

Traverse City Downtown Development Authority Regular Meeting

Friday, August 16, 2024

9:00 am

Commission Chambers, Governmental Center
400 Boardman Avenue
Traverse City, Michigan 49684



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

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

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

Downtown Development Authority:
c/o Harry Burkholder, Executive Director
(231) 922-2050
Web: www.dda.downtowntc.com
303 East State Street, Suite C
Traverse City, MI 49684

Welcome to the Traverse City Downtown Development Authority meeting

Agenda

	Page
1. CALL TO ORDER	
2. ROLL CALL	
3. REVIEW AND APPROVAL OF AGENDA	
4. PUBLIC COMMENT	
5. CONSENT CALENDAR <i>The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one DDA Board motion without discussion. Any member of the DDA Board, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for individual consideration by the DDA Board; and such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single DDA Board action adopting the consent calendar.</i>	
A. Consideration of approving the minutes from the July 19, 2024 DDA Regular Meeting (approval recommended) Downtown Development Authority July 19, 2024 Meeting Minutes - PDF	5 - 9
B. Consideration of approving the minutes from the August 2, 2024 Downtown Development Authority Study Session (approval recommended) Downtown Development Authority August 2, 2024 Study Session Meeting Minutes - PDF	10 - 11
C. Consideration of approving the July Financial Reports and Disbursements for DDA General, Old Town TIF, TIF-97, Parking Services and the Arts Commission (approval recommended) DDA General, Old Town TIF, TIF-97 June 2024 Financial Report Combined - PDF DDA General, Old Town TIF and TIF-97 June 2024 Financial Dashboard Combined - PDF TC Parking Services July 2024 Financial Report - PDF	12 - 25

6. ITEMS REMOVED FROM CONSENT CALENDAR

7. OLD BUSINESS

- A. Moving Downtown Forward TIF and Development Plan (approval recommended) 26 - 66
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[Moving Downtown Forward TIF and Development Plan - PDF](#)
[Moving Downtown Forward TIF and Development Plan Appendix - PDF](#)
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8. NEW BUSINESS

- A. Executive Director Employment Agreement (approval recommended) 67 - 74
[Executive Director Employment Agreement \(Schneider/Hardy\) - PDF](#)
[Executive Director Employment Agreement - PDF](#)
- B. Service Agreement For Trash Collection (approval recommended) 75 - 76
[Service Agreement for Trash Collection Memo \(Burkholder\) - PDF](#)
- C. Mobility Action Plan (approval recommended) 77 - 170
[Mobility Action Plan Memo \(Burkholder\) - PDF](#)
[Mobility Action Plan - PDF](#)
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9. EXECUTIVE DIRECTOR REPORT

- A. Executive Director Report 171 - 172
[Executive Director Report - PDF](#)
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10. BOARD MEMBER REPORTS

- A. Arts Commission Report 173
[Arts Commission Report \(McMillen\) - PDF](#)
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11. STAFF REPORTS

- A. Director of Events and Outreach Report 174 - 175
[Director of Events and Outreach Report \(Klebba\) - PDF](#)
- B. Parking and Mobility Director Report 176 - 178
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12. RECEIVE AND FILE

- A. July 11, 2024 DTCA Meeting Minutes 179 - 180
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-

13. PUBLIC COMMENT

14. ADJOURNMENT



**Minutes of the
Downtown Development Authority for the City of Traverse City
Regular Meeting
Friday, July 19, 2024**

A regular meeting of the Downtown Development Authority of the City of Traverse City was called to order at the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 9:00 a.m.

The following Board Members were in attendance: Board Member Peter Kirkwood, Board Vice Chair Scott Hardy, Board Member Jeff Joubran, Board Member Ed Slosky, Mayor Amy Shamroe, Board Member Shelley Spencer, Board Member Gary Howe, and Board Member Mike Powers

The following Board Members were absent: Chairperson Gabe Schneider, Board Member Todd McMillen, and Board Member Hillary Ascroft

Vice Chairperson Hardy presided at the meeting.

(a) **CALL TO ORDER**

Vice Chair Hardy called meeting to order at 9:02am. Vice Chair noted that Katy Bertodatto has resigned from the board and was thanked for her service.

(b) **ROLL CALL**

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

- (1) That the board approve the agenda as presented.

Moved by Jeff Joubran, Seconded by Mike Powers

Yes: Peter Kirkwood, Scott Hardy, Jeff Joubran, Ed Slosky, Amy Shamroe, Shelley Spencer, Gary Howe, and Mike Powers

Absent: Gabe Schneider, Todd McMillen, and Hillary Ascroft

CARRIED. 8-0-3 on a recorded vote

(d) **PUBLIC COMMENT**

(e) **CONSENT CALENDAR**

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

- (1) Consideration of approving the minutes from the June 21, 2024 DDA Regular Meeting (approval recommended)
- (2) Consideration of approving the minutes from the June 28, 2024 DDA Special Meeting (approval recommended)
- (3) Consideration of approving the minutes for the July 2, 2024 DDA Finance Committee Meeting (approval recommended)
- (4) Consideration of approving the June Financial Reports and Disbursements for the DDA, Old Town TIF, TIF-97, Parking Services and the Arts Commission (approval recommended)

That the board approve the Consent Calendar as presented.

Moved by Amy Shamroe, Seconded by Peter Kirkwood

Yes: Peter Kirkwood, Scott Hardy, Jeff Joubran, Ed Slosky, Amy Shamroe, Shelley Spencer, Gary Howe, and Mike Powers

Absent: Gabe Schneider, Todd McMillen, and Hillary Ascroft

CARRIED. 8-0-3 on a recorded vote

(f) **ITEMS REMOVED FROM CONSENT CALENDAR**

(g) **OLD BUSINESS**

- (1) Moving Downtown Forward TIF Plan

The following addressed the board:

Harry Burkholder

Scott Howard

Shelley Spencer

Amy Shamroe

Pete Kirkwood

Ed Slosky

Scott Hardy

Mike Powers

Gary Howe

Richard Lewis

* Jeff Joubran left meeting at 9:45am. Quorum still exists.

(2) Legal Opinion Regarding the Charter Amendment On TIF

The following addressed the board:

Harry Burkholder
Mike Powers
Scott Howard
Scott Hardy

(h) **NEW BUSINESS**

(1) The Retail Incubator (approval recommended)

The following addressed the board:

Harry Burkholder
Scott Hardy
Mike Powers
Amy Shamroe
Pete Kirkwood
Gary Howe
Ed Slosky

That the DDA Board approve to end the Retail Incubator project and that the DDA cease their financial commitment to the retail incubator project with full compliance of the terms of the agreement with Keen.

Moved by Ed Slosky, Seconded by Amy Shamroe

Yes: Peter Kirkwood, Scott Hardy, Amy Shamroe, Shelley Spencer, Gary Howe, and Mike Powers

Absent: Gabe Schneider, Jeff Joubran, Todd McMillen, and Hillary Ascroft

CARRIED. 6-0-4 on a recorded vote

(2) Hannah Park Overlook - Old Town TIF Budget Amendment (approval recommended)

(3) Rotary Square Contract (approval recommended)

The following addressed the board:

Harry Burkholder
Pete Kirkwood
Ed Slosky
Gary Howe
Amy Shamroe
Scott Hardy

That the DDA Board enter into a contract with Progressive AE for a cost of \$141,656 for professional services related to the conceptual and schematic design of Rotary Square, subject to approval as to substance by the DDA Executive Director and as to form by the DDA Attorney.

Moved by Amy Shamroe, Seconded by Shelley Spencer

Yes: Peter Kirkwood, Scott Hardy, Amy Shamroe, Shelley Spencer, Gary Howe, and Mike Powers
No: Ed Slosky
Absent: Gabe Schneider, Todd McMillen, Katy Bertodatto, and Hillary Ascroft

CARRIED. 6-1-4 on a recorded vote

That the DDA Board approve an increase to the 2024/2025 Old Town TIF Budget for the Hannah Park Overlook to \$105,000 and furthermore; that up to an additional \$25,000 from the Old Town TIF be allocated for the construction of the Hannah Park Overlook in partnership with the City of Traverse City.

Moved by Amy Shamroe, Seconded by Peter Kirkwood

Yes: Peter Kirkwood, Scott Hardy, Ed Slosky, Amy Shamroe, Shelley Spencer, Gary Howe, and Mike Powers
Absent: Gabe Schneider, Jeff Joubran, Todd McMillen, and Hillary Ascroft

CARRIED. 7-0-4 on a recorded vote

(i) **EXECUTIVE DIRECTOR REPORT**

(1) Executive Director Report

The following addressed the board:

Harry Burkholder
Gary Howe
Scott Hardy

(j) **BOARD MEMBER REPORTS**

(1) Arts Commission Report

n/a

(k) **STAFF REPORTS**

(1) Parking and Mobility Director Report

n/a

(l) **RECEIVE AND FILE**

(1) Events and Engagement Director Report

n/a

(2) June 2024 DTCA Board Meeting Minutes

n/a

(m) **PUBLIC COMMENT**

n/a

(n) **ADJOURNMENT**

The Vice Chair Hardy adjourned the meeting at 11:01am.

Harry Burkholder, Interim Traverse
City DDA CEO



**Minutes of the
Downtown Development Authority for the City of Traverse City
Study Session
Friday, August 2, 2024**

A study session of the Downtown Development Authority of the City of Traverse City was called to order at the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 12 p.m.

The following Board Members were in attendance: Chairperson Gabe Schneider, Board Member Peter Kirkwood, Board Vice Chair Scott Hardy, Board Member Todd McMillen, Board Member Ed Slosky, Board Member Hillary Ascroft, Mayor Amy Shamroe, Board Member Shelley Spencer, and Board Member Mike Powers

The following Board Members were absent: Board Member Jeff Joubran and Board Member Gary Howe

Chairperson Schneider presided at the meeting.

- (a) **CALL TO ORDER**
The meeting was called to order by Chair Schneider at 12:00pm.
- (b) **ROLL CALL**
- (c) **PUBLIC COMMENT**
n/a
- (d) **TOPICS OF DISCUSSION**
 - (1) Moving Downtown Forward TIF Plan

The following addressed the board:
Harry Burkholder
Gabe Schneider
Scott Hardy
Amy Shamroe

Ed Slosky
Pete Kirkwood
Shelley Spencer
Scott Howard

* Scott Howard attended meeting at 12:05pm.
**Amy Shamroe vacated the meeting at 12:40pm.

(2) Parking Services

The following addressed the board:
Nicole VanNess
Pete Kirkwood

(e) PUBLIC COMMENT

The following board members made comment:

Mike Powers
Todd McMillen
Shelley Spencer
Pete Kirkwood
Scott Hardy
Harry Burkholder

No public comment.

(f) ADJOURNMENT

The meeting was adjourned by Chair Schneider at 12:45pm.

Harry Burkholder
Executive Director
Traverse City DDA

Traverse City DDA - General

Trial Balance
As of July 31, 2024

	DEBIT	CREDIT
1000 Fifth Third Checking - 3112	1,404,954.12	
1010 Fifth Third Savings - 6740	209,502.14	
1020 Petty Cash	0.00	
1072 Bill.com Money Out Clearing	0.00	
1200 Accounts Receivable	50,417.74	
1101 Due From APS (City of TC)		72.42
1102 Due From Arts Council	0.00	
1103 Due From DTCA	0.00	
1104 Due From Other Funds	0.00	
1220 Grants Receivable	0.00	
1230 Other Receivable	0.00	
1300 Pre-Paid Expense	1,296.00	
1480 Payroll Advance	0.00	
1499 Undeposited Funds	0.00	
2000 Accounts Payable		15,499.19
2153 Credit Card		1,982.79
2050 Other Accrued Liabilities		0.00
2100 Due to Other Funds		0.00
2110 Due to Oldtown TIF		721,407.47
2120 Due to TIF 97		121,706.04
2200 Payroll Liabilities		0.00
2201 Payroll Liabilities:Direct Deposit Liabilities		0.00
2202 Payroll Liabilities:Accrued Payroll Liabilities		11,081.49
2203 Payroll Liabilities:Accrued Salaries		37,361.89
2205 Payroll Liabilities:457b Payable		0.00
2210 Payroll Liabilities:Federal Income Tax Payable		0.00
2215 Payroll Liabilities:Health, Dental, Vision Insurance Payable		13,663.84
2220 Payroll Liabilities:Life & Disability Insurance Payable		24.29
2225 Payroll Liabilities:Medicare Tax Payable		0.00
2230 Payroll Liabilities:Social Security Tax Payable		0.00
2235 Payroll Liabilities:State Income Tax Payable		0.00
2240 Payroll Liabilities:State Unemployment Tax Payable		0.00
2245 Payroll Liabilities:Wage Garnishment Payable		0.00
2300 Deposits Payable		0.00
2301 Deposits Payable:Double Up Food Bucks	1,090.39	
2302 Deposits Payable:Ironman		0.00
2303 Deposits Payable:NCF Reimbursements		569.00
2304 Deposits Payable:Prescriptions for Health		1,845.64
2305 Deposits Payable:Project Fresh		764.00
2306 Deposits Payable:Senior Project Fresh	2,109.00	
2307 Deposits Payable:SNAP Food Assistance Payable		0.00
2401 GRANTS:Coastal Zone Management		0.00
2402 GRANTS:Destination Downtown		0.00
2403 GRANTS:EGLE -- Cornwell Development		0.00
2404 GRANTS:Heathy Drinking Culture Grant		0.00

Monday, August 12, 2024 01:28 PM GMT-04:00

1/3

Traverse City DDA - General

Trial Balance
As of July 31, 2024

	DEBIT	CREDIT
2405 GRANTS:Lower Boardman		0.00
2406 GRANTS:Match on Main MEDC Grant		0.00
2407 GRANTS:MEDC (Civic Square)		100,000.00
2408 GRANTS:Professional Development		0.00
2409 GRANTS:Rotary Charities		0.00
2410 GRANTS:Seed Grant		0.00
2411 GRANTS:Tech Incubator Fund		0.00
2600 Deferred Income		22,510.83
Bryan Crough Memorial Fund		0.00
Bumpout Project Funds Collected		0.00
Buy Local Give Local Campaign		1,698.37
Suspense		0.00
3000 Opening Bal Equity		107,606.27
3900 Retained Earnings		390,397.17
4101 TAXES:Property Taxes		19,293.78
4302 REIMBURSEMENTS:Administrative Services		173,432.00
4303 REIMBURSEMENTS:Parking Services		49,972.90
4305 REIMBURSEMENTS:Farmers Market Revenue		560.00
4306 REIMBURSEMENTS:Farmer's Market Booth Rental Income		12,070.00
4501 INTEREST INCOME:Interest & Dividends		714.86
5101 SALARIES:Salaries & Wages	41,130.70	
5102 SALARIES:Hourly Wage Expense	34,565.89	
5201 FRINGE BENEFITS:Health Insurance	10,829.79	
5202 FRINGE BENEFITS:Disability Insurance Benefits	580.62	
5203 FRINGE BENEFITS:Life Insurance Expense	166.14	
5204 FRINGE BENEFITS:457 Company Matching	5,788.70	
5208 FRINGE BENEFITS:Social Security Tax Expense	4,909.34	
5209 FRINGE BENEFITS:Medicare Tax Expense	1,148.14	
5210 FRINGE BENEFITS:SUTA Tax Expense	181.42	
5213 FRINGE BENEFITS:Payroll Expenses	462.02	
5403 PROFESSIONAL SERVICES:Professional/Contractual	30,748.07	
5404 PROFESSIONAL SERVICES:Insurance, Bonds & Taxes	144.00	
5409 PROFESSIONAL SERVICES:Grant exp EGLE cornwell bldg	123.75	
5418 PROFESSIONAL SERVICES:SNAP Food Assistance Expense	480.00	
5420 PROFESSIONAL SERVICES:Farmers Market Administrative Expense	210.00	
5601 REPAIRS AND MAINTENANCE:Repairs & Maintenance	189.80	
5301 OFFICE SUPPLIES AND UTILITIES:Office Supplies	581.70	
5302 OFFICE SUPPLIES AND UTILITIES:Utilities	447.34	
5303 OFFICE SUPPLIES AND UTILITIES:Operation Supplies	212.94	
5305 OFFICE SUPPLIES AND UTILITIES:Dues, Subscriptions and Memberships	1,460.81	
5306 OFFICE SUPPLIES AND UTILITIES:Printing & Publishing	182.84	
5307 OFFICE SUPPLIES AND UTILITIES:Communications	200.00	
5308 OFFICE SUPPLIES AND UTILITIES:Miscellaneous Expense	120.84	
TOTAL	\$1,804,234.24	\$1,804,234.24

DDA Old Town TIF

Trial Balance

As of July 31, 2024

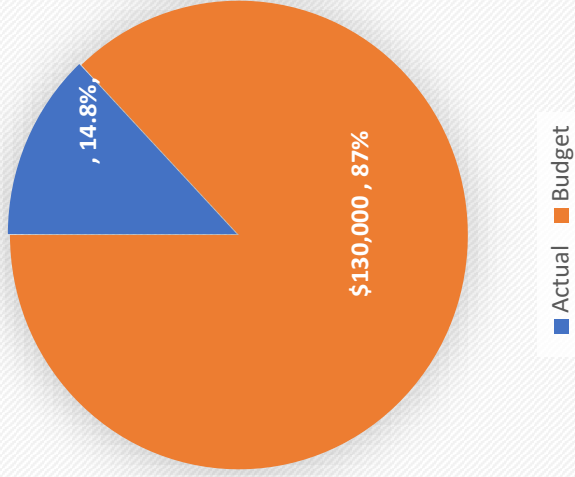
	DEBIT	CREDIT
1001 Fifth Third Checking - 0650	1,191,499.67	
1072 Bill.com Money Out Clearing	0.00	
1200 Accounts Receivable	121,706.04	
1103 OTHER CURRENT ASSETS:Due From Other Funds	0.00	
1104 OTHER CURRENT ASSETS:Due From DDA	0.00	
2000 Accounts Payable		0.00
2100 Due to Other Funds		0.00
3900 Retained Earnings		1,219,935.76
4101 Property Taxes		121,706.04
5302 OFFICE SUPPLIES & UTILITIES:Utilities	30.59	
5400 PROFESSIONAL SERVICES	28,405.50	
TOTAL	\$1,341,641.80	\$1,341,641.80

Traverse City DDA - TIF 97

Trial Balance
As of July 31, 2024

	DEBIT	CREDIT
1001 CASH AND CASH EQUIVALENTS:Fifth Third Checking - 8026	5,874,984.89	
1072 Bill.com Money Out Clearing	0.00	
1200 Accounts Receivable	723,909.58	
1102 OTHER CURRENT ASSETS:Due from other governments	0.00	
1103 OTHER CURRENT ASSETS:Due From Other Funds		2,502.11
1104 OTHER CURRENT ASSETS:Due From DDA	0.00	
1210 Deposits-Security Deposit	4,500.00	
1300 Pre-Paid Expense	0.00	
1499 Undeposited Funds	0.00	
Land	0.00	
Accounts Rec - DO NOT USE	0.00	
Work in Progress	0.00	
2000 Accounts Payable	3,982.44	
2300 Due to City - Capital Projects		0.00
2100 Due to Other Funds		0.00
2200 Deferred Revenue		0.00
Accounts Payable - DO NOT USE		0.00
3000 Opening Bal Equity	21,200.00	
3900 Retained Earnings		6,371,749.40
4101 TAXES:Property Taxes		721,407.47
5302 OFFICE SUPPLIES AND UTILITIES:Utilities	121.50	
5306 OFFICE SUPPLIES AND UTILITIES:Printing & Publishing	1,176.70	
5309 OFFICE SUPPLIES AND UTILITIES:Bank Charges	56.93	
5400 Professional Services	143,839.94	
5500 Contributions to District Construction Projects	321,887.00	
TOTAL	\$7,095,658.98	\$7,095,658.98

Prop. Tax YTD Compared to Budget



Old Town Tax Increment Financing
Board Financial Report - Dashboard

7/31/2024

Financial Position	YTD as of 7/31/2024	Prior Year as of 6/30/2024 *	Change
Total Cash and Cash Equivalents	\$ 1,191,500	\$ 1,192,161	\$ (661)
Other Assets	121,706	28,265	93,441
Total Assets	\$ 1,313,206	\$ 1,220,425	\$ 92,780
Current Liabilities	\$ -	\$ 490	\$ (490)
Total Other Liabilities	-	-	-
Total Liabilities	-	490	(490)
Fund Balance	1,313,206	1,219,936	93,270
Total Liabilities and Fund Balance	\$ 1,313,206	\$ 1,220,425	\$ 92,780

