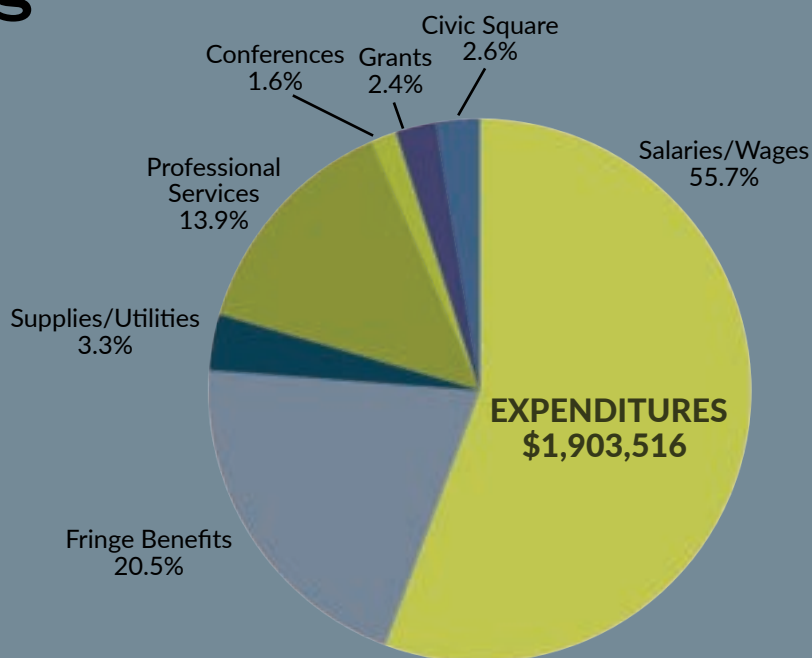
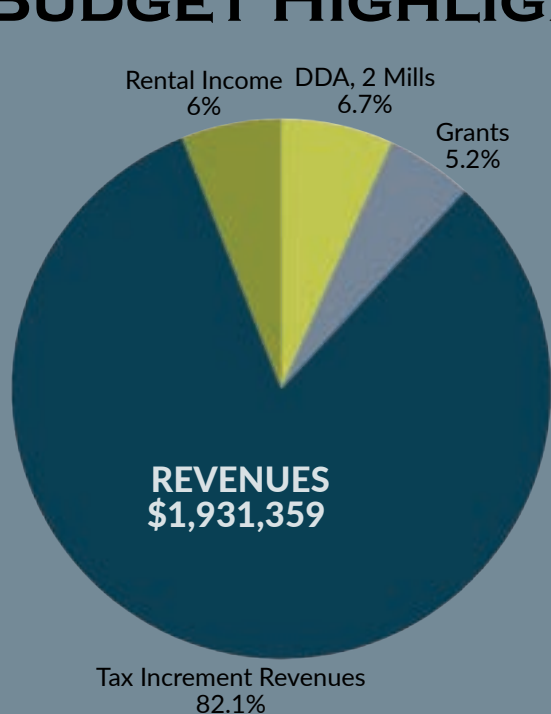
The Executive Director is responsible for the development, execution, and implementation of DDA activities in the City of Traverse City. The Executive Director works with the DDA Board, and oversees all DDA staff to ensure the successful implementation of the Board’s strategic and annual operating plans. Such plans include contractual work for other entities and strategic collaborations with outside groups and community partners.

Major Functions Include:

- Partnership and Collaboration
- Strategic Leadership
- Board Relations
- Communications
- Team Management
- Financial Acumen & Management
- Project Management
- Business Recruitment and Retention
- Marketing and Collaboration



BUDGET HIGHLIGHTS



COMMUNITY COLLABORATORS

"Teamwork makes the dream work" in Traverse City. The community is rich with collaborators who actively contribute to advancing downtown Traverse City and backing transformative projects.