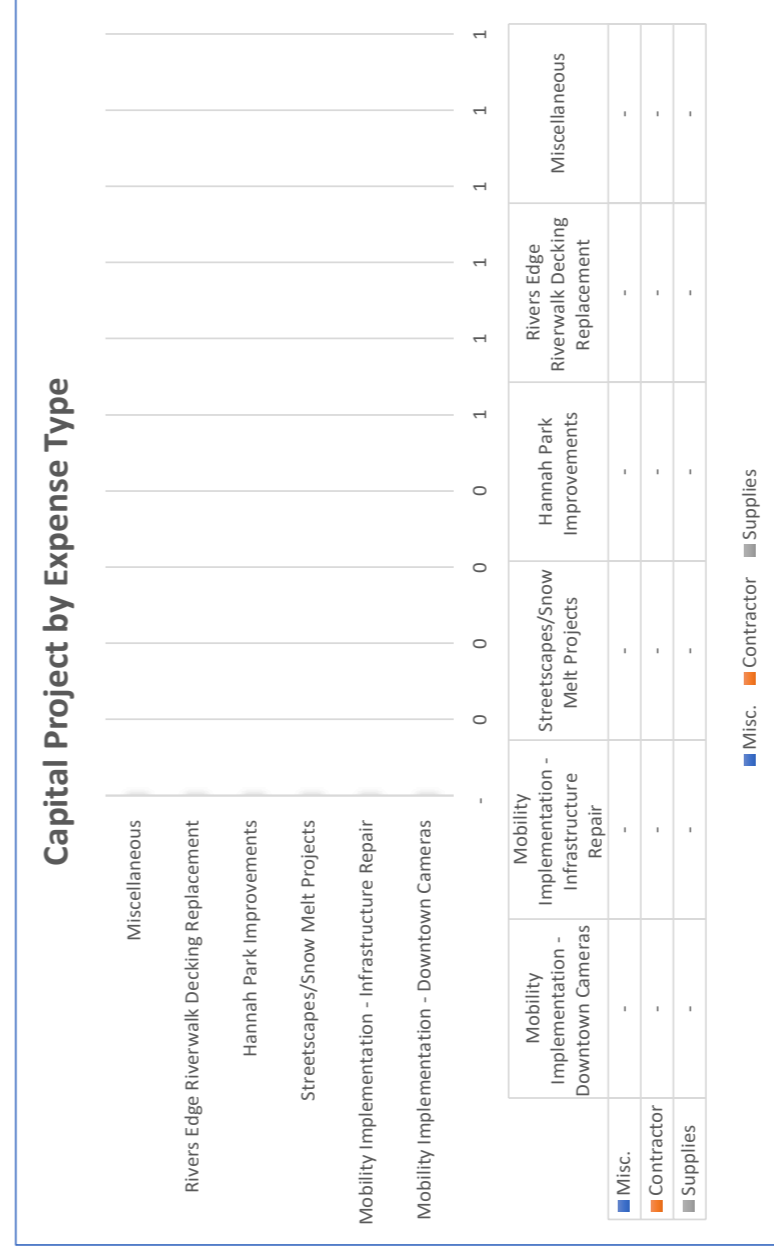
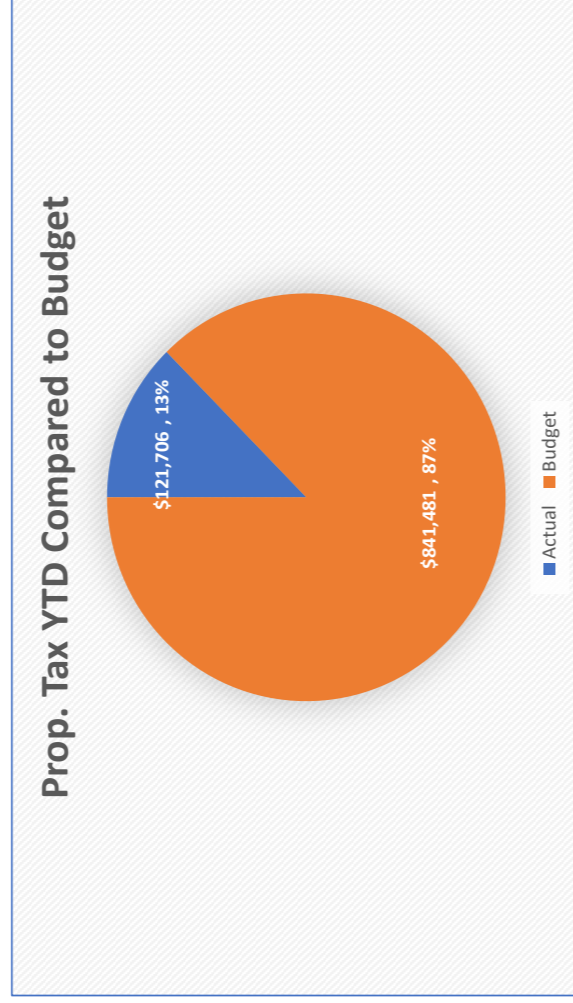
* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 121,706	\$ 823,427	14.8%
Interest	-	100	0.0%
Total Revenue	\$ 121,706	\$ 823,527	15%

Expenses	YTD	Annual Budget	% of Budget
Utilities	\$ 31	\$ -	N/A
Professional Services	28,406	303,383	9%
Other: Printing/Publishing, Supplies	-	100	0%
Repairs & Maintenance	-	60,000	0%
Capital Projects	-	378,120	0%
Total Expenses	\$ 28,436	\$ 741,603	4%

Capital Project Expenses:	YTD	Annual Budget	% of Budget
Mobility Implementation - Downtown Cameras	-	28,120	0%
Mobility Implementation - Infrastructure Repair	-	30,000	0%
Streetscapes/Snow Melt Projects	-	100,000	0%
Hannah Park Improvements	-	80,000	0%
Rivers Edge Riverwalk Decking Replacement	-	130,000	0%
Miscellaneous	-	10,000	0%
Total Project Expenses	\$ -	\$ 378,120	0%

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements



Tax Increment Financing Bond 97 (TIF97)
Board Financial Report - Dashboard

7/31/2024

Financial Position	YTD as of		Prior Year as of		Change
	7/31/2024	6/30/2024 *	7/31/2023	6/30/2023	
Total Cash and Cash Equivalents	\$ 5,874,985	\$ 6,109,666	\$ (234,681)		
Other Assets	725,907	251,557	474,351		
Total Assets	\$ 6,600,892	\$ 6,361,223	\$ 239,670		
Current Liabilities	\$ (3,982)	\$ 10,673	\$ (14,656)		
Total Other Liabilities	(3,982)	10,673	(14,656)		
Fund Balance	6,604,875	6,350,549	254,325		
Total Liabilities and Fund Balance	\$ 6,600,892	\$ 6,361,223	\$ 239,670		

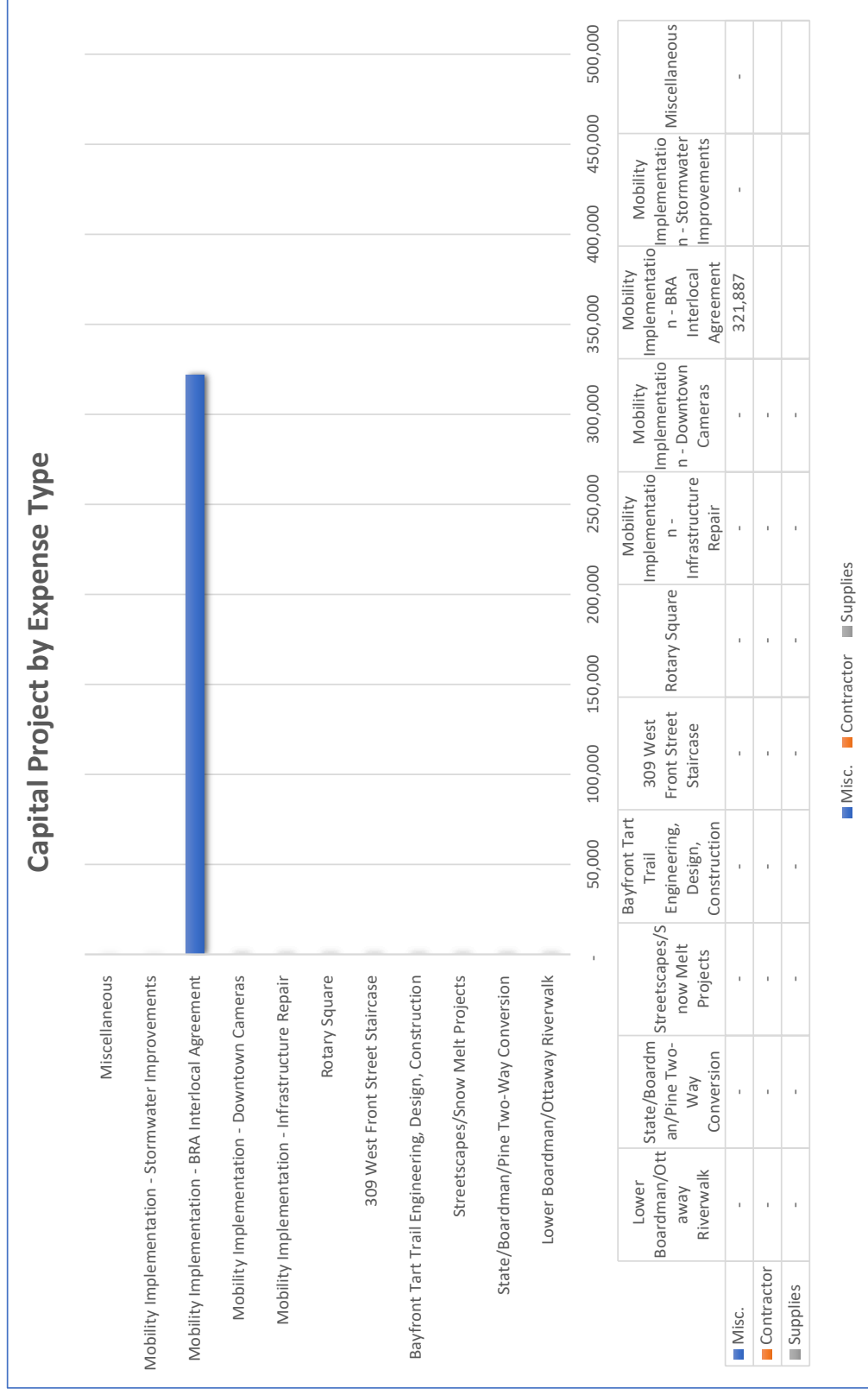
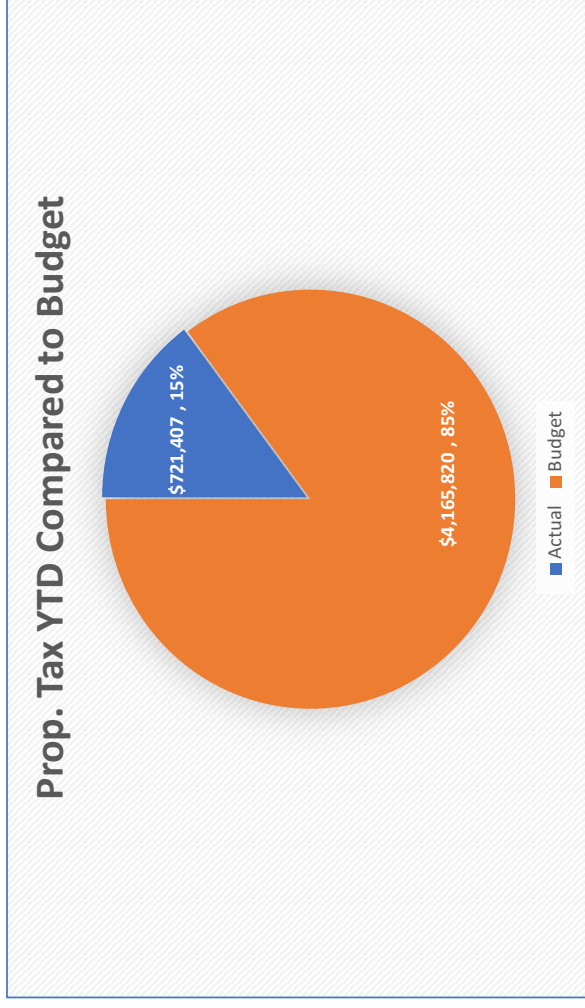
* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 721,407	\$ 4,165,820	17.3%
Grant Revenue	-	-	N/A
Reimbursements	-	-	N/A
Interest	-	4,500	0.0%
Total Revenue	\$ 721,407	\$ 4,170,320	17%

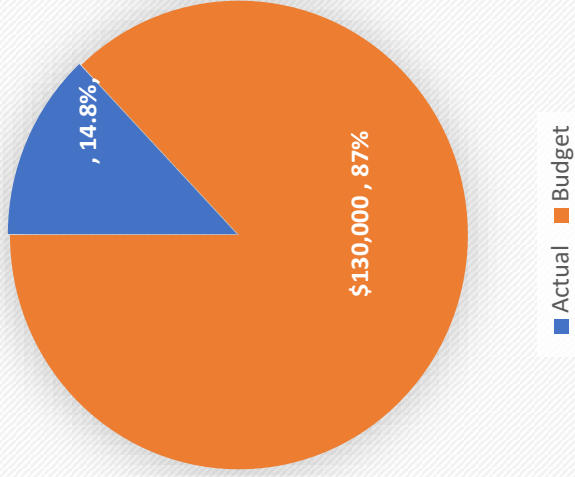
Expenses	YTD	Annual Budget	% of Budget
Office Supplies & Utilities	\$ 1,355	\$ 20,000	7%
Professional Services	139,340	1,427,215	10%
Rent Expense	4,500	50,000	0%
Repair & Maintenance	-	250,000	0%
Capital Projects	-	3,034,367	0%
Debt Service	-	913,720	0%
Taxes & Transfers	-	-	0%
Total Expenses	\$ 145,195	\$ 5,695,302	3%

Capital Project Expenses:	YTD	Annual Budget	% of Budget
Lower Boardman/Ottaway Riverwalk	-	1,000,000	0%
State/Boardman/Pine Two-Way Conversion	-	500,000	0%
Streetscapes/Snow Melt Projects	-	400,000	0%
Bayfront Tart Trail Engineering, Design, Construction	-	200,000	0%
309 West Front Street Staircase	-	100,000	0%
Rotary Square	-	100,000	0%
Mobility Implementation - Infrastructure Repair	-	100,000	0%
Mobility Implementation - Downtown Cameras	-	112,480	0%
Mobility Implementation - BRA Interlocal Agreement	321,887	321,887	100%
Mobility Implementation - Stormwater Improvements	-	100,000	0%
Miscellaneous	-	100,000	0%
Total Project Expenses	\$ 321,887	\$ 3,034,367	11%

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements



Prop. Tax YTD Compared to Budget



Old Town Tax Increment Financing
Board Financial Report - Dashboard

7/31/2024

Financial Position	YTD as of 7/31/2024	Prior Year as of 6/30/2024 *	Change
Total Cash and Cash Equivalents	\$ 1,191,500	\$ 1,192,161	\$ (661)
Other Assets	121,706	28,265	93,441
Total Assets	\$ 1,313,206	\$ 1,220,425	\$ 92,780
Current Liabilities	\$ -	\$ 490	\$ (490)
Total Other Liabilities	-	-	-
Total Liabilities	-	490	(490)
Fund Balance	1,313,206	1,219,936	93,270
Total Liabilities and Fund Balance	\$ 1,313,206	\$ 1,220,425	\$ 92,780

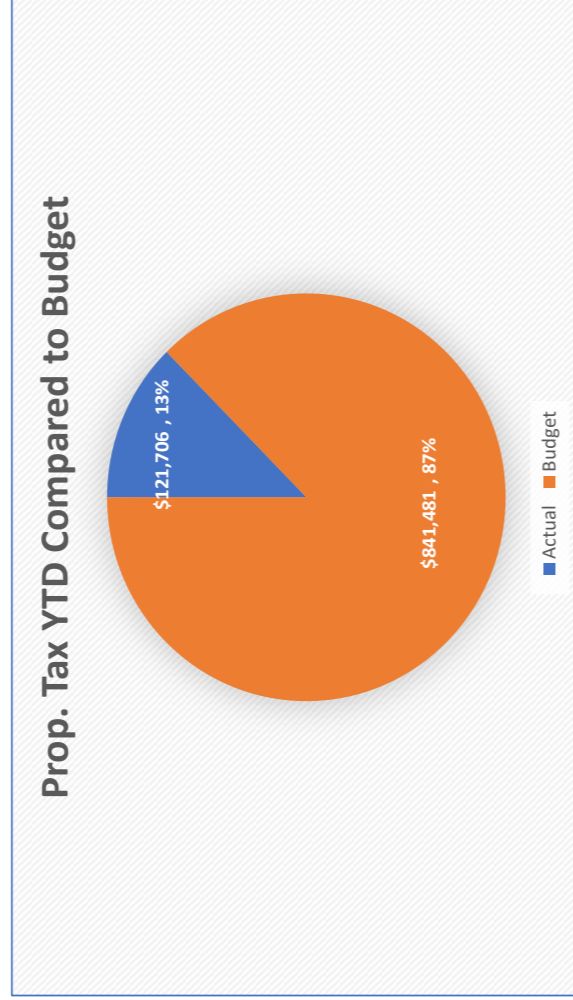
* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 121,706	\$ 823,427	14.8%
Interest	-	100	0.0%
Total Revenue	\$ 121,706	\$ 823,527	15%

Expenses	YTD	Annual Budget	% of Budget
Utilities	\$ 31	\$ -	N/A
Professional Services	28,406	303,383	9%
Other: Printing/Publishing, Supplies	-	100	0%
Repairs & Maintenance	-	60,000	0%
Capital Projects	-	378,120	0%
Total Expenses	\$ 28,436	\$ 741,603	4%

Capital Project Expenses:	YTD	Annual Budget	% of Budget
Mobility Implementation - Downtown Cameras	-	28,120	0%
Mobility Implementation - Infrastructure Repair	-	30,000	0%
Streetscapes/Snow Melt Projects	-	100,000	0%
Hannah Park Improvements	-	80,000	0%
Rivers Edge Riverwalk Decking Replacement	-	130,000	0%
Miscellaneous	-	10,000	0%
Total Project Expenses	\$ -	\$ 378,120	0%

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements



Tax Increment Financing Bond 97 (TIF97)
Board Financial Report - Dashboard

7/31/2024

Financial Position	YTD as of		Prior Year as of		Change
	7/31/2024	6/30/2024 *	7/31/2023	6/30/2023	
Total Cash and Cash Equivalents	\$ 5,874,985	\$ 6,109,666	\$ (234,681)		
Other Assets	725,907	251,557	474,351		
Total Assets	\$ 6,600,892	\$ 6,361,223	\$ 239,670		
Current Liabilities	\$ (3,982)	\$ 10,673	\$ (14,656)		
Total Other Liabilities	(3,982)	10,673	(14,656)		
Fund Balance	6,604,875	6,350,549	254,325		
Total Liabilities and Fund Balance	\$ 6,600,892	\$ 6,361,223	\$ 239,670		

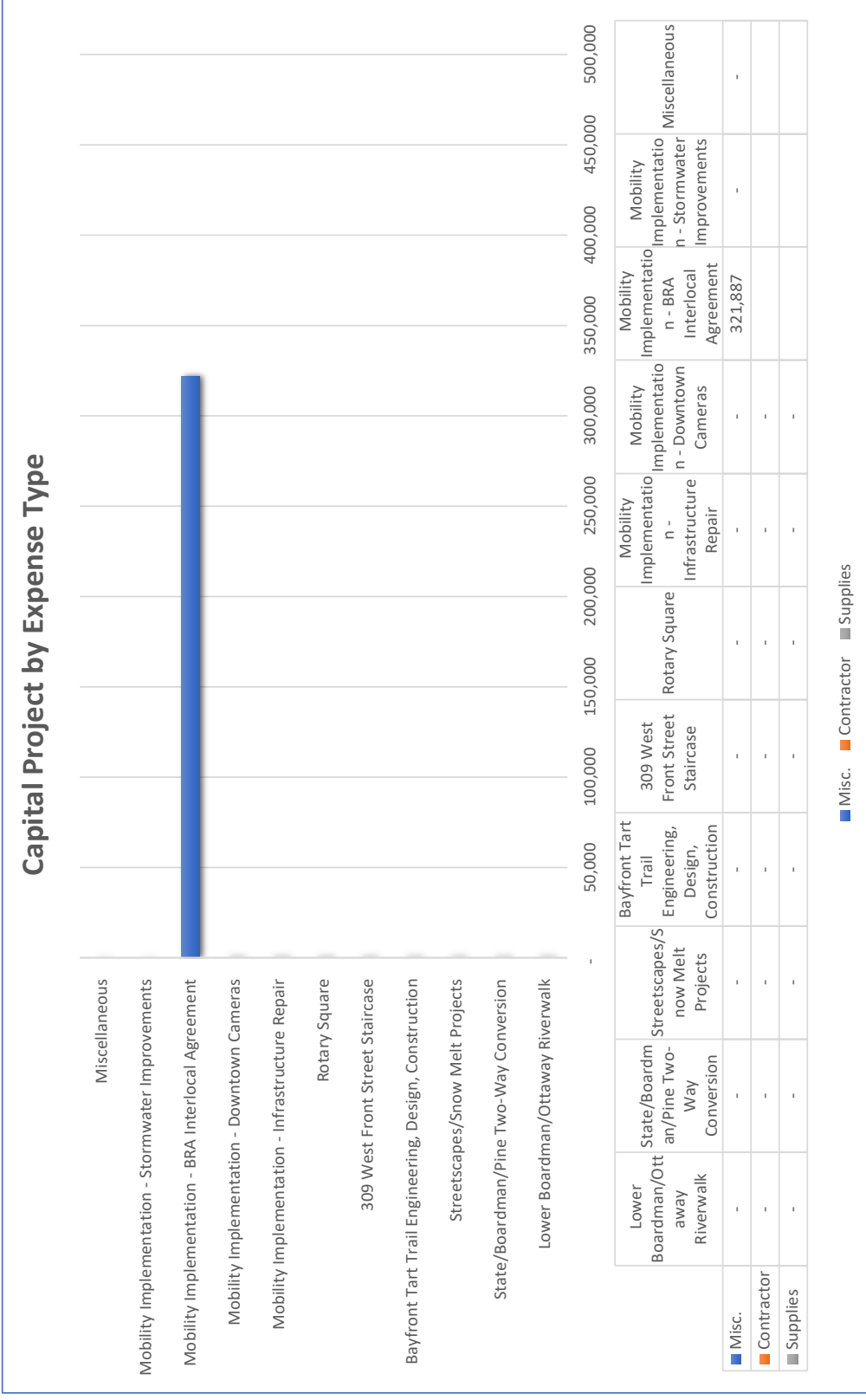
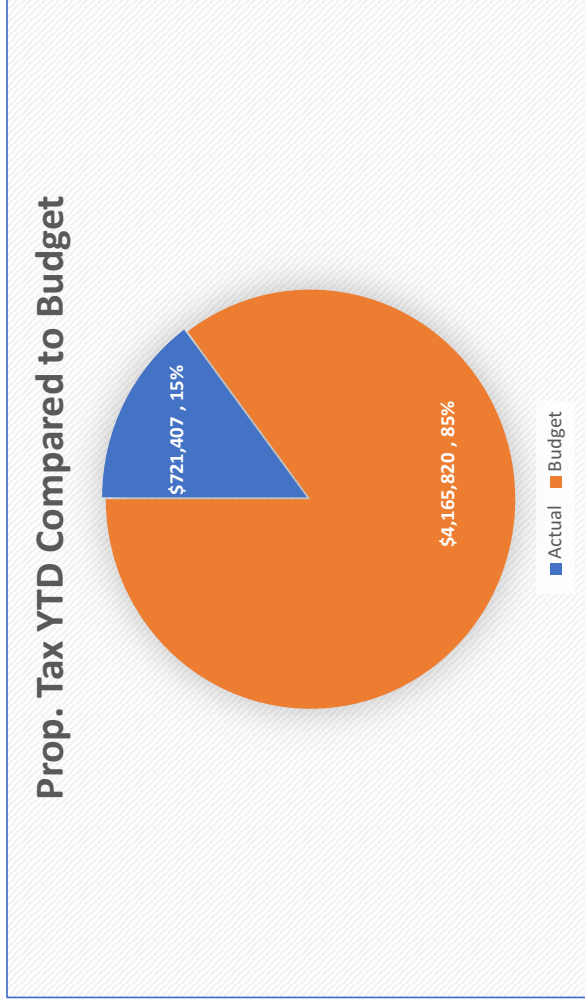
* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 721,407	\$ 4,165,820	17.3%
Grant Revenue	-	-	N/A
Reimbursements	-	-	N/A
Interest	-	4,500	0.0%
Total Revenue	\$ 721,407	\$ 4,170,320	17%

Expenses	YTD	Annual Budget	% of Budget
Office Supplies & Utilities	\$ 1,355	\$ 20,000	7%
Professional Services	139,340	1,427,215	10%
Rent Expense	4,500	50,000	0%
Repair & Maintenance	-	250,000	0%
Capital Projects	-	3,034,367	0%
Debt Service	-	913,720	0%
Taxes & Transfers	-	-	0%
Total Expenses	\$ 145,195	\$ 5,695,302	3%

Capital Project Expenses:	YTD	Annual Budget	% of Budget
Lower Boardman/Ottaway Riverwalk	-	1,000,000	0%
State/Boardman/Pine Two-Way Conversion	-	500,000	0%
Streetscapes/Snow Melt Projects	-	400,000	0%
Bayfront Tart Trail Engineering, Design, Construction	-	200,000	0%
309 West Front Street Staircase	-	100,000	0%
Rotary Square	-	100,000	0%
Mobility Implementation - Infrastructure Repair	-	100,000	0%
Mobility Implementation - Downtown Cameras	-	112,480	0%
Mobility Implementation - BRA Interlocal Agreement	321,887	321,887	100%
Mobility Implementation - Stormwater Improvements	-	100,000	0%
Miscellaneous	-	100,000	0%
Total Project Expenses	\$ 321,887	\$ 3,034,367	11%

No CPA has audited, reviewed, compiled or expressed any assurances on these financial statements



REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY
 PERIOD ENDING 07/31/2024

*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2024-25 AMENDED BUDGET	YTD BALANCE 07/31/2024	ACTIVITY FOR MONTH 07/31/2024	AVAILABLE BALANCE	% BGD 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
585-000-502.000	FEDERAL GRANTS	0.00	0.00	0.00	0.00	0.00
585-000-528.000	OTHER FEDERAL GRANTS	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
585-000-652.000	PARKING FEES-COIN	2,000,000.00	103,136.33	103,136.33	1,896,863.67	5.16
585-000-653.000	PERMITS-SURFACE LOTS	200,000.00	2,729.00	2,729.00	197,271.00	1.36
585-000-653.005	PERMITS-PARKING DECK	0.00	0.00	0.00	0.00	0.00
585-000-653.007	PERMITS - NEIGHBORHOOD	2,200.00	427.00	427.00	1,773.00	19.41
585-000-653.010	DESTINATION DOWNTOWN	0.00	0.00	0.00	0.00	0.00
585-000-656.010	PARKING FINES	250,000.00	7,450.00	7,450.00	242,550.00	2.98
585-000-656.020	PARKING FINES-AIRPORT	0.00	0.00	0.00	0.00	0.00
585-000-656.030	PARKING FINES-COLLEGE	0.00	0.00	0.00	0.00	0.00
585-000-664.000	INTEREST & DIVIDEND EARNINGS	66,000.00	0.00	0.00	66,000.00	0.00
585-000-664.002	CHANGE IN FAIR VALUE OF INVESTMENTS	0.00	0.00	0.00	0.00	0.00
585-000-668.000	RENTS AND ROYALTIES	0.00	0.00	0.00	0.00	0.00
585-000-673.000	SALE OF FIXED ASSETS	0.00	0.00	0.00	0.00	0.00
585-000-674.000	CONTRIBUTIONS-PUBLIC SOURCES	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
585-000-677.000	REIMBURSEMENTS	0.00	700.00	700.00	(700.00)	100.00
585-000-683.000	RECOVERY OF BAD DEBTS	0.00	0.00	0.00	0.00	0.00
585-000-686.000	MISCELLANEOUS INCOME	0.00	0.00	0.00	0.00	0.00
585-000-687.000	REFUNDS AND REBATES	0.00	0.00	0.00	0.00	0.00
585-000-694.000	OTHER INCOME	0.00	0.00	0.00	0.00	0.00
585-000-699.000	PRIOR YEARS' SURPLUS	1,308,700.00	0.00	0.00	1,308,700.00	0.00
Total Dept 000 - NON-DEPARTMENTAL		3,826,900.00	114,442.33	114,442.33	3,712,457.67	2.99
Dept 585 - AUTOMOBILE PARKING SYSTEM						
585-585-653.005	PERMITS-PARKING DECK	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
Dept 586 - HARDY DECK						
585-586-651.000	PARKING DECK PROCEEDS	300,000.00	18,490.50	18,490.50	281,509.50	6.16
585-586-653.000	PERMITS-SURFACE LOTS	0.00	0.00	0.00	0.00	0.00
585-586-653.005	PERMITS-PARKING DECK	175,000.00	3,560.00	3,560.00	171,440.00	2.03
585-586-668.000	RENTS AND ROYALTIES	30,000.00	0.00	0.00	30,000.00	0.00
585-586-677.000	REIMBURSEMENTS	0.00	0.00	0.00	0.00	0.00
585-586-686.000	MISCELLANEOUS INCOME	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
Total Dept 586 - HARDY DECK		505,000.00	22,050.50	22,050.50	482,949.50	4.37
Dept 587 - OLD TOWN DECK						
585-587-651.000	PARKING DECK PROCEEDS	90,000.00	13,315.75	13,315.75	76,684.25	14.80
585-587-653.005	PERMITS-PARKING DECK	70,000.00	3,120.00	3,120.00	66,880.00	4.46
585-587-677.000	REIMBURSEMENTS	0.00	0.00	0.00	0.00	0.00
585-587-686.000	MISCELLANEOUS INCOME	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

REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY
 PERIOD ENDING 07/31/2024

*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2024-25 AMENDED BUDGET	YTD BALANCE 07/31/2024	ACTIVITY FOR MONTH 07/31/2024	AVAILABLE BALANCE	% BGD USED
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND						
Revenues						
Total Dept 587 - OLD TOWN DECK		160,000.00	16,435.75	16,435.75	143,564.25	10.27
TOTAL REVENUES		4,491,900.00	152,928.58	152,928.58	4,338,971.42	3.40
Expenditures						
Dept 585 - AUTOMOBILE PARKING SYSTEM						
585-585-702.000	SALARIES AND WAGES	880,200.00	42,248.40	42,248.40	837,951.60	4.80
585-585-704.000	EMPLOYEE OVERTIME	3,000.00	0.00	0.00	3,000.00	0.00
585-585-714.000	HEALTH SAVINGS ACCT EXPENSE	36,600.00	279.34	279.34	36,320.66	0.76
585-585-715.000	EMPLOYER'S SOCIAL SECURITY	61,400.00	15.01	15.01	61,384.99	0.02
585-585-716.000	EMPLOYEE HEALTH INSURANCE	187,500.00	9.98	9.98	187,490.02	0.01
585-585-717.000	EMPLOYEE LIFE/DISABILITY INS	11,900.00	2.09	2.09	11,897.91	0.02
585-585-718.000	RETIREMENT FUND CONTRIBUTION	68,800.00	7,387.02	7,387.02	61,412.98	10.74
585-585-719.000	RETIRES HOSPITALIZATION INS	0.00	0.00	0.00	0.00	0.00
585-585-720.000	UNEMPLOYMENT COMPENSATION	400.00	0.00	0.00	400.00	0.00
585-585-721.000	WORKERS COMPENSATION INS	0.00	0.00	0.00	0.00	0.00
585-585-727.000	OFFICE SUPPLIES	6,000.00	106.95	106.95	5,893.05	1.78
585-585-740.000	OPERATION SUPPLIES	43,500.00	577.88	577.88	42,922.12	1.33
585-585-801.000	PROFESSIONAL AND CONTRACTUAL	157,000.00	395.23	395.23	156,604.77	0.25
585-585-802.000	INFORMATION TECHNOLOGY SERVICES	162,200.00	2,670.25	2,670.25	159,529.75	1.65
585-585-810.000	COLLECTION COSTS	0.00	0.00	0.00	0.00	0.00
585-585-850.000	COMMUNICATIONS	34,700.00	465.07	465.07	34,234.93	1.34
585-585-854.000	CITY FEE	130,000.00	0.00	0.00	130,000.00	0.00
585-585-860.000	TRANSPORTATION	5,000.00	381.69	381.69	4,618.31	7.63
585-585-862.000	PROFESSIONAL DEVELOPMENT	5,000.00	0.00	0.00	5,000.00	0.00
585-585-863.000	TRAINING	12,000.00	0.00	0.00	12,000.00	0.00
585-585-880.000	COMMUNITY PROMOTION	15,000.00	0.00	0.00	15,000.00	0.00
585-585-900.000	PRINTING AND PUBLISHING	14,000.00	1,679.33	1,679.33	12,320.67	12.00
585-585-910.000	INSURANCE AND BONDS	0.00	16,735.70	16,735.70	(16,735.70)	100.00
585-585-920.000	PUBLIC UTILITIES	12,000.00	2,431.13	2,431.13	9,568.87	20.26
585-585-930.000	REPAIRS AND MAINTENANCE	184,000.00	2,008.48	2,008.48	181,991.52	1.09
585-585-930.005	RAMSDELL GATE REPAIR & MAINT	2,000.00	0.00	0.00	2,000.00	0.00
585-585-940.000	RENTAL EXPENSE	72,200.00	174.00	174.00	72,026.00	0.24
585-585-956.000	MISCELLANEOUS	0.00	141,326.11	141,326.11	(141,326.11)	100.00
585-585-959.000	DEPRECIATION EXPENSE	135,000.00	0.00	0.00	135,000.00	0.00
585-585-964.000	TRANSFERS OUT	0.00	0.00	0.00	0.00	0.00
585-585-977.000	EQUIPMENT	172,000.00	0.00	0.00	172,000.00	0.00
585-585-988.000	UNALLOCATED FUNDS	0.00	0.00	0.00	0.00	0.00
585-585-995.000	INTEREST EXPENSE	0.00	0.00	0.00	0.00	0.00
Total Dept 585 - AUTOMOBILE PARKING SYSTEM		2,411,400.00	218,893.66	218,893.66	2,192,506.34	9.08
Dept 586 - HARDY DECK						
585-586-727.000	OFFICE SUPPLIES	3,000.00	0.00	0.00	3,000.00	0.00
585-586-740.000	OPERATION SUPPLIES	25,000.00	0.00	0.00	25,000.00	0.00
585-586-801.000	PROFESSIONAL AND CONTRACTUAL	200,000.00	0.00	0.00	200,000.00	0.00
585-586-802.000	INFORMATION TECHNOLOGY SERVICES	16,000.00	0.00	0.00	16,000.00	0.00
585-586-850.000	COMMUNICATIONS	4,000.00	631.27	631.27	3,368.73	15.78
585-586-900.000	PRINTING AND PUBLISHING	0.00	0.00	0.00	0.00	0.00
585-586-910.000	INSURANCE AND BONDS	8,000.00	9,838.97	9,838.97	(1,838.97)	122.99
585-586-920.000	PUBLIC UTILITIES	45,000.00	505.72	505.72	44,494.28	1.12

REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY
 PERIOD ENDING 07/31/2024

*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2024-25 AMENDED BUDGET	YTD BALANCE 07/31/2024	ACTIVITY FOR MONTH 07/31/2024	AVAILABLE BALANCE	% BDDT USED
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND						
Expenditures						
585-586-930.000	REPAIRS AND MAINTENANCE	734,000.00	136,276.39	136,276.39	597,723.61	18.57
585-586-940.000	RENTAL EXPENSE	19,500.00	58.00	58.00	19,442.00	0.30
585-586-956.000	MISCELLANEOUS	0.00	8,858.14	8,858.14	(8,858.14)	100.00
585-586-959.000	DEPRECIATION EXPENSE	220,000.00	0.00	0.00	220,000.00	0.00
585-586-977.000	EQUIPMENT	25,000.00	0.00	0.00	25,000.00	0.00
Total Dept 586 - HARDY DECK		1,299,500.00	156,168.49	156,168.49	1,143,331.51	12.02
Dept 587 - OLD TOWN DECK						
585-587-727.000	OFFICE SUPPLIES	0.00	0.00	0.00	0.00	0.00
585-587-740.000	OPERATION SUPPLIES	8,000.00	0.00	0.00	8,000.00	0.00
585-587-801.000	PROFESSIONAL AND CONTRACTUAL	130,000.00	0.00	0.00	130,000.00	0.00
585-587-802.000	INFORMATION TECHNOLOGY SERVICES	17,500.00	0.00	0.00	17,500.00	0.00
585-587-850.000	COMMUNICATIONS	5,100.00	491.73	491.73	4,608.27	9.64
585-587-863.000	TRAINING	0.00	0.00	0.00	0.00	0.00
585-587-900.000	PRINTING AND PUBLISHING	0.00	0.00	0.00	0.00	0.00
585-587-910.000	INSURANCE AND BONDS	7,000.00	8,952.29	8,952.29	(1,952.29)	127.89
585-587-920.000	PUBLIC UTILITIES	30,000.00	0.00	0.00	30,000.00	0.00
585-587-930.000	REPAIRS AND MAINTENANCE	373,000.00	616.17	616.17	372,383.83	0.17
585-587-940.000	RENTAL EXPENSE	17,300.00	58.00	58.00	17,242.00	0.34
585-587-956.000	MISCELLANEOUS	0.00	0.00	0.00	0.00	0.00
585-587-959.000	DEPRECIATION EXPENSE	183,100.00	0.00	0.00	183,100.00	0.00
585-587-977.000	EQUIPMENT	10,000.00	0.00	0.00	10,000.00	0.00
Total Dept 587 - OLD TOWN DECK		781,000.00	10,118.19	10,118.19	770,881.81	1.30
TOTAL EXPENDITURES		4,491,900.00	385,180.34	385,180.34	4,106,719.66	8.57
Fund 585 - AUTOMOBILE PARKING SYSTEM FUND:						
TOTAL REVENUES		4,491,900.00	152,928.58	152,928.58	4,338,971.42	3.40
TOTAL EXPENDITURES		4,491,900.00	385,180.34	385,180.34	4,106,719.66	8.57
NET OF REVENUES & EXPENDITURES		0.00	(232,251.76)	(232,251.76)	232,251.76	100.00

REVENUE AND EXPENDITURE REPORT FOR TRAVERSE CITY
 PERIOD ENDING 07/31/2024

*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2024-25 AMENDED BUDGET	YTD BALANCE 07/31/2024	ACTIVITY FOR MONTH 07/31/2024	AVAILABLE BALANCE	% BDGT USED
Fund 282 - PUBLIC ARTS COMMISSION FUND						
Revenues						
Dept 000 - NON-DEPARTMENTAL						
282-000-664.000	INTEREST & DIVIDEND EARNINGS	1,000.00	0.00	0.00	1,000.00	0.00
282-000-664.002	CHANGE IN FAIR VALUE OF INVESTMENTS	0.00	0.00	0.00	0.00	0.00
282-000-674.000	CONTRIBUTIONS-PUBLIC SOURCES	15,000.00	0.00	0.00	15,000.00	0.00
282-000-675.000	CONTRIBUTIONS-PRIVATE SOURCES	0.00	0.00	0.00	0.00	0.00
282-000-677.000	REIMBURSEMENTS	0.00	0.00	0.00	0.00	0.00
282-000-695.000	TRANSFERS IN	30,000.00	0.00	0.00	30,000.00	0.00
282-000-699.000	PRIOR YEARS' SURPLUS	20,000.00	0.00	0.00	20,000.00	0.00
Total Dept 000 - NON-DEPARTMENTAL		66,000.00	0.00	0.00	66,000.00	0.00
TOTAL REVENUES		66,000.00	0.00	0.00	66,000.00	0.00
Expenditures						
Dept 282 - PUBLIC ARTS COMMISSION						
282-282-727.000	OFFICE SUPPLIES	0.00	0.00	0.00	0.00	0.00
282-282-801.000	PROFESSIONAL AND CONTRACTUAL	64,000.00	0.00	0.00	64,000.00	0.00
282-282-900.000	PRINTING AND PUBLISHING	0.00	0.00	0.00	0.00	0.00
282-282-930.000	REPAIRS AND MAINTENANCE	2,000.00	0.00	0.00	2,000.00	0.00
282-282-970.000	CAPITAL OUTLAY	0.00	0.00	0.00	0.00	0.00
282-282-988.000	UNALLOCATED FUNDS	0.00	0.00	0.00	0.00	0.00
Total Dept 282 - PUBLIC ARTS COMMISSION		66,000.00	0.00	0.00	66,000.00	0.00
TOTAL EXPENDITURES		66,000.00	0.00	0.00	66,000.00	0.00
Fund 282 - PUBLIC ARTS COMMISSION FUND:						
TOTAL REVENUES		66,000.00	0.00	0.00	66,000.00	0.00
TOTAL EXPENDITURES		66,000.00	0.00	0.00	66,000.00	0.00
NET OF REVENUES & EXPENDITURES		0.00	0.00	0.00	0.00	0.00



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

Memorandum

To: Downtown Development Authority Board

From: Harry Burkholder, Executive Director

Date: August 12, 2024

Subject: Moving Downtown Forward TIF Plan

Based on the questions and discussion at our August 2nd Study Session, I have attached the Final Moving Downtown Forward TIF and Development Plan for your review and consideration. The Final Plan included in this packet does not include a parking structure on the west end of downtown. However, as we discussed, the parking structure could be added to the TIF Plan in the future, subject to formal amendment and adoption procedures and approvals.

The Final Plan included in this packet includes two revisions that were discussed at the Study Session.

One.

330 E State Street (TC Lofts) and 232 E. State Street (current Socks development) were added to the “table of private investment” on page five. These two new developments were also added to Map 5 in the appendix.

Two.

Reach One of the Boardman/Ottaway River Unified Plan in the “table of public infrastructure projects” on page six was removed, as the footprint of *Reach One* is not included in the Moving Downtown Forward TIF District.

Next Steps

Should the DDA Board adopt a resolution to approve the TIF Plan, it will be sent on to the City Commission to schedule a public hearing for the TIF Plan.

At a future City Commission meeting, the formal findings-of-fact and advisement from the Development Area Citizens Council and the DDA resolution of support and desire for a public hearing will be presented to the City Commission. The City Commission will schedule the public hearing for the TIF Plan.

The City Commission will hold the public hearing and then consider a resolution to approve the TIF Plan and ordinance.

Scott Howard will be at our meeting to address any additional questions related to the adoption process as it relates to the two Charter Amendments.

Recommended Motion

That the DDA Board endorses and supports the proposed Moving Downtown Forward combined TIF and Development plan; and further, the DDA Board directs staff to forward the proposed Moving Downtown Forward combined TIF and Development Plan to the City Commission with the recommendation that the Commission approve the proposed Moving Downtown Forward combined TIF and Development Plan after the City first conducts a public hearing as provided in Section 218 of the Recodified Tax Increment Financing Act.

Traverse City Downtown Development Authority

FINAL DRAFT
MOVING DOWNTOWN FORWARD
TAX INCREMENT FINANCING
&
DEVELOPMENT PLAN

FINAL Draft for August 16, 2024 DDA Regular Meeting

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INTRODUCTION

Purpose of the Tax Increment Financing Plan

The purpose of this Tax Increment Financing Plan, including the Development Plan for the development area, is to provide the legal authority and procedures for public financial participation necessary to assist quality downtown development. This plan contains the following elements, as required by Act 197, Public Acts of Michigan, 1975, as recodified into Act 57 Public Acts of Michigan, 2018 as amended:

1. Development Plan
2. Explanation of Tax Increment Financing Procedure
3. Expenditures Tax Increment Revenue
4. Maximum Amount of Bonded Indebtedness
5. Duration of the Program

Purpose of the Downtown Development Authority Act

Act 197, Public Acts of Michigan, 1975, as amended, commonly referred to as the Downtown Development Authority Act, was created in part to correct and prevent deterioration in business districts; to authorize the acquisition and disposal of interest in real and personal property, to authorize the creation and implementation of development plans in the district, to promote the economic growth of the district; to encourage historic preservation; to authorize the issuance of bonds and other evidences of indebtedness; and to authorize the use of tax increment financing.

Creation of the Traverse City Downtown Development Authority and the Traverse City Downtown Development Authority District

On September 15, 1978, the Traverse City Downtown Development Authority was created by ordinance of the City of Traverse City. The Authority was given all of the powers and duties described for a Downtown Development Authority pursuant to Act 197.

Activities of the Downtown Development Authority and Statement of Intent Regarding the Moving Downtown Forward Tax Increment Financing Plan

The activities of the Traverse City Downtown Development Authority are those as provided in Act 57. The Moving Downtown Forward Financing Plan intends to meet the objectives of the Downtown Development Authority in promoting the economic development of downtown through better land-use by, providing for public parking structures and implementing the Lower Boardman/Ottaway Riverwalk, heated sidewalks and other public improvements. Greater densities, as envisioned in the City Master Plan, are encouraged in this plan. This Plan is developed based on the Downtown Development Authority's Guiding Principles as well as the City's goals and objectives.

The DDA's Guiding Principles

- Design a Great Place for All Ages and for Future Generations
- Advance Environmental Sustainability and Stewardship, 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

Traverse City DDA

Moving Downtown Forward Tax Increment Financing Plan 2

Specifically, the Plan lists public improvements to the pedestrian experience by supporting the continuation and improvements to streetscapes (e.g., curbs, sidewalks, brickwork, lighting, trees, transit improvements and other features), improvements to two pedestrian bridges and the installation of an additional pedestrian bridges and the activation of Rotary Square at the corner of State and Union Streets. The Plan supports greater density throughout the District, and includes a public/private mixed-use development (a combination of housing, commercial space and public parking) at Pine and State Street. The Plan envisions private investment and ownership of the housing and commercial components of the mixed-use development, with the city owning the parking structure.

The Plan maintains downtowns' valuable alley infrastructure, but strives to underground utilities and implement more placemaking opportunities along the alleys. The Plan supports accessibility to and protection of the Lower Boardman/Ottawa River, as outlined in the Unified Plan of the Lower Boardman/Ottawa River. The Plan supports the development of a permanent Farmer's Market Structure. The Plan supports the improvement and/or replacement of bridges in the Moving Downtown Forward TIF development area. Finally, the relocation of utilities will likely be necessary in the Plan, especially where public/private partnership developments occur.

DEVELOPMENT PLAN

Section 217 of Public Act 57 requires that when tax increment financing is used to finance a development, a development plan must be prepared containing all of the information required by Section 217(2). This development plan follows the requirements mandated by Section 217 by providing the required information in a format corresponding to the lettered paragraphs of Section 217(2) of the Public Act.

A. Designation of the Boundaries of the Development Area in Relation to Highways, Streets, Streams or Otherwise.

Map One (Attachment One) shows the boundaries of the Moving Downtown Forward Tax Increment Financing Plan Development Area in relation to highways, streets and streams.

B. Location and Extent of Existing Streets and Other Public Facilities Within the Development Area; The Location, Character, and Extent of the Categories of Public and Private Land Uses Existing and Proposed for the Development Area; Legal Descriptions of the Development Area.