The incoming DDA Executive Director will collaborate with a range of exceptional organizations, including but not limited to:

- City of Traverse City
- Grand Traverse County
- Northwestern Michigan College
- Bay Area Transportation Authority
- Traverse City Light and Power
- Grand Traverse Band of Ottawa and Chippewa Indians
- Housing North
- TART Trails
- TC Tourism
- Traverse Connect
- Rotary Charities
- Grand Traverse Regional Community Foundation
- Michigan State Housing Development Authority
- Michigan Economic Development Corporation



TOP FIVE REASONS WHY YOU WANT TO BE OUR NEXT EXECUTIVE DIRECTOR

1. **Transformational and Once in a Career Projects:** The DDA Executive Director will have a crucial role in driving progress in the downtown area. They will lead significant projects such as the Boardman/Ottaway River, and formulate a strategy for promoting best practices while providing education on the purpose and function of Tax Increment Financing.
2. **United and Motivated Board:** Anyone who has worked for a board or body of elected officials knows the challenges that can come from having multiple bosses. The Traverse City DDA Board of Directors stands together, providing a cohesive front and guidance to help their new Executive Director succeed.
3. **Shaping New Directions and Approaches:** Status quo is not the focus here. The incoming DDA Executive Director will have the chance to guide the strategic path of the Downtown Development Authority in alignment with the Moving Downtown Forward TIF plan.
4. **Rich Pool of Collaborators:** Traverse City boasts a wealth of talented individuals, ranging from a passionate team of staff and volunteers to community partners, all working towards the common goal of sustaining Traverse City as a vibrant and inclusive place for all.
5. **Premier Midwest Destination:** Located in one of the most beautiful regions in the State of Michigan, there is a great opportunity to balance an incredible career opportunity with access to the outdoors, nightlife, family-friendly amenities, and so much more.



OPPORTUNITIES & CHALLENGES

As the next DDA Executive Director, your expertise lies in cultivating a team, bringing people together, clearly communicating complex concepts and compelling ideas in simple language, and maximizing resources to bring our plans to life.

You will have the opportunity to:

- Begin anew by evaluating, building, and leading an organization to back a dedicated Board of Directors, setting a fresh course that prioritizes the DDA's Guiding Principles.
- Begin with "Why"- Realign the DDA with its core objectives and the value of Tax Increment Financing in maintaining Downtown Traverse City's urban and social landscape.
- Introduce a fresh, confident, and simplified communication style to enhance community trust and comprehension of the DDA's functions.
- Maintain the momentum of past achievements through the Moving Downtown Forward Plan and renewed partnerships with the community.
- Efficiently execute DDA projects, ranging from small initiatives to transformative capital projects and business development.
- Foster stronger connections with DDA property owners and merchants to build robust relationships.

NOVEMBER 2024 BALLOT PROPOSAL



A group of community members have initiated a ballot proposal requiring that any new or amended Tax Increment Financing Plans be approved by Traverse City voters. With the DDA currently working to extend what is known as TIF97, the outcome of the vote in November 2024 could have significant repercussions for the DDA and City as a whole.

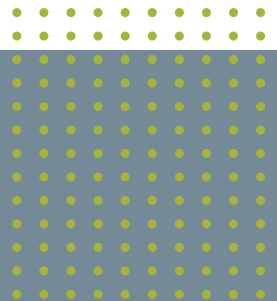
Tax Increment Financing is a commonly used financial tool that is not only used by DDA's and similar entities across the country, but is also used for other economic development initiatives such as brownfield redevelopment and affordable housing. While an affirmative vote won't dissolve the DDA or prohibit TIF, it will require significantly more communication and education, as well as an additional process for the continued use of the TIF to support ongoing maintenance, investment in infrastructure, and other economic sustainability initiatives.

QUALIFICATIONS

While the below qualifications are preferred, they are not the only indicators of success in this role. The Traverse City Downtown Development Authority is open to considering candidates who meet most of the requirements, providing the necessary support to help them excel in the position and develop their professional skills. Per compliance with ADA regulations, reasonable accommodations will be made to enable individuals with disabilities to perform in this position.