Map Two (Attachment Two) depicts the location and extent of existing streets and other public facilities within the development area. The location, character and extent of public and private land uses existing for the development area are shown in Map Three (Attachment Three). The location, character and extent of public land uses proposed to be private land uses in the future for the development area are shown in Map Four (Attachment Four). The land in the development area is zoned for both commercial and residential uses. Map One (Attachment One), noted above, depicts the boundaries of the Development Area and (Attachment One-A) describes the legal description of the area, which is wholly contained within the Downtown Development Authority District as shown on the map.

C. Description of Existing Improvements in the Development Area to be Demolished, Repaired or Altered, A Description of Any Repairs and Alterations and Estimate of the Time Required for Completion.

Map Five (Attachment Five) depicts the private improvements in the development area which include demolition, repair or alteration. A table of the private investment (including the time required for completion) is provided below:

Project Address	Property ID	Improvements	Project Value	Estimated Completion	Rationale for Inclusion for Private Investment
400 W Front St	28-51-752-004-01	New Infill Development	\$20,000,000	2035	Surface lot to be developed into additional housing/commercial opportunities
145 Hall St	28-51-658-029-01	New Housing Development	\$30,000,000	2026	Property owner has identified new housing development
211 W Grandview Pkwy	28-51-658-036-01	New Hotel Development	\$45,000,000	2026	New Hotel Development (Marriott)
207 W. Grandview Pkwy	28-51-658-038-00	New Condominium Development	\$40,000,000	2027	Property owner has identified new condominium development
124 W Front St	28-51-706-004-00	New Mixed-Use Development	\$30,000,000	2026	Property-owner has identified mixed-use development
123 W Front St	28-51-794-002-00	Redevelopment	\$20,000,000	2040	Opportunity for repurposing building
115 Pine St. 136 W. State St. 130 W. State St. 126 W. State St. 122 W. State St. 120 W. State St.	28-51-794-021-00, 28-51-794-018-00 28-51-794-017-01 28-51-794-013-02 28-51-794-014-01 28-51-794-012-00	New Mixed-Use Development	\$32,000,000	2026	Publicly owned currently under engineering and design for housing/commercial/public parking
102 W Front St	28-51-706-001-00	Infill Development	\$10,000,000	2042	Opportunity previously discussed for parking lot designed for infill commercial/residential
142 E State St	28-51-794-026-00	Infill Development/Repurposing Parking Lot	\$15,000,000	2036	Building and surface lot adjacent to Rotary Square, has tremendous opportunity for new vibrant development
159 E State St	28-51-794-056-00	Infill Housing Development	\$6,000,000	2026	Currently owned by HomeStretch to developed into affordable apartment living (taking surface lot to living space)
135 - 145 E Front St	28-51-694-007-00 28-51-694-006-00 28-51-694-005-00 28-51-694-004-00	Infill Development, repurposing	\$15,000,000	2032	Four properties with opportunity behind current buildings for new infill development to take advantage of Lower Boardman/Ottaway design
221 E State St	28-51-794-082-00	New Development / Demolition	\$8,000,000	2030	Single story building, with opportunity for repurposing/reinvesting for mixed-use development

Project Address	Property ID	Improvements	Project Value	Estimated Completion	Rationale for Inclusion for Private Investment
216 E State St	28-51-794-086-00	New Infill Development	\$15,000,000	2045	Surface lot between two commercial buildings with opportunity for better density to service State Street
300 E State St	28-51-794-090-00	New Infill Development	\$30,000,000	2035	Next to Park Place surface lot that was positioned to be redeveloped into mixed-use with stacked parking to service both mixed use and Hotel
241 E State St	28-51-794-080-00	New Development/Repurposing	\$10,000,000	2040	Single story building with massive surface lot, there is opportunity for better land use
250 E Front St	28-51-794-077-30	Repurposing and infill Development	\$4,000,000	2032	Building has opportunity for repurposing for office, housing, retail with additional space on front street and behind building
346 E. Front St.	28-51-794-127-00 28-51-794-129-00	Infill, Repurposing, Demolition	\$5,000,000	2035	Single story corner lot on Front Street/opportunity for multi-story/multi-use
116 Boardman Ave	28-51-794-128-00	Demolition, New Commercial Development	\$3,000,000	2042	Single story opportunity for multi-story/multi-use
120 Boardman	28-51-794-130-00	Demolition, New Commercial Development	\$3,000,000	2042	Single story opportunity for multi-story/multi-use
502 E. Front	28-51-798-142-00	Repurposing/Infill	\$5,000,000	2035	Corner lot on Front and Wellington opportunity for mixed-use and infill development on parking lot
522 E. Front	28-51-798-145-00	Repurposing/Infill	\$3,000,000	2043	Single story building with surface lot behind opportunity for new investment within the single story for mixed-use and infill in parking lot
330 E. State	28-51-743-002-17	Repurposing/Infill Development	\$30,000,000	2025	Property owner is working to build a multi-story residential building
232 W. State	28-51-164-069-00	Repurposing/Infill Development	\$9,000,000	2025	Property owner is currently building multi-use building w/ ground floor commercial and residential on the upper floors

TOTAL - \$388,000,000

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Moving Downtown Forward Tax Increment Financing Plan 5

D. Location, Extent, Character and Estimated Cost of Improvements Contemplated for the Development Area and Estimate of the Completion Time Required for Completion.

The location, extent and character and estimated costs of the public improvements contemplated in the development area and the estimated date of completion are listed below. Costs do not include up to 10% contingency for all projects.

Public Infrastructure Projects	Year of Initial Cost	Initial Cost	Estimated Year Completed	Estimates Adjusted For Inflation
Garland Street Repairs & Improvements	2024	\$500,000	2030	\$900,000
Public Alley & Utility Improvements and Relocation	2024	\$6,904,500	2054	\$13,000,000
Farmers Market Infrastructure	2024	\$4,000,000	2027	\$4,500,000
Rotary Square	2024	\$1,500,000	2040	\$7,000,000
Boardman/Ottaway River Unified Plan A. Reach Two. B. Reach Three. C. Reach Four. D. Reach Five E. Reach Six	2024	\$1,000,000	2054	\$1,578,307 \$5,613,772 \$2,529,568 \$41,540,000 \$4,138,509
City Opera House Renovations	2024	\$215,000	2054	\$500,000
Bridge Improvements and Replacement (S. Union, N. Union, S. Cass, N. Cass, W. Front, Park)	2024	\$1,182,000	2040	\$1,654,317
Bayfront Improvements Implementation of projects within the broad category identified by the Bayfront Master Plan, City Recreation Plan and Future Site Plan north of Grandview Parkway	2024	\$2,625,000	2054	\$3,038,766
District-Wide Street, Sidewalk, Crosswalk and Streetscaping Improvements Improvements to public streets, sidewalks, crosswalks, trails and other public ways (includes reconstruction and resurfacing)	2024	\$20,000,000	2045	\$30,000,000
East Front Street Gateway (Landscaping, lighting, signage, placemaking)	2024	\$2,221,740	2028	\$5,000,000
Downtown Camera System	2024	\$108,000	2025	\$130,000
Stormwater Infrastructure Implementation of stormwater infrastructure, including projects identified in the 2018 Stormwater Management Plan	2024	\$2,000,000	2034	\$20,000,000
District Wide Heated Sidewalks	2024	\$10,000,000	2054	\$15,000,000
Housing New housing opportunities, including the housing elements of the West End Mixed Use Development as well as affordable/attainable housing	2024	\$5,000,000	2054	\$38,000,000
Mobility Improvements Infrastructure related to the Mobility Action Plan, TART Trail improvements, public transportation and other mobility opportunities	2024	\$5,000,000	2054	\$5,000,000
Composting Program	2024	\$50,000	2030	\$250,000
Retail Incubator	2024	\$50,000	2029	\$250,000

Funding for these projects may be provided by combinations of Tax Increment Financing funds, Auto Parking System funds, Philanthropic donations, Special Improvement Districts, State & Federal grants, private contributions, and, to the extent available, earned revenue from facilities.

The Plan for future public improvements is shown in Map Six (Attachment Six).

E. Use of Open Space.

Map Four (Attachment Four) as previously listed, depicts the area to be left as open space and the use contemplated for the space, in conformity with the Master Plan of the City of Traverse City.

F. Sale, Donation, Exchange, or Lease of Property.

See Map Four

G. Zoning Changes; Changes in Streets, Street Levels, Intersections and Utilities.

There are no zoning changes contemplated for public development within this Plan.

H. Portion of Development to be Leased, Sold or Conveyed.

State Street Mixed-Use Development is anticipated to be public/private partnership (see #7 on Map Five). Further, as identified within this development plan public/private partnerships will be utilized which are in the best interests for the community.

I. Procedures for Bidding

The private portions of the development plan will be handled on a negotiated bid basis. The public portions shall be competitive bid using the procedures of the City of Traverse City.

J. Estimate of Numbers of Persons Residing in the Development Area/Numbers of Persons to be Displaced.

An estimated 315 persons reside in the development area. No residents shall be displaced.

K. Plan for Relocation of Persons Displaced.

Not applicable.

L. Provisions for Costs of Relocating Persons Displaced.

Not applicable.

M. Plan for Compliance with Act 227

Not applicable.

Tax Increment Financing Procedures

The tax increment financing procedure as outlined in the Act requires the adoption by the City, by Ordinance, of a development and tax increment financing plan. Following adoption of that ordinance, the municipal and county treasurers are required by law to transmit to the Downtown Development Authority the tax increment revenues as defined in Act 57. The "captured assessed value" is defined as the amount in any year by which by which the current assessed value of all real and personal property in the development area (including the assessed value

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Moving Downtown Forward Tax Increment Financing Plan 7

that appears in the tax rolls under Act 198 of Public Acts, 1974 or Act 255 of the Public Acts of 1978) exceeds the initial assessed value of the real and personal property in the development area. The definition of initial assessed value is as defined in Act 57.

Attachment Seven (7) is a schedule of the current and assessed values (as audited for fiscal year ending 06/30/23) of all real and personal property in the Moving Downtown Forward Development Area. Attachment Eight (8) is a calculation of the estimated assessed value of all improvements completed by December 31, 2054 and, an estimate of the increase in assessed value of existing real and personal properties based upon the experience of the Treasurer of the City. The total assessed value minus the base taxable value as identified in Attachment 8 is the estimated "captured assessed value", which will serve as the basis for determining estimated annual tax increment revenue to be paid by the treasurer to the Downtown Development Authority. Those amounts by year and by taxing jurisdiction are also shown in Attachment Nine (9). Attachment Ten (10) provides the estimated sharing of captured assessed value by each taxing unit.

EXPENDITURES OF TAX INCREMENT REVENUE

The tax increment revenues paid to the Authority by the municipal and county treasurers are to be disbursed to the Authority from time to time as taxes are collected within the identified district to carry out the purposes of the development plan, including the following purposes:

1. Payments for public improvements, including parking and land acquisition.
2. The necessary and appropriate demolition expenses as defined by the Authority.
3. The reasonable, necessary and appropriate administrative, legal, professional and personnel expenses, including District police services, of the Authority related specifically to the development area.
4. Maintenance and development of parking areas.
5. Utility and alley relocation.
6. Public improvements as shown in the development plan.
7. Marketing initiatives
8. Partnering with housing non-profits to provide attainable housing.
9. Public Art.
10. Renewable energy, energy efficiency, climate change and resiliency.
11. Other eligible activities as allowed under Act 197 Public Act of Michigan 1975 as recodified into Act 57, Public Act of Michigan 2018, as amended.

Sharing of Captured Assessed Value with Taxing Units

The DDA desires to share a portion of the increase in property tax values with the other taxing units upon approval of the Plan Amendment and to share back each year 50% of the increase in captured assessed value attributable to inflationary growth in the following manner:

1. Upon approval of the Plan Amendment, the DDA will share back part of the growth in taxable value by reducing the captured assessed value by an amount equal to the growth of captured assessed value in the TIF 97 Plan from 1997 to 2004. This effectively means that the base value for the DDA should use the value of the DDA Development Area in 2004 which is \$58,499,768.

2. Each year after 2024, the DDA will share back 50% of the increase in captured assessed value attributable to inflationary growth to the taxing units. The inflation rate to be used shall be based on the official Inflation Rate Multiplier determined each year by the State Tax Commission for calculating Headlee millage reduction fractions as set forth in the State Tax Commission Bulletin for Inflation Rate Multiplier, and shall be based on the lesser of: a) the Headlee rate, or b) the capped rate of 5% of each year.

Special City Millages approved by city voters on or after January 1, 2023 shall be exempt from capture by the DDA.

MAXIMUM AMOUNT OF BONDED INDEBTEDNESS

The maximum amount of bonded indebtedness over the life of the Tax Increment Financing Plan will be \$90,000,000

DURATION OF THE PROGRAM

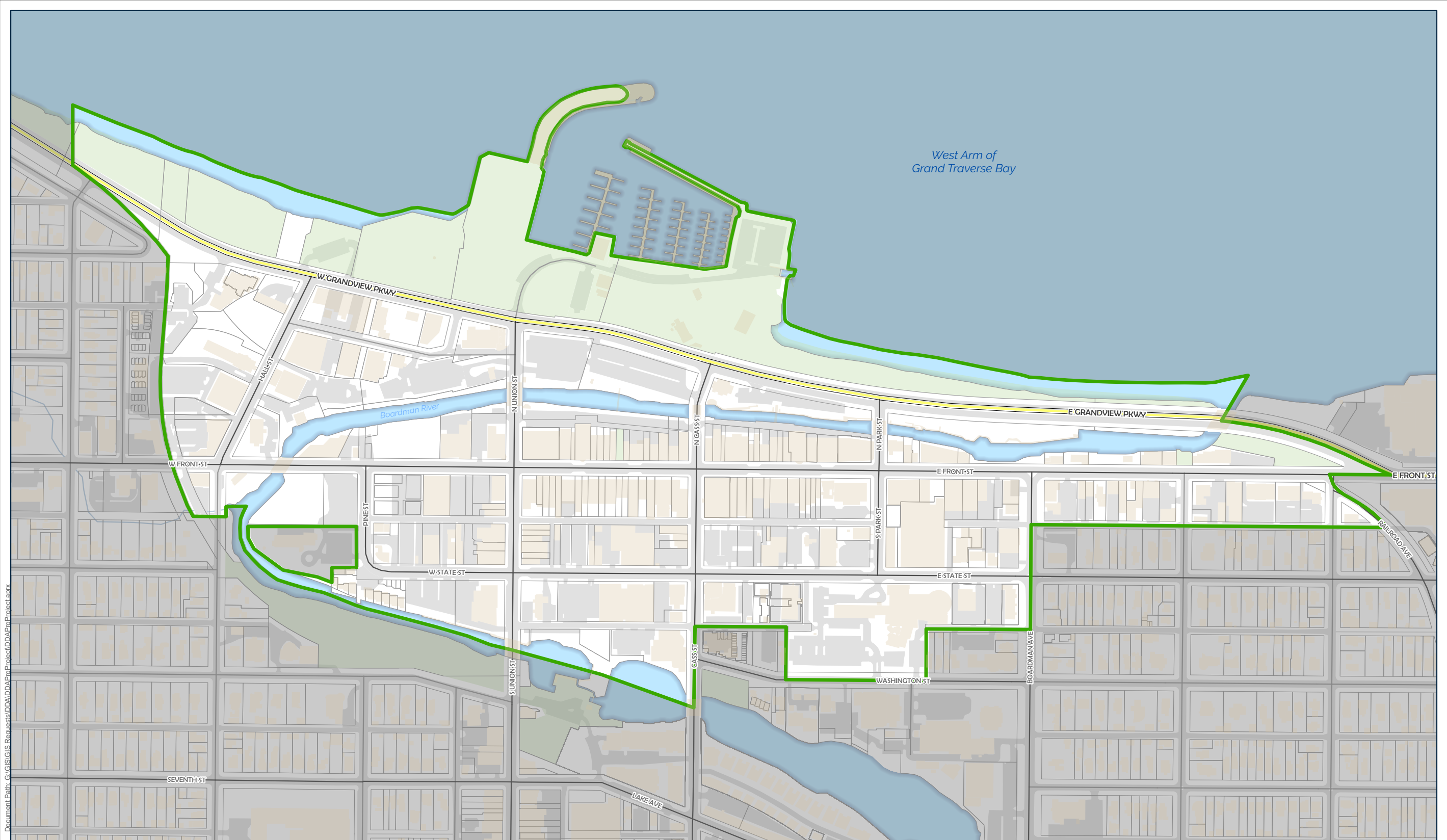
Moving Downtown Forward Tax Increment Financing Plan shall last not more than thirty (30) years except as may be modified from time to time by the City Commission of the City of Traverse City upon notice and upon public hearings as required by the Act. The last date of capture is December 31, 2054.

List of Maps

- Map One. Designation of the Boundaries of the Development Area in Relation to Highways, Streets, Streams and Otherwise
- Map Two. Location, Character and Extent of Existing Streets and Other Public Utilities
- Map Three. Location, Character and Extent of Public and Private Land Uses
- Map Four. Location, Character and Extent of Public Land Use Proposed to be Private Land Uses in the Future
- Map Five. Private Investments in the Development Area Which Include Demolition, Repair or Alteration
- Map Six. Plan for Future Public Improvements

Schedule of Attachments

- Attachment One. Map One. Designation of the Boundaries of the Development Area in Relation to Highways, Streets, Streams and Otherwise
- Attachment One-A. Legal Description of the Development Area
- Attachment Two. Map Two. Location, Character and Extent of Existing Streets and Other Public Utilities
- Attachment Three. Map Three. Location, Character and Extent of Public and Private Land Uses
- Attachment Four. Map Four. Location, Character and Extent of Public Land Use Proposed to be Private Land Uses in the Future
- Attachment Five. Map Five. Private Investments in the Development Area Which Include Demolition, Repair or Alteration
- Attachment Six. Map Six. Plan for Future Public Improvements
- Attachment Seven. Schedule of the current and assessed values of all real and personal property in the Moving Downtown Forward Development Area (as audited)
- Attachment Eight. Calculation of the estimated assessed value of all improvements completed by December 31, 2054 and an estimate of the increase in assessed value of existing real and personal properties based upon the experience of the Treasurer of the City.
- Attachment Nine. Estimated annual tax increment revenue to be paid by the City Treasurer to the Downtown Development Authority by year and taxing jurisdiction.
- Attachment Ten. Estimated sharing of captured assessed value by each taxing unit.



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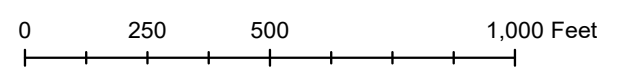


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**Moving Downtown Forward
Tax Increment Financing Plan**

Map 1 Designation of the boundaries of the Development Area in Relation to Highways, Streets, Streams and Otherwise



8/12/2024 GWS

Attachment One-A.

MOVING DOWNTOWN FORWARD - DISTRICT BOUNDARIES

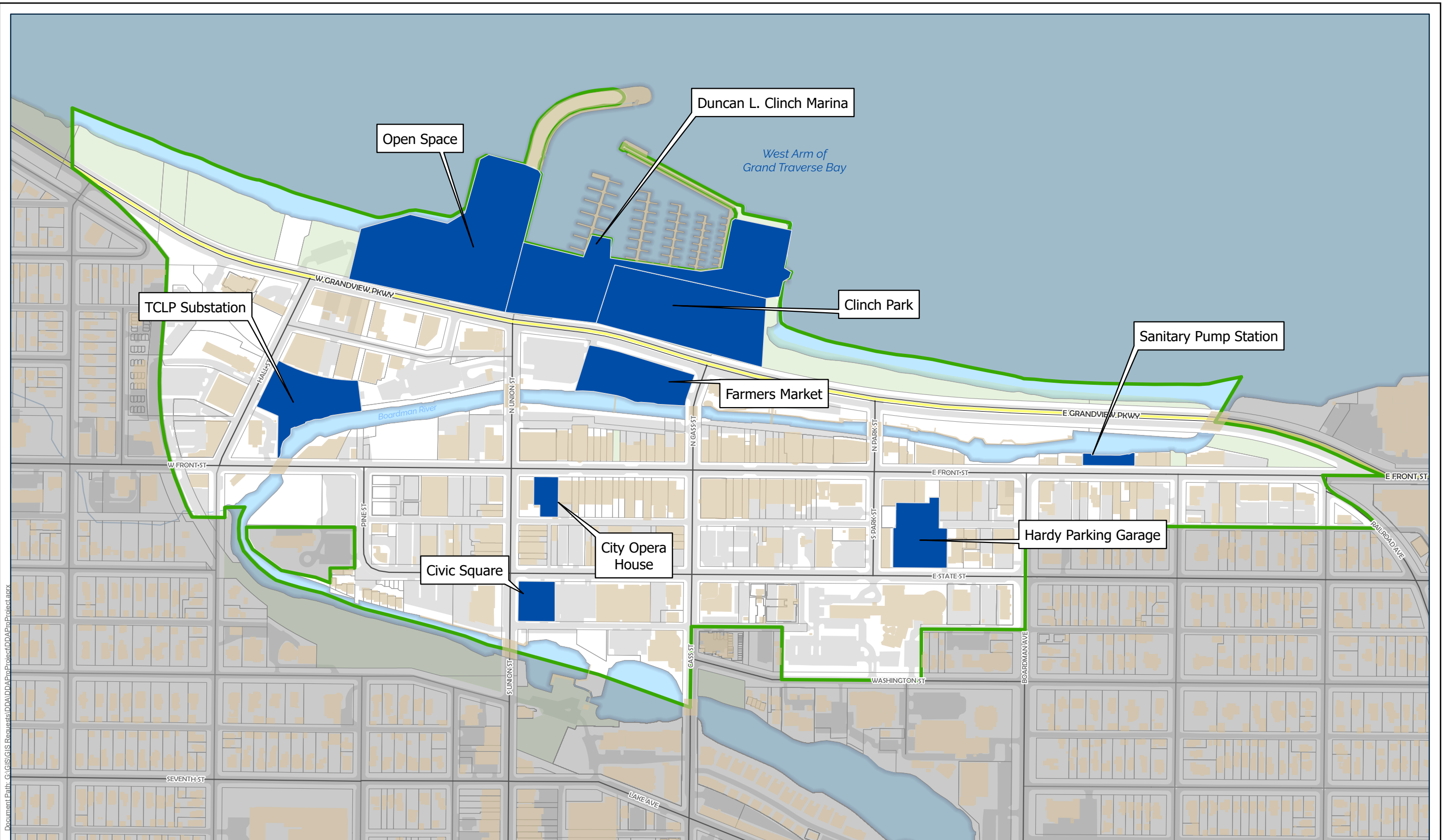
An area in the City within the boundaries described as follows:
That property lying southerly of Grand Traverse Bay and lying
northerly of a line described as follows:

Beginning at a point on the Bay Shore that coincides with the
northerly extension of the centerline of Oak Street; thence
southerly along such centerline extension to its intersection with
the centerline of the abandoned C&O Railroad tracks; thence
southeasterly approximately 500 feet along the abandoned C&O
Railroad tracks to the centerline of 2nd Street; thence southerly
from 2nd Street approximately 1,050 feet along the centerline of
the abandoned C&O Railroad tracks to the centerline of the alley
extended easterly in Block 3 of Hannah, Lay and Co's Tenth
Addition, as recorded in the Grand Traverse County Register of
Deeds, Liber 2 of Plats, Page 55, between Front and 5th Streets;
thence easterly along the centerline extended of said alley to the
east right-of-way line of Wadsworth Street; thence northerly along
said east right-of-way line to the centerline of Kids Creek; thence
easterly along the centerline of Kids Creek to the centerline of
the Boardman River; thence southeasterly along the centerline of
the Boardman River to the centerline of Cass Street; thence
northerly along the centerline of Cass Street to the centerline of
the alley between State and Washington Streets; thence easterly
along the centerline of said alley approximately 363 feet to the
east lot line of Lot 14 extended northerly, Block 7 of the original
Plat of Traverse City; thence southerly along said east lot line

approximately 214.5 feet extended to the centerline of Washington Street; thence easterly approximately 555 feet along the centerline of Washington Street to a point approximately 27 feet east of the west lot line of Lot 14 extended southerly, Block 21, original Plat of Traverse City; thence northerly and parallel to said west lot line approximately 214.5 feet to the centerline of the alley between State and Washington Streets; thence easterly along said alley centerline to the centerline of Boardman Avenue; thence northerly along the centerline of Boardman Avenue to the centerline of the alley between Front and State Streets; thence easterly along said alley centerline to the centerline of Railroad Avenue; thence northwesterly along the centerline of Railroad Avenue to the intersection of the centerlines of East Front Street and Railroad Avenue; thence easterly along the centerline of East Front Street to the intersection of the centerlines of East Front Street and Grandview Parkway; thence northwesterly along the centerline of the Grandview Parkway to the centerline of the Boardman River; thence northerly along the centerline of the Boardman River to a point of ending on the Bay Shore on the Grand Traverse Bay;

EXCEPT that parcel of land as described in a warranty deed to the Traverse City Housing Commission, dated

March 15, 1973, and as recorded in Liber 343, Page 274
of the Office of the Register of Deeds of the County of
Grand Traverse.