Minimum Qualifications:

- A bachelor's degree with major course work in business or public administration, non-profit management, urban and regional planning, historic preservation, tourism, marketing, or a closely related field; and
- Five to seven years of administrative experience in the same or related field with strong foundations in communications, marketing, strategic planning, economic development, grant writing, community planning and public relations. Experience working with a board of directors preferred, but not required. An equivalent combination of education and progressively responsible experience may be considered.
- Exhibited strength in leading and adapting to change, organizational development, team building, the capacity to balance short-term needs versus long-term strategy/vision, and the ability to delegate to and empower employees, volunteers, and board members culminating in a mission driven and outcomes motivated environment.
- Demonstrated knowledge and understanding of downtown development principles, community engagement, collaborative partnerships, professional management, and outreach.
- Strong communication skills are required for this position, including relationship development, emotional intelligence, and political acumen.



SALARY & BENEFITS

- Starting salary, \$125,000+ DOQ
- 10% Employer 457 Retirement Contribution
- Paid Time Off
- Short-Term Leave
- Health Insurance
- Dental Insurance
- Vision Insurance
- Relocation**

****A relocation package may be available for an exemplary candidate outside the Greater Traverse City Region.**



LIVING IN TRAVERSE CITY



Living in Traverse City, Michigan offers residents a unique blend of natural beauty, cultural vibrancy, and a strong sense of community. Here are some of the key benefits:

- **Scenic Beauty:** Nestled on the shores of Lake Michigan's Grand Traverse Bay, Traverse City boasts stunning natural landscapes, including sandy beaches, crystal-clear waters, and picturesque cherry orchards. Residents enjoy year-round outdoor activities such as hiking, biking, skiing, and water sports amidst breathtaking scenery.
- **Thriving Arts and Culture Scene:** Traverse City is home to a vibrant arts and culture scene, with numerous galleries, theaters, music venues, and festivals throughout the year. Residents have access to a diverse array of cultural experiences, from live performances and art exhibits to film screenings and culinary events.
- **Strong Local Economy:** The Traverse City area has a diverse economy driven by industries such as tourism, agriculture, healthcare, and technology. With a low unemployment rate and a growing job market, residents benefit from ample employment opportunities and a stable economy.
- **Top-Rated Schools:** Traverse City is known for its excellent public and private schools, offering high-quality education from kindergarten through high school. The area is also home to Northwestern Michigan College, providing further educational opportunities for residents of all ages.
- **Healthy Lifestyle:** Traverse City prioritizes health and wellness, with access to fresh, locally grown food, farmers markets, and outdoor recreational opportunities contributing to a healthy lifestyle. The city also boasts top-notch healthcare facilities and services to support residents' well-being.
- **Strong Sense of Community:** Traverse City residents enjoy a tight-knit community atmosphere characterized by friendliness, inclusivity, and civic engagement. The city hosts numerous community events, volunteer opportunities, and neighborhood gatherings, fostering connections and a sense of belonging among residents.
- **Year-Round Activities:** Traverse City experiences all four seasons, each offering its own unique charm and recreational opportunities. Residents can enjoy swimming and boating in the summer, apple and cherry picking in the fall, skiing and snowboarding in the winter, and hiking and exploring nature in the spring.

Overall, Traverse City offers an exceptional quality of life with its natural beauty, cultural amenities, economic opportunities, and a strong sense of community, making it an ideal place to live, work, and raise a family.





**DOUBLE
HAUL
SOLUTIONS**

Great leadership is in our nature.

HOW TO APPLY

Candidate review will begin May 3, 2024.

Please send resume, cover letter, and professional references to nate@doublehalsolutions.com.

Be sure to place “TC DDA Candidate” in the subject line.

Please DO NOT APPLY via LinkedIn.

Any questions or inquiries regarding the position can be made to the attention of:

Nate Geinzer, Founder/CEO, Double Haul Solutions

nate@doublehalsolutions.com | 248-207-5293

[CLICK HERE FOR MORE INFORMATION.](#)

www.doublehalsolutions.com