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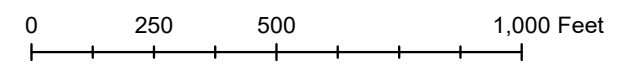


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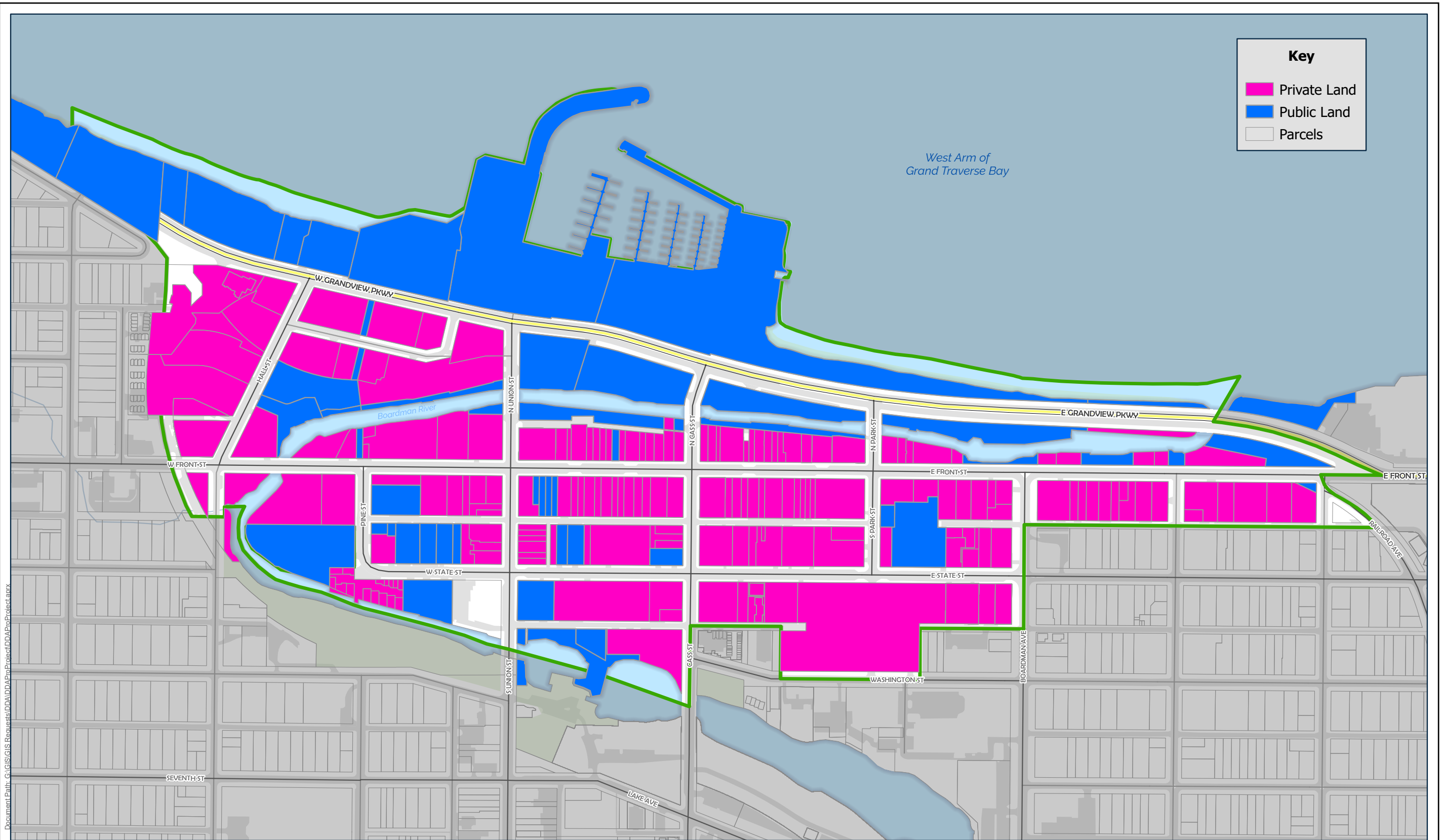


**Moving Downtown Forward
Tax Increment Financing Plan**

**Map 2 Location, Character and Extent of
Existing Streets and Other Public Utilities**



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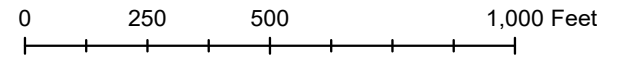


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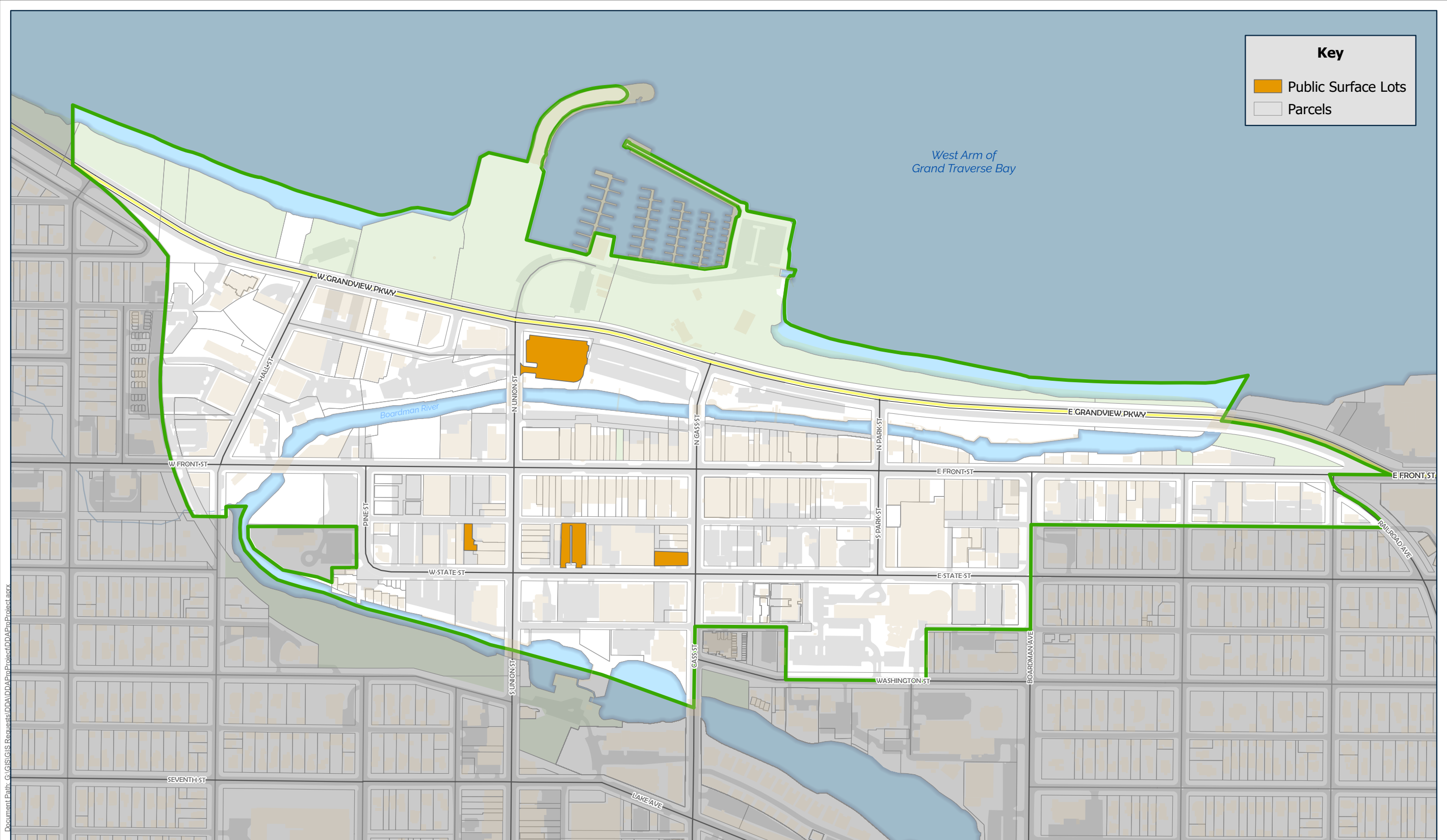


**Moving Downtown Forward
Tax Increment Financing Plan**

Map 3 Location, Character, and Extent of Public and Private Land Uses



8/12/2024 GWS



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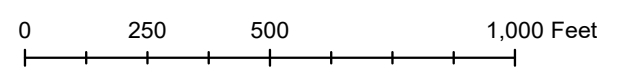
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**Moving Downtown Forward
Tax Increment Financing Plan**

Map 4

**Location, Character, and Extent of
Public Land Use Proposed to be
Private Land Uses in the Future**



8/12/2024 GWS



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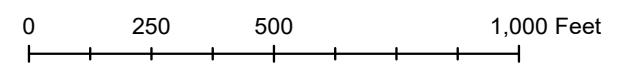
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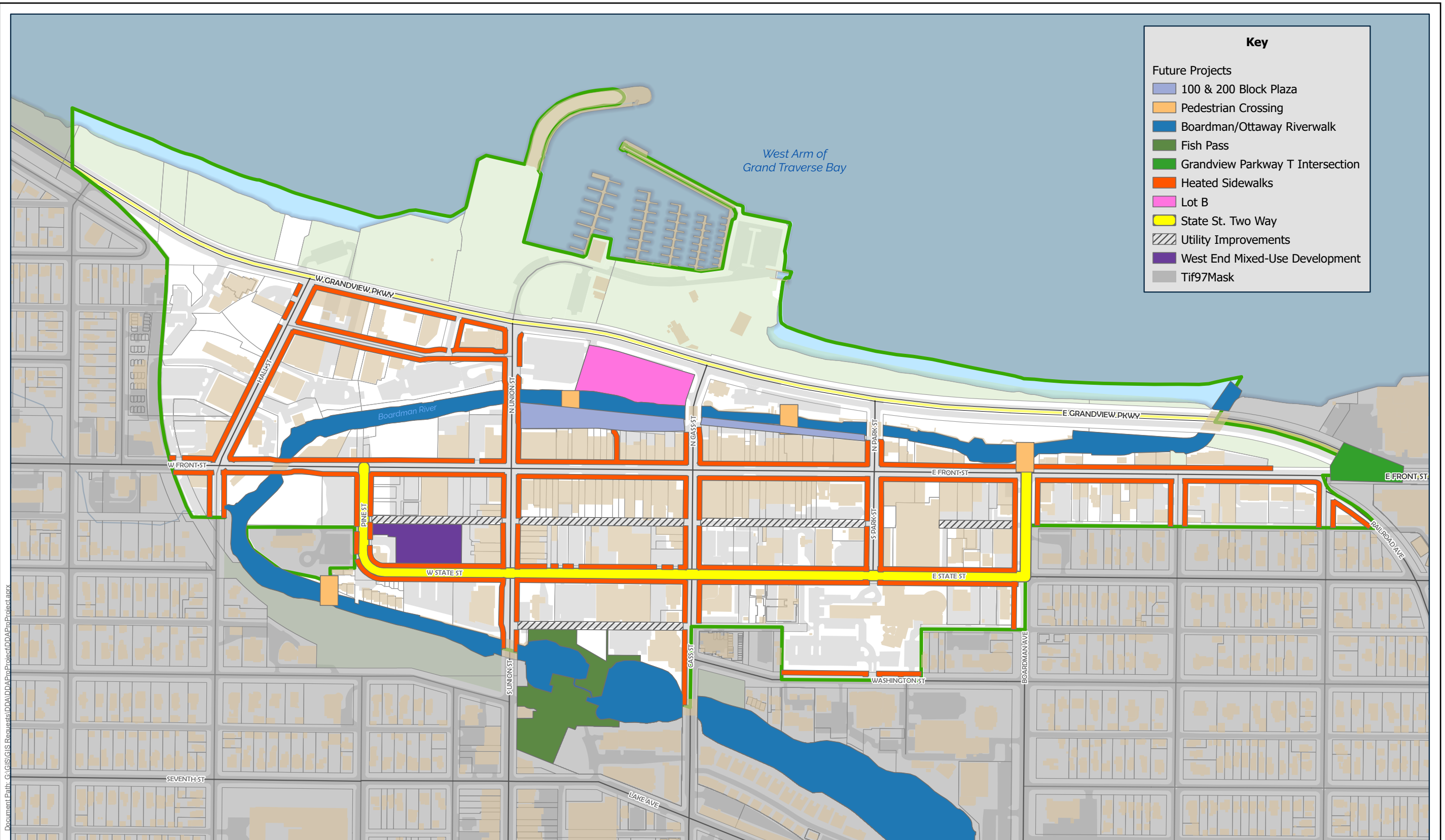
**Moving Downtown Forward
Tax Increment Financing Plan**

Map 5

Private Investments in the Development Area Which Include Demolition, Repair or Alteration



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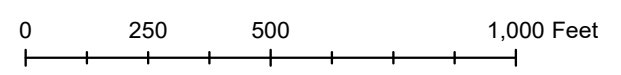
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**Moving Downtown Forward
Tax Increment Financing Plan**

Map 6

Plan for Future Public Improvements



8/12/2024 GWS

FISCAL YEAR	<i>FY 2023-2024</i>
REAL PROPERTY TAXABLE VALUE	186,033,023
PERSONAL PROPERTY TAXABLE VALUE	<u>7,183,520</u>
LESS PARK PLACE VALUE	<u>4,670,860</u>
TOTAL CURRENT AND ASSESSED TAXABLE VALUE	188,545,683

FISCAL YEAR	<i>FY 2023-2024</i>	<i>FY 2024-2025</i>	<i>FY 2025-2026</i>	<i>FY 2026-2027</i>	<i>FY 2027-2028</i>	<i>FY 2028-2029</i>
		<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>
TAXABLE REAL PROPERTY INFLATION GROWTH - (Estimated @ 1.5%)		2,790,495	2,884,853	2,980,626	3,250,335	3,374,090
TAXABLE REAL PROPERTY NEW TO ROLL (100%) - includes uncapping		3,500,000	3,500,000	15,000,000	5,000,000	10,000,000
REAL PROPERTY TAXABLE VALUE	186,033,023	192,323,518	198,708,371	216,688,997	224,939,332	238,313,422
PERSONAL PROPERTY TAXABLE VALUE	<u>7,183,520</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>
LESS PARK PLACE VALUE	<u>4,670,860</u>	<u>4,740,923</u>	<u>4,812,037</u>	<u>4,884,217</u>	<u>4,957,481</u>	<u>5,031,843</u>
TOTAL CURRENT AND ASSESSED TAXABLE VALUE	188,545,683	194,782,595	201,096,334	219,004,779	227,181,851	240,481,579
BASE TAXABLE VALUE - 1997 (change to 2004 in 25/26)	<u>32,860,088</u>	<u>32,860,088</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>
CAPTURED TAXABLE VALUE FOR DISTRICT	155,685,595	161,922,507	142,596,566	160,505,011	168,682,083	181,981,811
Increase/Decrease	14,903,583	6,236,912	(19,325,941)	17,908,445	8,177,072	13,299,728
taxing districts keep 1/2 of the inflation 1.5% increase beginning in 25/26			1,442,426	1,490,313	1,625,167	1,687,045
Adjusted Captured Taxable Value	155,685,595	161,922,507	141,154,140	159,014,699	167,056,916	180,294,766

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FISCAL YEAR	FY 2029-2030	FY 2030-2031	FY 2031-2032	FY 2032-2033	FY 2033-2034	FY 2034-2035
	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>
TAXABLE REAL PROPERTY INFLATION GROWTH - (Estimated @ 1.5%)	3,574,701	3,703,322	3,833,872	4,041,380	4,327,000	4,466,905
TAXABLE REAL PROPERTY NEW TO ROLL (100%) - includes uncapping	5,000,000	5,000,000	10,000,000	15,000,000	5,000,000	3,000,000
REAL PROPERTY TAXABLE VALUE	246,888,123	255,591,445	269,425,316	288,466,696	297,793,697	305,260,602
PERSONAL PROPERTY TAXABLE VALUE	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>
LESS PARK PLACE VALUE	<u>5,107,320</u>	<u>5,183,930</u>	<u>5,261,689</u>	<u>5,340,615</u>	<u>5,420,724</u>	<u>5,502,035</u>
TOTAL CURRENT AND ASSESSED TAXABLE VALUE	248,980,803	257,607,515	271,363,627	290,326,082	299,572,973	306,958,568
BASE TAXABLE VALUE - 1997 (change to 2004 in 25/26)	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>
CAPTURED TAXABLE VALUE FOR DISTRICT	190,481,035	199,107,747	212,863,859	231,826,314	241,073,205	248,458,800
Increase/Decrease	8,499,224	8,626,712	13,756,113	18,962,454	9,246,891	7,385,595
taxing districts keep 1/2 of the inflation 1.5% increase beginning in 25/26	1,787,351	1,851,661	1,916,936	2,020,690	2,163,500	2,233,453
Adjusted Captured Taxable Value	188,693,684	197,256,086	210,946,923	229,805,624	238,909,705	246,225,347

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FISCAL YEAR	FY 2035-2036	FY 2036-2037	FY 2037-2038	FY 2038-2039	FY 2039-2040	FY 2040-2041
	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>
TAXABLE REAL PROPERTY INFLATION GROWTH - (Estimated @ 1.5%)	4,578,909	4,722,593	4,868,432	5,016,458	5,166,705	5,319,205
TAXABLE REAL PROPERTY NEW TO ROLL (100%) - includes uncapping	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	4,000,000
REAL PROPERTY TAXABLE VALUE	314,839,511	324,562,104	334,430,535	344,446,993	354,613,698	363,932,904
PERSONAL PROPERTY TAXABLE VALUE	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>
LESS PARK PLACE VALUE	<u>5,584,565</u>	<u>5,668,334</u>	<u>5,753,359</u>	<u>5,839,659</u>	<u>5,927,254</u>	<u>6,016,163</u>
TOTAL CURRENT AND ASSESSED TAXABLE VALUE	316,454,946	326,093,770	335,877,177	345,807,334	355,886,444	365,116,741
BASE TAXABLE VALUE - 1997 (change to 2004 in 25/26)	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>
CAPTURED TAXABLE VALUE FOR DISTRICT	257,955,178	267,594,002	277,377,409	287,307,566	297,386,676	306,616,973
Increase/Decrease	9,496,379	9,638,824	9,783,407	9,930,158	10,079,110	9,230,297
taxing districts keep 1/2 of the inflation 1.5% increase beginning in 25/26	2,289,455	2,361,296	2,434,216	2,508,229	2,583,352	2,659,603
Adjusted Captured Taxable Value	255,665,724	265,232,706	274,943,193	284,799,337	294,803,324	303,957,370

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FISCAL YEAR	FY 2041-2042	FY 2042-2043	FY 2043-2044	FY 2044-2045	FY 2045-2046	FY 2046-2047
	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>
TAXABLE REAL PROPERTY INFLATION GROWTH - (Estimated @ 1.5%)	5,458,994	5,615,878	5,745,117	5,906,293	6,039,888	6,205,486
TAXABLE REAL PROPERTY NEW TO ROLL (100%) - includes uncapping	5,000,000	3,000,000	5,000,000	3,000,000	5,000,000	4,000,000
REAL PROPERTY TAXABLE VALUE	374,391,897	383,007,776	393,752,892	402,659,186	413,699,074	423,904,560
PERSONAL PROPERTY TAXABLE VALUE	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>
LESS PARK PLACE VALUE	<u>6,106,405</u>	<u>6,198,001</u>	<u>6,290,971</u>	<u>6,385,336</u>	<u>6,481,116</u>	<u>6,578,333</u>
TOTAL CURRENT AND ASSESSED TAXABLE VALUE	375,485,492	384,009,775	394,661,921	403,473,850	414,417,958	424,526,227
BASE TAXABLE VALUE - 1997 (change to 2004 in 25/26)	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>
CAPTURED TAXABLE VALUE FOR DISTRICT	316,985,724	325,510,007	336,162,153	344,974,082	355,918,190	366,026,459
Increase/Decrease	10,368,751	8,524,282	10,652,147	8,811,929	10,944,108	10,108,269
taxing districts keep 1/2 of the inflation 1.5% increase beginning in 25/26	2,729,497	2,807,939	2,872,558	2,953,147	3,019,944	3,102,743
Adjusted Captured Taxable Value	314,256,227	322,702,067	333,289,595	342,020,935	352,898,246	362,923,716

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FISCAL YEAR	FY 2047-2048	FY 2048-2049	FY 2049-2050	FY 2050-2051	FY 2051-2052	FY 2052-2053
	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>	<i>estimated</i>
TAXABLE REAL PROPERTY INFLATION GROWTH - (Estimated @ 1.5%)	6,358,568	6,498,947	6,716,431	6,862,178	7,025,110	7,190,487
TAXABLE REAL PROPERTY NEW TO ROLL (100%) - includes uncapping	3,000,000	8,000,000	3,000,000	4,000,000	4,000,000	2,000,000
REAL PROPERTY TAXABLE VALUE	433,263,128	447,762,075	457,478,506	468,340,684	479,365,794	488,556,281
PERSONAL PROPERTY TAXABLE VALUE	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>	<u>7,200,000</u>
LESS PARK PLACE VALUE	<u>6,677,008</u>	<u>6,777,163</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL CURRENT AND ASSESSED TAXABLE VALUE	433,786,121	448,184,912	464,678,506	475,540,684	486,565,794	495,756,281
BASE TAXABLE VALUE - 1997 (change to 2004 in 25/26)	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>	<u>58,499,768</u>
CAPTURED TAXABLE VALUE FOR DISTRICT	375,286,353	389,685,144	406,178,738	417,040,916	428,066,026	437,256,513
Increase/Decrease	9,259,893	14,398,792	16,493,594	10,862,178	11,025,110	9,190,487
taxing districts keep 1/2 of the inflation 1.5% increase beginning in 25/26	3,179,284	3,249,473	3,358,216	3,431,089	3,512,555	3,595,243
Adjusted Captured Taxable Value	372,107,068	386,435,671	402,820,523	413,609,827	424,553,471	433,661,269

FISCAL YEAR	<i>FY 2053-2054</i>	<i>FY 2054-2055</i>
	<i>estimated</i>	<i>estimated</i>
TAXABLE REAL PROPERTY INFLATION GROWTH - (Estimated @ 1.5%)	7,328,344	7,453,269
TAXABLE REAL PROPERTY NEW TO ROLL (100%) - includes uncapping	1,000,000	4,000,000
REAL PROPERTY TAXABLE VALUE	496,884,625	508,337,894
PERSONAL PROPERTY TAXABLE VALUE	<u>7,200,000</u>	<u>7,200,000</u>
LESS PARK PLACE VALUE	<u>0</u>	<u>0</u>
TOTAL CURRENT AND ASSESSED TAXABLE VALUE	504,084,625	515,537,894
BASE TAXABLE VALUE - 1997 (change to 2004 in 25/26)	<u>58,499,768</u>	<u>58,499,768</u>
CAPTURED TAXABLE VALUE FOR DISTRICT	445,584,857	457,038,126
Increase/Decrease	8,328,344	11,453,269
taxing districts keep 1/2 of the inflation 1.5% increase beginning in 25/26	3,664,172	3,726,635
Adjusted Captured Taxable Value	441,920,685	453,311,492

Attachment 9

UNIT CAPTURE Estimated (Captured Taxable Value / 1000) x millage rate	<i>FY 2023-2024 estimated</i>	<i>FY 2024-2025 estimated</i>	<i>FY 2025-2026 estimated</i>	<i>FY 2026-2027 estimated</i>	<i>FY 2027-2028 estimated</i>	<i>FY 2028-2029 estimated</i>
TRAVERSE CITY & ACT 345	2,193,423	2,269,887	1,988,975	2,227,572	2,329,353	2,500,445
RECREATIONAL AUTHORITY (RA)	23,353	48,577	42,565	47,671	49,849	53,511
RA BOND	35,808	0	0	0	0	0
NORTHWESTERN MICHIGAN COLLEGE (NMC)	320,308	331,474	290,452	325,294	340,157	365,142
NMC BOND	0	0	0	0	0	0
GRAND TRAVERSE COUNTY (GTC)	735,895	761,548	667,302	747,352	781,499	838,901
GTC COMMISSION ON AGING & SENIOR CENTER	88,492	91,577	80,243	89,869	93,976	100,878
TRAVERSE AREA DISTRICT LIBRARY	140,802	145,711	0	0	0	0
GTC ROAD COMMISSION	151,544	156,827	137,419	153,904	160,936	172,757
GTC VETERANS	17,670	18,286	16,023	17,945	18,765	20,144
DOWNTOWN DEVELOPMENT AUTHORITY	247,960	256,605	224,848	251,821	263,327	282,668
BAY AREA TRANSPORTATION AUTHORITY	74,542	77,141	67,594	75,703	79,162	84,976
GTC ANIMAL CONTROL	5,760	5,961	5,223	5,850	6,117	6,567
GTC CONSERVATION DISTRICT	14,915	15,435	13,524	15,147	15,839	17,002
TOTAL	4,050,472	4,179,028	3,534,169	3,958,129	4,138,981	4,442,992

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UNIT CAPTURE Estimated (Captured Taxable Value / 1000) x millage rate	<i>FY 2029-2030 estimated</i>	<i>FY 2030-2031 estimated</i>	<i>FY 2031-2032 estimated</i>	<i>FY 2032-2033 estimated</i>	<i>FY 2033-2034 estimated</i>	<i>FY 2034-2035 estimated</i>
TRAVERSE CITY & ACT 345	2,604,139	2,708,468	2,881,115	3,122,083	3,230,381	3,312,701
RECREATIONAL AUTHORITY (RA)	55,730	57,963	61,657	66,814	69,132	70,894
RA BOND	0	0	0	0	0	0
NORTHWESTERN MICHIGAN COLLEGE (NMC)	380,285	395,520	420,732	455,921	471,735	483,757
NMC BOND	0	0	0	0	0	0
GRAND TRAVERSE COUNTY (GTC)	873,690	908,693	966,616	1,047,461	1,083,795	1,111,413
GTC COMMISSION ON AGING & SENIOR CENTER	105,062	109,271	116,236	125,958	130,327	133,648
TRAVERSE AREA DISTRICT LIBRARY	0	0	0	0	0	0
GTC ROAD COMMISSION	179,921	187,129	199,057	215,706	223,188	228,876
GTC VETERANS	20,979	21,820	23,210	25,152	26,024	26,687
DOWNTOWN DEVELOPMENT AUTHORITY	294,391	306,185	325,702	352,943	365,186	374,492
BAY AREA TRANSPORTATION AUTHORITY	88,500	92,046	97,913	106,102	109,783	112,580
GTC ANIMAL CONTROL	6,839	7,113	7,566	8,199	8,484	8,700
GTC CONSERVATION DISTRICT	<u>17,707</u>	<u>18,417</u>	<u>19,591</u>	<u>21,229</u>	<u>21,966</u>	<u>22,525</u>
TOTAL	4,627,243	4,812,623	5,119,396	5,547,567	5,740,000	5,886,273

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UNIT CAPTURE Estimated (Captured Taxable Value / 1000) x millage rate	FY 2035-2036 <i>estimated</i>	FY 2036-2037 <i>estimated</i>	FY 2037-2038 <i>estimated</i>	FY 2038-2039 <i>estimated</i>	FY 2039-2040 <i>estimated</i>	FY 2040-2041 <i>estimated</i>	FY 2041-2042 <i>estimated</i>
TRAVERSE CITY & ACT 345	3,422,120	3,532,242	3,643,076	3,754,631	3,866,917	3,967,003	4,080,648
RECREATIONAL AUTHORITY (RA)	73,235	75,592	77,964	80,351	82,754	84,896	87,328
RA BOND	0	0	0	0	0	0	0
NORTHWESTERN MICHIGAN COLLEGE (NMC)	499,735	515,816	532,002	548,292	564,689	579,305	595,901
NMC BOND	0	0	0	0	0	0	0
GRAND TRAVERSE COUNTY (GTC)	1,148,123	1,185,069	1,222,254	1,259,681	1,297,353	1,330,932	1,369,060
GTC COMMISSION ON AGING & SENIOR CENTER	138,062	142,505	146,977	151,477	156,007	160,045	164,630
TRAVERSE AREA DISTRICT LIBRARY	0	0	0	0	0	0	0
GTC ROAD COMMISSION	236,435	244,044	251,701	259,409	267,167	274,082	281,933
GTC VETERANS	27,569	28,456	29,349	30,247	31,152	31,958	32,874
DOWNTOWN DEVELOPMENT AUTHORITY	386,861	399,310	411,840	424,451	437,144	448,459	461,306
BAY AREA TRANSPORTATION AUTHORITY	116,299	120,041	123,808	127,599	131,415	134,816	138,679
GTC ANIMAL CONTROL	8,987	9,276	9,567	9,860	10,155	10,418	10,717
GTC CONSERVATION DISTRICT	<u>23,269</u>	<u>24,018</u>	<u>24,772</u>	<u>25,530</u>	<u>26,294</u>	<u>26,975</u>	<u>27,747</u>
TOTAL	6,080,697	6,276,370	6,473,309	6,671,529	6,871,047	7,048,889	7,250,822

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UNIT CAPTURE Estimated (Captured Taxable Value / 1000) x millage rate	FY 2035-2036 <i>estimated</i>	FY 2042-2043 <i>estimated</i>	FY 2043-2044 <i>estimated</i>	FY 2044-2045 <i>estimated</i>	FY 2045-2046 <i>estimated</i>	FY 2046-2047 <i>estimated</i>	FY 2047-2048 <i>estimated</i>
TRAVERSE CITY & ACT 345	3,422,120	4,169,432	4,284,345	4,374,669	4,490,885	4,595,337	4,688,034
RECREATIONAL AUTHORITY (RA)	73,235	89,228	91,687	93,620	96,107	98,343	100,326
RA BOND	0	0	0	0	0	0	0
NORTHWESTERN MICHIGAN COLLEGE (NMC)	499,735	608,866	625,647	638,837	655,808	671,061	684,598
NMC BOND	0	0	0	0	0	0	0
GRAND TRAVERSE COUNTY (GTC)	1,148,123	1,398,847	1,437,400	1,467,704	1,506,694	1,541,738	1,572,838
GTC COMMISSION ON AGING & SENIOR CENTER	138,062	168,212	172,848	176,492	181,181	185,395	189,135
TRAVERSE AREA DISTRICT LIBRARY	0	0	0	0	0	0	0
GTC ROAD COMMISSION	236,435	288,067	296,007	302,247	310,277	317,493	323,898
GTC VETERANS	27,569	33,589	34,515	35,243	36,179	37,020	37,767
DOWNTOWN DEVELOPMENT AUTHORITY	386,861	471,343	484,333	494,544	507,682	519,490	529,969
BAY AREA TRANSPORTATION AUTHORITY	116,299	141,696	145,601	148,671	152,620	156,170	159,320
GTC ANIMAL CONTROL	8,987	10,950	11,252	11,489	11,794	12,068	12,312
GTC CONSERVATION DISTRICT	<u>23,269</u>	<u>28,351</u>	<u>29,132</u>	<u>29,747</u>	<u>30,537</u>	<u>31,247</u>	<u>31,877</u>
TOTAL	6,080,697	7,408,580	7,612,767	7,773,261	7,979,764	8,165,362	8,330,073

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UNIT CAPTURE Estimated (Captured Taxable Value / 1000) x millage rate	FY 2035-2036 <i>estimated</i>	FY 2048-2049 <i>estimated</i>	FY 2049-2050 <i>estimated</i>	FY 2050-2051 <i>estimated</i>	FY 2051 - 2052 <i>estimated</i>	FY 2052 -2053 <i>estimated</i>	FY 2053 - 2054 <i>estimated</i>
TRAVERSE CITY & ACT 345	3,422,120	4,843,562	5,023,325	5,131,872	5,241,204	5,326,962	5,401,282
RECREATIONAL AUTHORITY (RA)	73,235	103,655	107,502	109,825	112,164	114,000	115,590
RA BOND	0	0	0	0	0	0	0
NORTHWESTERN MICHIGAN COLLEGE (NMC)	499,735	707,310	733,561	749,412	765,378	777,901	788,754
NMC BOND	0	0	0	0	0	0	0
GRAND TRAVERSE COUNTY (GTC)	1,148,123	1,625,018	1,685,328	1,721,746	1,758,427	1,787,199	1,812,133
GTC COMMISSION ON AGING & SENIOR CENTER	138,062	195,409	202,662	207,041	211,452	214,912	217,910
TRAVERSE AREA DISTRICT LIBRARY	0	0	0	0	0	0	0
GTC ROAD COMMISSION	236,435	334,643	347,063	354,563	362,117	368,042	373,176
GTC VETERANS	27,569	39,020	40,468	41,343	42,223	42,914	43,513
DOWNTOWN DEVELOPMENT AUTHORITY	386,861	547,551	567,873	580,144	592,504	602,198	610,600
BAY AREA TRANSPORTATION AUTHORITY	116,299	164,606	170,715	174,404	178,119	181,034	183,560
GTC ANIMAL CONTROL	8,987	12,720	13,192	13,477	13,764	13,990	14,185
GTC CONSERVATION DISTRICT	<u>23,269</u>	<u>32,935</u>	<u>34,157</u>	<u>34,895</u>	<u>35,639</u>	<u>36,222</u>	<u>36,727</u>
TOTAL	6,080,697	8,606,429	8,925,846	9,118,722	9,312,990	9,465,373	9,597,430

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UNIT CAPTURE Estimated (Captured Taxable Value / 1000) x millage rate	<i>FY 2053 - 2054 estimated</i>	<i>FY 2054-2055 estimated</i>
TRAVERSE CITY & ACT 345	5,401,282	5,512,415
RECREATIONAL AUTHORITY (RA)	115,590	117,969
RA BOND	0	0
NORTHWESTERN MICHIGAN COLLEGE (NMC)	788,754	804,983
NMC BOND	0	0
GRAND TRAVERSE COUNTY (GTC)	1,812,133	1,849,418
GTC COMMISSION ON AGING & SENIOR CENTER	217,910	222,393
TRAVERSE AREA DISTRICT LIBRARY	0	0
GTC ROAD COMMISSION	373,176	380,855
GTC VETERANS	43,513	44,408
DOWNTOWN DEVELOPMENT AUTHORITY	610,600	623,163
BAY AREA TRANSPORTATION AUTHORITY	183,560	187,336
GTC ANIMAL CONTROL	14,185	14,477
GTC CONSERVATION DISTRICT	<u>36,727</u>	<u>37,483</u>
TOTAL	9,597,430	9,794,901

Taxing Unit Revenue From Uncaptured Base (fy 25/26)	before change in base	30% share 25/26	26/27	27/28	28/29	29/30
TRAVERSE CITY & ACT 345	460,644.41	815,970.22	811,890.37	807,830.92	803,791.76	799,772.80
RECREATIONAL AUTHORITY (RA)	9,858.03	17,462.18	17,374.87	17,288.00	17,201.56	17,115.55
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	67,268.31	119,156.86	118,561.07	117,968.27	117,378.43	116,791.53
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	154,546.45	273,758.45	272,389.66	271,027.71	269,672.57	268,324.21
GTC COMMISSION ON AGING & SENIOR CNTR	18,584.29	32,919.59	32,754.99	32,591.21	32,428.26	32,266.12
TRAVERSE AREA DISTRICT LIBRARY	29,570.07	-	-	-	-	-
GTC ROAD COMMISSION	31,826.08	56,375.66	56,093.78	55,813.31	55,534.25	55,256.58
GTC VETERANS	3,710.97	6,573.49	6,540.62	6,507.92	6,475.38	6,443.01
DOWNTOWN DEVELOPMENT AUTHORITY	52,074.58	92,243.18	91,781.97	91,323.06	90,866.44	90,412.11
BAY AREA TRANSPORTATION AUTHORITY	15,654.74	27,730.29	27,591.64	27,453.68	27,316.41	27,179.83
GTC ANIMAL CONTROL	1,209.74	2,142.90	2,132.19	2,121.53	2,110.92	2,100.36
GTC CONSERVATION	3,132.26	5,548.38	5,520.63	5,493.03	5,465.56	5,438.24
TOTAL	848,079.93	1,449,881.20	1,442,631.79	1,435,418.64	1,428,241.54	1,421,100.33

Taxing Unit Revenue From Share of Inflation Increase	no inflation share	share inflation beginning 25/26	share inflation 26/27	share inflation 27/28	share inflation 28/29	share inflation 29/30
TRAVERSE CITY & ACT 345	-	20,119.34	20,683.34	22,442.15	23,180.14	24,435.56
RECREATIONAL AUTHORITY (RA)	-	430.56	442.63	480.27	496.07	522.93
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	-	2,938.05	3,020.41	3,277.25	3,385.02	3,568.35
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	-	6,750.05	6,939.27	7,529.35	7,776.95	8,198.14
GTC COMMISSION ON AGING & SENIOR CNTR	-	811.70	834.45	905.41	935.18	985.83
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	-	1,390.05	1,429.02	1,550.54	1,601.52	1,688.26
GTC VETERANS	-	162.08	166.63	180.79	186.74	196.85
DOWNTOWN DEVELOPMENT AUTHORITY	-	2,274.44	2,338.19	2,537.02	2,620.45	2,762.37
BAY AREA TRANSPORTATION AUTHORITY	-	683.74	702.91	762.68	787.76	830.43
GTC ANIMAL CONTROL	-	52.84	54.32	58.94	60.88	64.17
GTC CONSERVATION	-	136.81	140.64	152.60	157.62	166.16
TOTAL	-	35,749.66	36,751.81	39,877.01	41,188.33	43,419.05

Total Taxing Unit Revenue from Base and Share of Inflation Increase	old base & no inflation	Combinded 30% & Inflation	Combined 30% & Inflation 26/27	Combined 30% & Inflation 27/28	Combined 30% & Inflation 28/29	Combined 30% & Inflation 29/30
TRAVERSE CITY & ACT 345	460,644.41	836,089.57	832,573.71	830,273.07	826,971.90	824,208.36
RECREATIONAL AUTHORITY (RA)	9,858.03	17,892.75	17,817.50	17,768.27	17,697.62	17,638.48
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	67,268.31	122,094.90	121,581.48	121,245.51	120,763.44	120,359.88
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	154,546.45	280,508.50	279,328.93	278,557.06	277,449.52	276,522.35
GTC COMMISSION ON AGING & SENIOR CNTR	18,584.29	33,731.28	33,589.44	33,496.62	33,363.44	33,251.95
TRAVERSE AREA DISTRICT LIBRARY	29,570.07	-	-	-	-	-
GTC ROAD COMMISSION	31,826.08	57,765.71	57,522.80	57,363.85	57,135.77	56,944.84
GTC VETERANS	3,710.97	6,735.57	6,707.25	6,688.72	6,662.12	6,639.86
DOWNTOWN DEVELOPMENT AUTHORITY	52,074.58	94,517.62	94,120.16	93,860.08	93,486.89	93,174.48
BAY AREA TRANSPORTATION AUTHORITY	15,654.74	28,414.04	28,294.55	28,216.37	28,104.18	28,010.26
GTC ANIMAL CONTROL	1,209.74	2,195.74	2,186.50	2,180.46	2,171.79	2,164.54
GTC CONSERVATION	3,132.26	5,685.18	5,661.27	5,645.63	5,623.18	5,604.39
TOTAL	848,079.93	1,485,630.86	1,479,383.61	1,475,295.64	1,469,429.87	1,464,519.39

Taxing Unit Revenue From Uncaptured Base (fy 25/26)	30/31	31/32	32/33	33/34	34/35	35/36
TRAVERSE CITY & ACT 345	795,773.94	791,795.07	787,836.10	783,896.91	779,977.43	776,077.54
RECREATIONAL AUTHORITY (RA)	17,029.97	16,944.82	16,860.10	16,775.80	16,691.92	16,608.46
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	116,207.58	115,626.54	115,048.41	114,473.16	113,900.80	113,331.29
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	266,982.59	265,647.67	264,319.44	262,997.84	261,682.85	260,374.43
GTC COMMISSION ON AGING & SENIOR CNTR	32,104.79	31,944.26	31,784.54	31,625.62	31,467.49	31,310.15
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	54,980.29	54,705.39	54,431.86	54,159.71	53,888.91	53,619.46
GTC VETERANS	6,410.79	6,378.74	6,346.84	6,315.11	6,283.53	6,252.12
DOWNTOWN DEVELOPMENT AUTHORITY	89,960.05	89,510.25	89,062.70	88,617.39	88,174.30	87,733.43
BAY AREA TRANSPORTATION AUTHORITY	27,043.93	26,908.71	26,774.17	26,640.30	26,507.10	26,374.56
GTC ANIMAL CONTROL	2,089.86	2,079.41	2,069.01	2,058.67	2,048.38	2,038.13
GTC CONSERVATION	5,411.05	5,383.99	5,357.07	5,330.29	5,303.63	5,277.12
TOTAL	1,413,994.83	1,406,924.86	1,399,890.23	1,392,890.78	1,385,926.33	1,378,996.70

Taxing Unit Revenue From Share of Inflation Increase	share inflation 30/31	share inflation 31/32	share inflation 32/33	share inflation 33/34	share inflation 34/35	share inflation 35/36
TRAVERSE CITY & ACT 345	25,188.19	25,945.75	27,213.31	28,990.90	29,778.63	30,372.67
RECREATIONAL AUTHORITY (RA)	539.04	555.25	582.38	620.42	637.28	649.99
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	3,678.25	3,788.88	3,973.98	4,233.57	4,348.60	4,435.35
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	8,450.65	8,704.81	9,130.08	9,726.46	9,990.75	10,190.05
GTC COMMISSION ON AGING & SENIOR CNTR	1,016.20	1,046.76	1,097.90	1,169.61	1,201.39	1,225.36
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	1,740.26	1,792.60	1,880.18	2,002.99	2,057.42	2,098.46
GTC VETERANS	202.92	209.02	219.23	233.55	239.90	244.68
DOWNTOWN DEVELOPMENT AUTHORITY	2,847.46	2,933.10	3,076.39	3,277.34	3,366.39	3,433.55
BAY AREA TRANSPORTATION AUTHORITY	856.01	881.75	924.83	985.24	1,012.01	1,032.20
GTC ANIMAL CONTROL	66.15	68.14	71.47	76.14	78.20	79.76
GTC CONSERVATION	171.27	176.42	185.04	197.13	202.49	206.53
TOTAL	44,756.40	46,102.49	48,354.79	51,513.36	52,913.05	53,968.59

Total Taxing Unit Revenue from Base and Share of Inflation Increase	Combined 30% & Inflation 30/31	Combined 30% & Inflation 31/32	Combined 30% & Inflation 32/33	Combined 30% & Inflation 33/34	Combined 30% & Inflation 34/35	Combined 30% & Inflation 35/36
TRAVERSE CITY & ACT 345	820,962.13	817,740.82	815,049.41	812,887.82	809,756.06	806,450.21
RECREATIONAL AUTHORITY (RA)	17,569.01	17,500.07	17,442.47	17,396.22	17,329.19	17,258.45
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	119,885.83	119,415.42	119,022.39	118,706.73	118,249.40	117,766.64
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	275,433.24	274,352.49	273,449.52	272,724.30	271,673.59	270,564.48
GTC COMMISSION ON AGING & SENIOR CNTR	33,120.98	32,991.02	32,882.44	32,795.23	32,668.88	32,535.51
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	56,720.55	56,497.99	56,312.04	56,162.70	55,946.32	55,717.92
GTC VETERANS	6,613.71	6,587.76	6,566.07	6,548.66	6,523.43	6,496.80
DOWNTOWN DEVELOPMENT AUTHORITY	92,807.51	92,443.35	92,139.09	91,894.73	91,540.69	91,166.97
BAY AREA TRANSPORTATION AUTHORITY	27,899.94	27,790.47	27,699.00	27,625.54	27,519.11	27,406.76
GTC ANIMAL CONTROL	2,156.01	2,147.55	2,140.48	2,134.81	2,126.58	2,117.90
GTC CONSERVATION	5,582.32	5,560.41	5,542.11	5,527.42	5,506.12	5,483.64
TOTAL	1,458,751.23	1,453,027.34	1,448,245.02	1,444,404.14	1,438,839.38	1,432,965.29

Attachment 10

Taxing Unit Revenue From Uncaptured Base (fy 25/26)	36/37	37/38	38/39	39/40	40/41	41/42
TRAVERSE CITY & ACT 345	772,197.16	768,336.17	764,494.49	760,672.02	756,868.66	753,084.31
RECREATIONAL AUTHORITY (RA)	16,525.41	16,442.79	16,360.57	16,278.77	16,197.38	16,116.39
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	112,764.64	112,200.81	111,639.81	111,081.61	110,526.20	109,973.57
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	259,072.56	257,777.20	256,488.31	255,205.87	253,929.84	252,660.19
GTC COMMISSION ON AGING & SENIOR CNTR	31,153.60	30,997.83	30,842.84	30,688.63	30,535.19	30,382.51
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	53,351.36	53,084.61	52,819.19	52,555.09	52,292.31	52,030.85
GTC VETERANS	6,220.85	6,189.75	6,158.80	6,128.01	6,097.37	6,066.88
DOWNTOWN DEVELOPMENT AUTHORITY	87,294.76	86,858.29	86,423.99	85,991.87	85,561.92	85,134.11
BAY AREA TRANSPORTATION AUTHORITY	26,242.69	26,111.48	25,980.92	25,851.01	25,721.76	25,593.15
GTC ANIMAL CONTROL	2,027.94	2,017.80	2,007.72	1,997.68	1,987.69	1,977.75
GTC CONSERVATION	5,250.73	5,224.48	5,198.35	5,172.36	5,146.50	5,120.77
TOTAL	1,372,101.71	1,365,241.21	1,358,415.00	1,351,622.92	1,344,864.81	1,338,140.49

Taxing Unit Revenue From Share of Inflation Increase	share inflation 36/37	share inflation 37/38	share inflation 38/39	share inflation 39/40	share inflation 40/41	share inflation 41/42
TRAVERSE CITY & ACT 345	31,169.12	31,971.00	32,778.37	33,591.31	34,409.88	35,137.60
RECREATIONAL AUTHORITY (RA)	667.04	684.20	701.47	718.87	736.39	751.96
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	4,551.65	4,668.75	4,786.66	4,905.37	5,024.91	5,131.17
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	10,457.26	10,726.29	10,997.16	11,269.90	11,544.53	11,788.68
GTC COMMISSION ON AGING & SENIOR CNTR	1,257.49	1,289.84	1,322.41	1,355.21	1,388.24	1,417.59
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	2,153.49	2,208.89	2,264.67	2,320.84	2,377.39	2,427.67
GTC VETERANS	251.10	257.56	264.06	270.61	277.21	283.07
DOWNTOWN DEVELOPMENT AUTHORITY	3,523.58	3,614.23	3,705.50	3,797.41	3,889.94	3,972.21
BAY AREA TRANSPORTATION AUTHORITY	1,059.27	1,086.52	1,113.95	1,141.58	1,169.40	1,194.13
GTC ANIMAL CONTROL	81.86	83.96	86.08	88.22	90.37	92.28
GTC CONSERVATION	211.94	217.39	222.88	228.41	233.98	238.93
TOTAL	55,383.79	56,808.63	58,243.24	59,687.73	61,142.23	62,435.29

Total Taxing Unit Revenue from Base and Share of Inflation Increase	Combined 30% & Inflation 36/37	Combined 30% & Inflation 37/38	ombined 30% & Inflation 38/39	Combined 30% & Inflation 39/40	Combined 30% & Inflation 40/41	Combined 30% & Inflation 41/42
TRAVERSE CITY & ACT 345	803,366.28	800,307.17	797,272.86	794,263.33	791,278.54	788,221.91
RECREATIONAL AUTHORITY (RA)	17,192.45	17,126.98	17,062.05	16,997.64	16,933.77	16,868.35
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	117,316.29	116,869.57	116,426.47	115,986.98	115,551.11	115,104.75
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	269,529.82	268,503.49	267,485.48	266,475.77	265,474.38	264,448.88
GTC COMMISSION ON AGING & SENIOR CNTR	32,411.09	32,287.67	32,165.26	32,043.84	31,923.42	31,800.11
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	55,504.85	55,293.50	55,083.85	54,875.92	54,669.70	54,458.52
GTC VETERANS	6,471.95	6,447.31	6,422.87	6,398.62	6,374.58	6,349.95
DOWNTOWN DEVELOPMENT AUTHORITY	90,818.34	90,472.52	90,129.50	89,789.28	89,451.86	89,106.31
BAY AREA TRANSPORTATION AUTHORITY	27,301.95	27,197.99	27,094.87	26,992.60	26,891.16	26,787.28
GTC ANIMAL CONTROL	2,109.80	2,101.77	2,093.80	2,085.89	2,078.06	2,070.03
GTC CONSERVATION	5,462.67	5,441.87	5,421.24	5,400.77	5,380.48	5,359.69
TOTAL	1,427,485.50	1,422,049.84	1,416,658.24	1,411,310.66	1,406,007.04	1,400,575.78

Attachment 10

Taxing Unit Revenue From Uncaptured Base (fy 25/26)	42/43	43/44	44/45	45/46	46/47	47/48
TRAVERSE CITY & ACT 345	749,318.89	745,572.30	741,844.44	738,135.21	734,444.54	730,772.31
RECREATIONAL AUTHORITY (RA)	16,035.81	15,955.63	15,875.85	15,796.47	15,717.49	15,638.90
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	109,423.70	108,876.59	108,332.20	107,790.54	107,251.59	106,715.33
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	251,396.89	250,139.91	248,889.21	247,644.76	246,406.54	245,174.51
GTC COMMISSION ON AGING & SENIOR CNTR	30,230.60	30,079.45	29,929.05	29,779.40	29,630.51	29,482.35
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	51,770.70	51,511.84	51,254.29	50,998.01	50,743.02	50,489.31
GTC VETERANS	6,036.55	6,006.36	5,976.33	5,946.45	5,916.72	5,887.13
DOWNTOWN DEVELOPMENT AUTHORITY	84,708.43	84,284.89	83,863.47	83,444.15	83,026.93	82,611.80
BAY AREA TRANSPORTATION AUTHORITY	25,465.18	25,337.86	25,211.17	25,085.11	24,959.69	24,834.89
GTC ANIMAL CONTROL	1,967.86	1,958.02	1,948.23	1,938.49	1,928.80	1,919.15
GTC CONSERVATION	5,095.16	5,069.69	5,044.34	5,019.12	4,994.02	4,969.05
TOTAL	1,331,449.78	1,324,792.53	1,318,168.57	1,311,577.73	1,305,019.84	1,298,494.74

Taxing Unit Revenue From Share of Inflation Increase	share inflation 42/43	share inflation 43/44	share inflation 44/45	share inflation 45/46	share inflation 46/47	share inflation 47/48
TRAVERSE CITY & ACT 345	35,966.67	36,610.40	37,449.30	38,104.88	38,953.88	39,715.25
RECREATIONAL AUTHORITY (RA)	769.71	783.48	801.43	815.46	833.63	849.93
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	5,252.24	5,346.25	5,468.75	5,564.49	5,688.47	5,799.65
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	12,066.84	12,282.81	12,564.26	12,784.21	13,069.05	13,324.49
GTC COMMISSION ON AGING & SENIOR CNTR	1,451.04	1,477.01	1,510.86	1,537.31	1,571.56	1,602.28
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	2,484.95	2,529.43	2,587.39	2,632.68	2,691.34	2,743.94
GTC VETERANS	289.75	294.94	301.69	306.97	313.81	319.95
DOWNTOWN DEVELOPMENT AUTHORITY	4,065.93	4,138.70	4,233.54	4,307.65	4,403.63	4,489.70
BAY AREA TRANSPORTATION AUTHORITY	1,222.31	1,244.18	1,272.69	1,294.97	1,323.83	1,349.70
GTC ANIMAL CONTROL	94.46	96.15	98.35	100.07	102.30	104.30
GTC CONSERVATION	244.56	248.94	254.65	259.10	264.88	270.05
TOTAL	63,908.46	65,052.29	66,542.92	67,707.81	69,216.36	70,569.23

Total Taxing Unit Revenue from Base and Share of Inflation Increase	Combined 30% & Inflation 42/43	Combined 30% & Inflation 43/44	Combined 30% & Inflation 44/45	Combined 30% & Inflation 45/46	Combined 30% & Inflation 46/47	Combined 30% & Inflation 47/48
TRAVERSE CITY & ACT 345	785,285.56	782,182.70	779,293.74	776,240.10	773,398.41	770,487.56
RECREATIONAL AUTHORITY (RA)	16,805.51	16,739.11	16,677.29	16,611.94	16,551.12	16,488.83
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	114,675.95	114,222.84	113,800.96	113,355.03	112,940.06	112,514.98
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	263,463.73	262,422.72	261,453.47	260,428.97	259,475.58	258,498.99
GTC COMMISSION ON AGING & SENIOR CNTR	31,681.64	31,556.46	31,439.91	31,316.71	31,202.07	31,084.63
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	54,255.65	54,041.27	53,841.67	53,630.69	53,434.36	53,233.25
GTC VETERANS	6,326.30	6,301.30	6,278.03	6,253.42	6,230.53	6,207.08
DOWNTOWN DEVELOPMENT AUTHORITY	88,774.37	88,423.60	88,097.01	87,751.80	87,430.56	87,101.50
BAY AREA TRANSPORTATION AUTHORITY	26,687.49	26,582.04	26,483.86	26,380.09	26,283.51	26,184.59
GTC ANIMAL CONTROL	2,062.32	2,054.17	2,046.58	2,038.56	2,031.10	2,023.45
GTC CONSERVATION	5,339.73	5,318.63	5,298.99	5,278.22	5,258.90	5,239.11
TOTAL	1,395,358.24	1,389,844.82	1,384,711.49	1,379,285.54	1,374,236.20	1,369,063.98

Attachment 10

Taxing Unit Revenue From Uncaptured Base (fy 25/26)	48/49	49/50	50/51	51/52	52/53	53/54
TRAVERSE CITY & ACT 345	727,118.45	723,482.86	719,865.45	716,266.12	712,684.79	709,121.36
RECREATIONAL AUTHORITY (RA)	15,560.71	15,482.90	15,405.49	15,328.46	15,251.82	15,175.56
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	106,181.75	105,650.85	105,122.59	104,596.98	104,073.99	103,553.62
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	243,948.63	242,728.89	241,515.25	240,307.67	239,106.13	237,910.60
GTC COMMISSION ON AGING & SENIOR CNTR	29,334.94	29,188.27	29,042.33	28,897.11	28,752.63	28,608.87
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	50,236.86	49,985.68	49,735.75	49,487.07	49,239.64	48,993.44
GTC VETERANS	5,857.70	5,828.41	5,799.27	5,770.27	5,741.42	5,712.71
DOWNTOWN DEVELOPMENT AUTHORITY	82,198.74	81,787.74	81,378.80	80,971.91	80,567.05	80,164.22
BAY AREA TRANSPORTATION AUTHORITY	24,710.71	24,587.16	24,464.23	24,341.90	24,220.19	24,099.09
GTC ANIMAL CONTROL	1,909.56	1,900.01	1,890.51	1,881.06	1,871.65	1,862.29
GTC CONSERVATION	4,944.21	4,919.49	4,894.89	4,870.41	4,846.06	4,821.83
TOTAL	1,292,002.27	1,285,542.26	1,279,114.54	1,272,718.97	1,266,355.38	1,260,023.60

Taxing Unit Revenue From Share of Inflation Increase	share inflation 48/49	share inflation 49/50	share inflation 50/51	share inflation 51/52	share inflation 52/53	share inflation 53/54
TRAVERSE CITY & ACT 345	40,389.09	41,531.98	42,221.06	43,007.42	43,799.75	44,416.29
RECREATIONAL AUTHORITY (RA)	864.35	888.81	903.55	920.38	937.34	950.53
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	5,898.05	6,064.95	6,165.58	6,280.41	6,396.12	6,486.15
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	13,550.56	13,934.00	14,165.19	14,429.01	14,694.84	14,901.69
GTC COMMISSION ON AGING & SENIOR CNTR	1,629.46	1,675.57	1,703.37	1,735.10	1,767.06	1,791.94
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	2,790.50	2,869.46	2,917.07	2,971.40	3,026.14	3,068.74
GTC VETERANS	325.38	334.58	340.13	346.47	352.85	357.82
DOWNTOWN DEVELOPMENT AUTHORITY	4,565.87	4,695.08	4,772.97	4,861.87	4,951.44	5,021.14
BAY AREA TRANSPORTATION AUTHORITY	1,372.60	1,411.44	1,434.86	1,461.58	1,488.51	1,509.46
GTC ANIMAL CONTROL	106.07	109.07	110.88	112.95	115.03	116.65
GTC CONSERVATION	274.63	282.41	287.09	292.44	297.83	302.02
TOTAL	71,766.56	73,797.35	75,021.76	76,419.03	77,826.90	78,922.42

Total Taxing Unit Revenue from Base and Share of Inflation Increase	Combined 30% & Inflation 48/49	Combined 30% & Inflation 49/50	Combined 30% & Inflation 50/51	Combined 30% & Inflation 51/52	Combined 30% & Inflation 52/53	Combined 30% & Inflation 53/54
TRAVERSE CITY & ACT 345	767,507.54	765,014.84	762,086.51	759,273.54	756,484.54	753,537.66
RECREATIONAL AUTHORITY (RA)	16,425.05	16,371.71	16,309.04	16,248.84	16,189.16	16,126.09
RA BOND	-	-	-	-	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	112,079.81	111,715.80	111,288.17	110,877.39	110,470.11	110,039.77
NMC BOND	-	-	-	-	-	-
GRAND TRAVERSE COUNTY (GTC)	257,499.19	256,662.89	255,680.43	254,736.68	253,800.97	252,812.29
GTC COMMISSION ON AGING & SENIOR CNTR	30,964.40	30,863.84	30,745.70	30,632.21	30,519.69	30,400.80
TRAVERSE AREA DISTRICT LIBRARY	-	-	-	-	-	-
GTC ROAD COMMISSION	53,027.36	52,855.14	52,652.82	52,458.47	52,265.78	52,062.17
GTC VETERANS	6,183.07	6,162.99	6,139.40	6,116.74	6,094.27	6,070.53
DOWNTOWN DEVELOPMENT AUTHORITY	86,764.61	86,482.82	86,151.78	85,833.78	85,518.49	85,185.35
BAY AREA TRANSPORTATION AUTHORITY	26,083.32	25,998.60	25,899.08	25,803.49	25,708.70	25,608.56
GTC ANIMAL CONTROL	2,015.63	2,009.08	2,001.39	1,994.00	1,986.68	1,978.94
GTC CONSERVATION	5,218.84	5,201.89	5,181.98	5,162.85	5,143.89	5,123.85
TOTAL	1,363,768.83	1,359,339.61	1,354,136.31	1,349,138.00	1,344,182.28	1,338,946.02

Taxing Unit Revenue From Uncaptured Base (fy 25/26)	53/54	54/55
TRAVERSE CITY & ACT 345	709,121.36	705,575.76
RECREATIONAL AUTHORITY (RA)	15,175.56	15,099.68
RA BOND	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	103,553.62	103,035.86
NMC BOND	-	-
GRAND TRAVERSE COUNTY (GTC)	237,910.60	236,721.05
GTC COMMISSION ON AGING & SENIOR CNTR	28,608.87	28,465.82
TRAVERSE AREA DISTRICT LIBRARY	-	-
GTC ROAD COMMISSION	48,993.44	48,748.47
GTC VETERANS	5,712.71	5,684.15
DOWNTOWN DEVELOPMENT AUTHORITY	80,164.22	79,763.39
BAY AREA TRANSPORTATION AUTHORITY	24,099.09	23,978.60
GTC ANIMAL CONTROL	1,862.29	1,852.98
GTC CONSERVATION	4,821.83	4,797.72
TOTAL	1,260,023.60	1,253,723.48

Taxing Unit Revenue From Share of Inflation Increase	share inflation 53/54	share inflation 54/55
TRAVERSE CITY & ACT 345	44,416.29	44,947.58
RECREATIONAL AUTHORITY (RA)	950.53	961.90
RA BOND	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	6,486.15	6,563.74
NMC BOND	-	-
GRAND TRAVERSE COUNTY (GTC)	14,901.69	15,079.94
GTC COMMISSION ON AGING & SENIOR CNTR	1,791.94	1,813.37
TRAVERSE AREA DISTRICT LIBRARY	-	-
GTC ROAD COMMISSION	3,068.74	3,105.44
GTC VETERANS	357.82	362.10
DOWNTOWN DEVELOPMENT AUTHORITY	5,021.14	5,081.20
BAY AREA TRANSPORTATION AUTHORITY	1,509.46	1,527.52
GTC ANIMAL CONTROL	116.65	118.04
GTC CONSERVATION	302.02	305.63
TOTAL	78,922.42	79,866.46

Total Taxing Unit Revenue from Base and Share of Inflation Increase	Combined 30% & Inflation 53/54	Combined 30% & Inflation 54/55
TRAVERSE CITY & ACT 345	753,537.66	750,523.34
RECREATIONAL AUTHORITY (RA)	16,126.09	16,061.58
RA BOND	-	-
NORTHWESTERN MICHIGAN COLLEGE (NMC)	110,039.77	109,599.59
NMC BOND	-	-
GRAND TRAVERSE COUNTY (GTC)	252,812.29	251,800.99
GTC COMMISSION ON AGING & SENIOR CNTR	30,400.80	30,279.19
TRAVERSE AREA DISTRICT LIBRARY	-	-
GTC ROAD COMMISSION	52,062.17	51,853.91
GTC VETERANS	6,070.53	6,046.25
DOWNTOWN DEVELOPMENT AUTHORITY	85,185.35	84,844.59
BAY AREA TRANSPORTATION AUTHORITY	25,608.56	25,506.12
GTC ANIMAL CONTROL	1,978.94	1,971.02
GTC CONSERVATION	5,123.85	5,103.35
TOTAL	1,338,946.02	1,333,589.94



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

Memorandum

To: Downtown Development Authority Board

From: Gabe Schneider, DDA Chair and
Scott Hardy, DDA Vice-Chair

Copy: Scott Howard, DDA Attorney

Date: August 12, 2024

Subject: Executive Director Employment Agreement

Following discussions with Mr. Burkholder, we are recommending the attached Employment Agreement.

- The following summarizes key terms of the proposed Employment Agreement:
- July 1, 2024 start date through January 2028, subject to early termination terms
- \$130,000.00 annual salary
- Six weeks vacation
- All such other fringe benefits afforded to employees including group health, dental and vision insurance and a Section 457 Deferred Compensation Plan through the ICMA Retirement Corporation

Upon approval of the DDA Board, Mr. Burkholder's Employment Agreement must also be considered for approval by the City Commission.

Recommended Motion

That the DDA Chair execute an Employment Agreement for Executive Director with Harry Burkholder, which specifies the terms and conditions of employment of Mr. Burkholder as Executive Director, with the agreement subject to approval as to its form by the DDA Attorney.

THE CITY OF TRAVERSE CITY DOWNTOWN DEVELOPMENT AUTHORITY
EMPLOYMENT AGREEMENT FOR EXECUTIVE DIRECTOR

THIS AGREEMENT is made this ____ day of August, 2024 by and between the DOWNTOWN DEVELOPMENT AUTHORITY (the "DDA"), whose address is 303 East State Street, Suite C, Traverse City, MI 49684, and Harry Burkholder, who address is 418 11th Street, Traverse City, MI 49684.

RECITALS:

WHEREAS, for the purposes of this Agreement the term Executive Director ("ED") shall mean the Executive Director of the Downtown Development Authority, also known as the "director" as described in Section 205 of Part II of the Recodified Tax Increment Financing Act (Act 57 of 2018, MCL 125.4205); and

WHEREAS, the DDA wishes to retain the services of Harry Burkholder, as ED; and WHEREAS, Harry Burkholder wishes to be employed by the DDA in the capacity of ED; and

WHEREAS, it is to the advantage of both the DDA and the ED to specify the conditions under which the ED is to work and to be compensated.

NOW, THEREFORE, it is mutually agreed by the parties as follows:

1. Employment.

The DDA hereby employs Harry Burkholder as the ED, and Harry Burkholder hereby accepts such employment upon the terms and conditions set forth in this Agreement.

2. Applicable Laws.

This agreement is subject to all applicable laws and administrative rules bearing upon the parties and the subject matter of this Agreement as such law may be in effect from time to time, including with limitation, of Part II of the Recodified Tax Increment Financing Act (Act 57 of 2018), as amended, and such law is incorporated herein by reference. In the event of conflict between the provisions of this Agreement and such applicable law, such applicable law shall control.

3. Term.

This Agreement shall commence July 1, 2024 and shall continue until January 1, 2028 subject to the right to early termination in Paragraph 6, below. Within 3 months of the end of this Agreement, the parties may renegotiate or extend the terms of this Agreement.

4. Performance Evaluation. A formal performance evaluation shall be conducted on or before June 30 of each year. The performance of the ED shall be evaluated primarily upon the duties and functions listed in the job description (Attachment A) as well as the goals and plans expressed by the DDA Board during goal setting sessions, strategic planning and/or formal performance evaluation sessions as outlined in this Agreement.

5. Compensation.

For all services rendered by the ED under this Agreement, the DDA shall pay the ED an annual salary of One Hundred Thirty Thousand dollars (\$130,000.00) effective July 1, 2024, to be paid biweekly. Annual increases, if any, shall be based on performance and a review of market data.

6. Termination.

Either party has the right to terminate the employment relationship at any time and in the sole discretion of the party terminating the relationship subject to the following provisions:

(a) In the event the ED resigns from the position, sixty (60) days advance notice shall be given to the DDA Board of Directors.

(b) In the event the DDA Board of Directors terminates the services of the ED, the equivalent of one hundred eighty (180) calendar days' advance notice of such termination shall be given to the ED, or in the alternative, the equivalent of one hundred eighty (180) calendar days pay. In addition, the DDA shall also pay for one hundred eighty (180) days health, dental and eye premiums for policies in effect at the time of separation. The requirements of this subsection shall not apply in the event that the ED is terminated because of conviction of a felony or any illegal act involving personal gain or removed by the DDA Board of Directors due to misfeasance, malfeasance or nonfeasance in the performance of his duties as ED.

7. Duties.

The attached description of the ED's responsibilities, attached hereto and incorporated herein as "Attachment A," is the present determination of the DDA Board of the ED's responsibilities and may be relied upon by the ED. However, the DDA Board may from time to time, by resolution, alter this description of the ED's responsibilities, provided that such alterations shall not be effective until a copy of such resolution shall be delivered to the ED.

8. Extent of Services.

The ED shall devote sufficient professional time, attention and energies to the business of the DDA. In order to discharge the functions of the office of ED, early morning, luncheon and night-time meetings and activities may occur outside regular office hours that require the ED's attendance. To the extent that it does not interfere with the fulfillment of his duties and responsibilities, as they may be altered from time to time, or cause a conflict of interest, the ED may provide consulting services to other entities using his own time and resources. Prior to engaging in such consulting activities, the ED shall notify the DDA Board of Directors in writing.

9. Professional Development.

The ED shall be entitled to attend professional development activities relating to DDA affairs, such as seminars and conventions. The DDA shall pay for or reimburse the ED for expenses in connection with such professional development activities as per DDA policy up to the amount authorized in the budget. The ED shall take not more than fifteen (15) working days per fiscal year

for professional development activities unless specifically authorized by the DDA. Days so expended shall be regarded as days worked.

10. Professional and Civic Organizations.

The DD A encourages membership of the ED in professional civic organizations and in executing civic responsibilities. The DDA agrees to reimburse the ED for dues and reasonable expenses incurred in membership in - local recognized civic organizations involved in public service, so long as the membership is consistent with applicable DDA policies and limited to the amount authorized in the budget for such activities.

11. Paid Time Off/Benefits.

Paid Time Off (PTO). The ED shall be entitled each year to PTO of six (6) weeks. During such vacation time the ED's compensation will be paid in full. The ED shall be paid for any unused PTO upon the end of employment pursuant to the DDA Employment Handbook. The payout cap for unused PTO will be 120 hours, consistent with the DDA PTO policy.

Other Benefits.

- i. The ED shall be reimbursed for travel in the conduct of business per the federal mileage reimbursement rate.
- ii. The ED is entitled to group health insurance, including dental & vision coverage, through the City of Traverse City Group Health Program, or its reasonable equivalent. The DDA offers a Section 457 Deferred Compensation Plan through ICMA Retirement Corporation. Participation in the plan is voluntary. If the ED chooses to participate in the plan, the DDA provides a guaranteed 4% contribution (no employee contribution necessary). In addition to the guaranteed 4% contribution, the DDA will also contribute a dollar-for-dollar match up to 6% of the employee's gross pay (including regular hours, overtime, vacation pay, short term leave/sick pay and longevity). Annual benefit cash-outs and retirement cash-outs are not eligible to receive the DDA match
- iii. The ED shall receive a monthly cell phone reimbursement in the amount of \$ 80.

12. Assignment.

This Agreement is not assignable by either party.

13. Waiver of Breach.

A waiver by the DDA of breach by the ED of any provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach by the ED.

14. Non-Discrimination.

The parties agree not to discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions or privileges of employment, or a matter directly or indirectly

related to employment because of their actual or perceived race, color, religion, national origin, sex, age, height, weight, marital status, physical or mental disability, family status, sexual orientation, or gender identity. Breach of this covenant may be regarded as a material breach of this Agreement.

DOWNTOWN DEVELOPMENT AUTHORITY

Gabriel Schneider, Chairman

Date _____

Harry Burkholder, Executive Director

Date _____

Approved as to form:

Scott W. Howard, DDA General Counsel

TRAVERSE CITY DOWNTOWN DEVELOPMENT AUTHORITY
Job Description

EXECUTIVE DIRECTOR (ED)

Supervised By:

Traverse City Downtown Development Authority (DDA) Board of Directors

Supervises:

DDA Staff

Job Type:

Employment Agreement

General Summary:

The Executive Director (ED) serves at the pleasure of the Traverse City Downtown Development Authority (DDA) Board of Directors. The ED is the catalyst, promoter and keeper of the Traverse City downtown vision. ED is responsible for the development, execution, implementation of the Downtown Development Authority (DDA) activities in the City of Traverse City. The ED works with the Board, oversees all DDA staff to ensure successful implementation of the Board's strategic plan and annual operating plan for the DDA which may include contractual work for other entities and enjoys working with people and organizations.

Position Responsibilities:

The Chief Executive Officer is a champion, cheerleader and visionary for Traverse City's downtown. The ED is a strong leader who invites and embraces engagement with all interests in fulfilling the annual goals and priorities of the DDA. The ED builds and sustains relationships and provides services and programs that are valued by businesses and other organizations located within the DDA district. The ED's work is driven by the future vision for Traverse City's downtown.

Areas of Focus:

1. Leadership
2. Development (Infrastructure, etc.)
3. Parking
4. Business Recruitment and Retention
5. Marketing and Promotion
6. Partnership and Collaboration

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this Job successfully, an individual must be able to perform each essential function satisfactorily.

1. The ED has the authority to hire and manage DDA staff including those who may work under contract. Beginning in 2018, all staff will participate in "360" performance evaluations.
2. Implementing the DDA's strategic and developing and implementing operating plans;
3. Implementing Tax Increment Financing plans and strategies:

4. Leading, cultivating and promoting a thriving business environment; proactive communications and engagement with stakeholders. including businesses, down- town groups and organizations, neighboring communities and governments, fund- ing sources and others;
5. Developing and participating with partnerships to achieve strategic goals operating plan priorities;
6. Overseeing the development and management of downtown parking facilities;
7. Achieving the goals of an annual capital improvement program;
8. Fulfilling contractual obligations with other entities; and others:
9. Handling all employee transactions, including employee training and evaluation:
10. Establishing annual goals, objectives and milestone measurement with the Executive Committee:
11. Additional responsibilities as directed by the Board of Directors.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

1. Bachelor's degree in an area of concentration related to the position.
2. At least 7 (seven) years of work experience with accomplishments that are relevant to this job description.
3. Understanding and working knowledge of purposes and roles of DDA's.
4. Successful management of community-based programs.
5. Successful in leading and participating in outreach and community engagement processes, including use and application of multiple forms of media to reach and have two-way communications with stakeholders.
6. Successful planning, development and implementation of strategies and operating plans that address community priorities.
7. Familiarity with how to attain goals in communities of similar size and nature as Trav- erse City.
8. Well versed in general funding sources available for communities and how to help develop funding.
9. Experience in setting and attaining personal and organizational performance measures.
10. Demonstrated leadership, communication and team building skills
11. Demonstrated ability and interest in collaboration and collective impact and in developing common agendas for addressing complex needs, issues and priorities. A

- "connector" between businesses, people, governments and other organizations.
12. Outstanding communicator in all respects who demonstrate through example the positive influence of inclusiveness in attaining priorities. A "modern" thinker and communicator, adept in social media and modern communication methods. Capability and experience with educating various sectors on options and implications involving government programs.
 13. Forward thinker and effective planner who deals with needs and priorities proactively.
 14. Enjoys and comfortable dealing with concepts and large visions of the future. 15. Successful management of and coping with stressful conditions.
 16. Enjoys working with people and is able to manage small a staff unit.
 17. Understanding of small town dynamics.
 18. Prior experience in implementing Tax Increment Financing plans.
 19. Can readily prioritize in short and long-term contexts.
 20. Familiarity with work and jobs that have elected officials as primary stakeholders.
 21. Experience with leveraging partnerships, affiliations, volunteers and staff to maximize productivity in ways that contain or reduce operation costs as a function of output.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is typically in an office setting where they are regularly required to use hands to finger, handle, or feel: reach with hands and arms; and talk or hear. In the course of inspecting public works projects, the employee is occasionally required to climb or balance and stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move objects of moderate weight. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

While performing the duties of this class, the incumbent is regularly required to use written and oral communication skills; observe and interpret situations; read and interpret data, information and documents; analyze and solve complex problems: perform highly detailed work under changing, intensive deadlines, on multiple concurrent tasks; work with constant interruptions; and interact with officials and the public.

While performing the duties of this job, the employee is occasionally exposed to outside weather conditions. The noise level in the work environment can range from quiet to loud.

Tools and Technology

The DDA office uses a variety of software including Microsoft Office Suite, G Suite (google), Macintosh Pages, Numbers and Keynote, as well as FileMaker 15.



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

Memorandum

To: DDA Board of Directors
From: Harry Burkholder, Executive Director
Date: August 13, 2024
Subject: Service Agreement for Downtown Trash Collection

Trash Removal Background Information

Historically, trash collection throughout the Downtown District (as well as all city-owned properties) had been facilitated by the City Parks and Recreation Department. This service was supported through both full-time and seasonal Parks Department employees and its own garbage truck. All other trash collection throughout the city (residential and commercial) is collected by private entities. As a note, the DDA has historically purchased and maintained the roughly 108 trash receptacles throughout the Downtown District.

As downtown foot traffic and activity has increased over time, the need for more frequent trash collection has also increased. Trash collection throughout downtown (and other city-owned locations) had become a significant part of the overall activities of the Parks Department, running seven days a week from the beginning of May through October (sometimes twice a day depending on need throughout the year).

In the spring of 2022, city staff determined that the Parks and Recreation Department should focus all of their efforts on their primary responsibilities – maintaining the 34 parks throughout the city as well as the Urban Forestry Program (i.e., tree trimming and planting). Around the same time, the DDA was working through recommendations outlined in the *Moving Downtown Forward* report, which noted a need to clarify DDA/City roles and responsibilities for the care and maintenance of Downtown, which would be articulated in a formal service agreement between the two entities. With those conversations in mind, the City proposed to enter into a contract with GFL, in collaboration with the DDA, for trash collection throughout the Downtown District (and other city-owned properties).

In July of 2022, the DDA entered into a service agreement with the City for trash collection for the Downtown District at a cost of \$68,000. Under the agreement, the contract with GFL is held by the City, who is also responsible for the remaining costs of the contract with GFL (\$27,000).

To be clear, the service agreement approved at this time was just for trash collection – we have second, much larger, service agreement with the City for a variety of other city services in the DDA District.

The City is now in a position where it needs to renew their contract with GFL for trash collection and is proposing to continue our mutual financial collaboration for such services.

New Trash Removal Proposal Components

- The City is proposing to enter into a three-year contract with GFL for trash collection services for \$351,027.90, which includes a 2% contingency. The portion of the contract servicing the DDA District would be \$343,469.70 – of which, the DDA would be responsible for 70% of the cost and the City would be responsible for 30% of the cost (and the remaining costs for city only services).
- Therefore, the DDA would enter into a service agreement with the City to cover the costs of trash removal for the DDA District. As noted above, over the course of the three-year contract, the DDA would cover 70% of the contract costs for trash removal in the DDA District, for a total amount not-to-exceed \$240,428.79. The annual DDA financial breakdown for this total is:
 - 2024/2025: \$76,265.91
 - 2025/2026: \$80,078.67
 - 2026/2027: \$84,084.21
- Under the proposed new contract, 7-day-a-week-service for the DDA District would now start in April, one month earlier than the current contract.
- The 2% contingency covers emergency trash removal needs, but will not be billed, if not utilized.
- This year, funding for the service agreement with the City would come out of our “repair and maintenance” line item within both the 2024-2025 Old Town and TIF 97 Budget (something we had already planned and budgeted for). For the final two years of the contract, I plan on working with City staff to include trash collection services in the second, much larger service contract.

RECOMMENDED MOTION:

That the DDA Board of Directors enter into a service agreement with the City of Traverse City for a not to exceed amount of \$240,428.79, using funds from Old Town TIF and TIF-97, for the transportation, collection and disposal of trash within the DDA District for a term of three years, and that such agreement is subject to approval as to its substance by the DDA Executive Director and its form by the DDA Attorney.



303 E. State Street
Traverse City, MI 49684
harry@downtowntc.com
231-922-2050

Memorandum

To: Downtown Development Authority Board of Directors
From: Harry Burkholder, DDA Executive Director
Memo Date: August 13, 2024
Subject: Mobility Action Plan

In 2022, the City and DDA launched an effort to develop a community-wide Mobility Action Plan. The Mobility Action Plan is intended to add clarity and expectations for non-motorized infrastructure throughout the City (and Downtown). This planning effort was spurred in part from the insights we gained during the East Front Street Design process which noted that the lack of a comprehensive, city-wide, non-motorized plan can undermine and complicate the merits of “one-off” design processes for downtown streets. That is, without clarity regarding future (and city-wide) non-motorized infrastructure, we will likely continue to have contentious road/streetscape design projects and impasse.

The City and DDA hired Progressive AE and Tool Design to facilitate a community engagement process and develop the Mobility Action Plan. The DDA contributed \$48,000 toward the development of the Mobility Action Plan (\$24,000 from Old Town TIF and \$24,000 from TIF 97) – the remaining costs were covered by the City (\$57,000), a grant from MEDC (\$30,000) and a grant from Rotary Charities (\$20,000). Nicole VanNess and I were appointed to a 15-member Leadership Team, which met monthly and was charged with reviewing and providing input on the Plan as it was drafted as well as the planning process.

The results of the planning process (including civic engagement) and the final Mobility Action Plan will be incorporated into the new Master Plan (which is currently in its final stage of approval) and formally approved through the adoption of the new City Master Plan by the Planning Commission and City Commission. However, given our financial contribution and input into this Plan, I am asking for the DDA’s review and approval should it desire to do so.

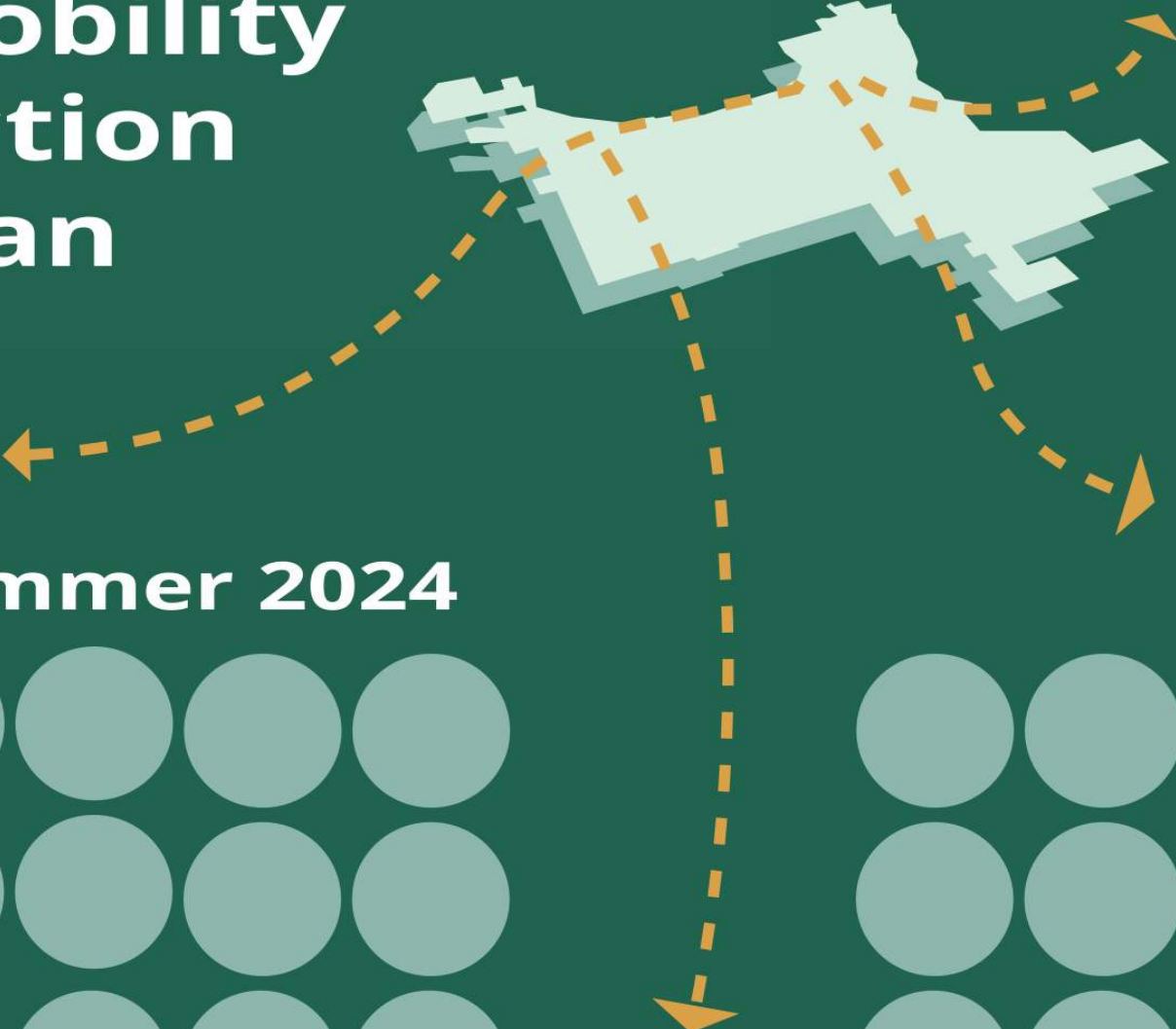
City Planning Director Shawn Winter will be at our meeting to provide an overview (see attached) of the final Mobility Action Plan.

RECOMMENDED MOTION

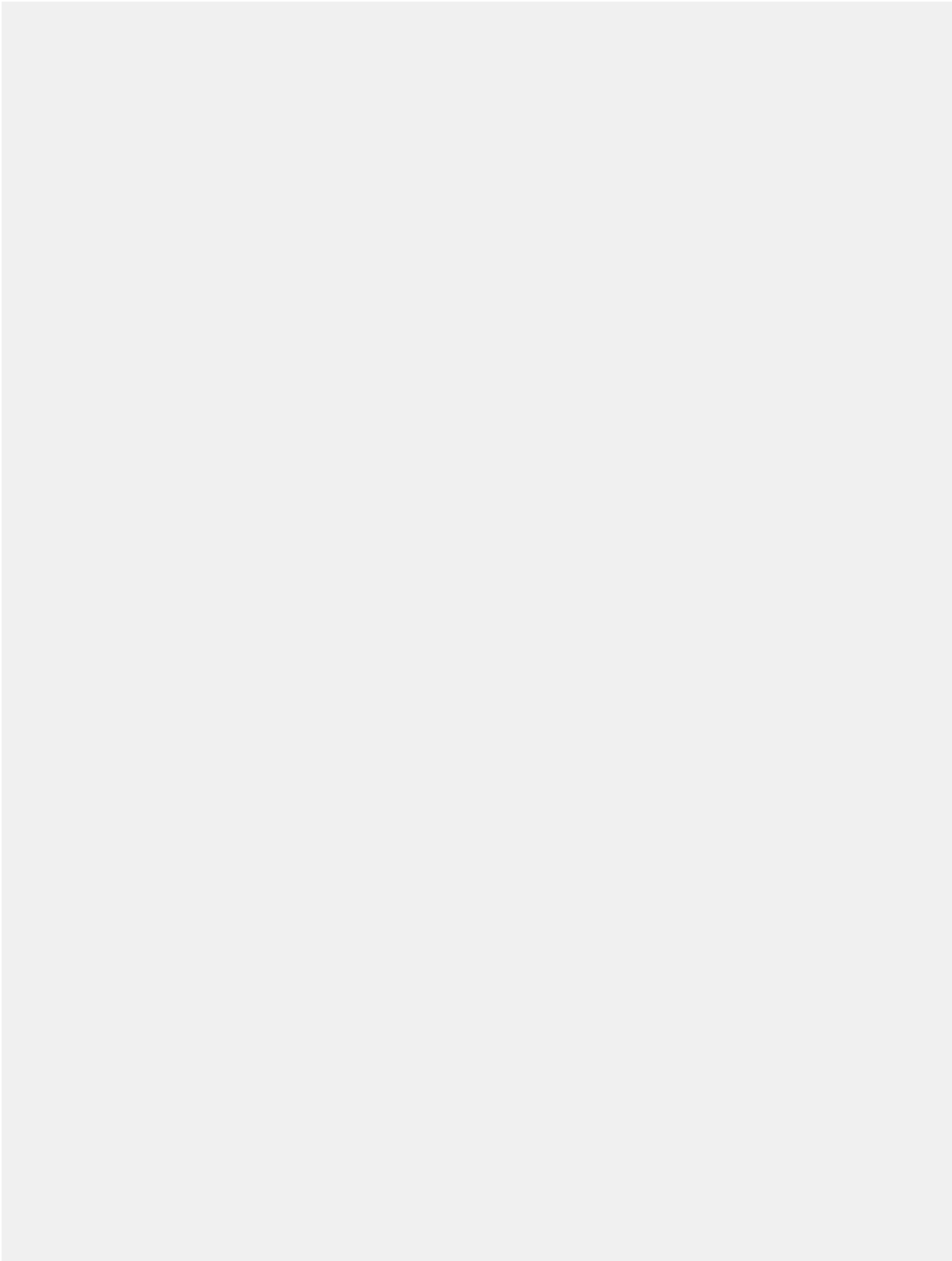
That the DDA Board of Directors approve the 2024 Traverse City Mobility Action Plan.

T R A V E R S E
C I T Y

Mobility Action Plan



Summer 2024



SPECIAL ACKNOWLEDGMENTS

Representing the work of City staff, a dedicated and active Leadership Committee, and the extensive engagement of Traverse City residents and stakeholders, the Mobility Action Plan embodies Traverse City's mobility vision for the future. We want to acknowledge the hard work and dedication of the following groups and individuals through this process.

CITY COMMISSION

Richard I. Lewis, Mayor
Amy Shamroe, Mayor Pro Tem
Mi Stanley
Mitchell Treadwell
Linda Koebert
Tim Werner
Mark Wilson

PLANNING COMMISSION

David Hassing, Chairperson
Heather Shaw
AnnaMarie Dituri
Christopher Martin
Debbie Hershey
Mitchell Treadwell
Mark Wilson

MOBILITY ACTION PLAN LEADERSHIP COMMITTEE

Amy Hartzog
Kelly Dunham
Mi Stanley
Nicole VanNess
Colleen Paveglio
Gary Howe
Mitchell Treadwell
Harry Burkholder
Shawn Winter

CITY STAFF

Shawn Winter
Colleen Paveglio
Alex Yockey
Laura Mattas
Frank Dituri
Kyle Kobylski

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DESIGN

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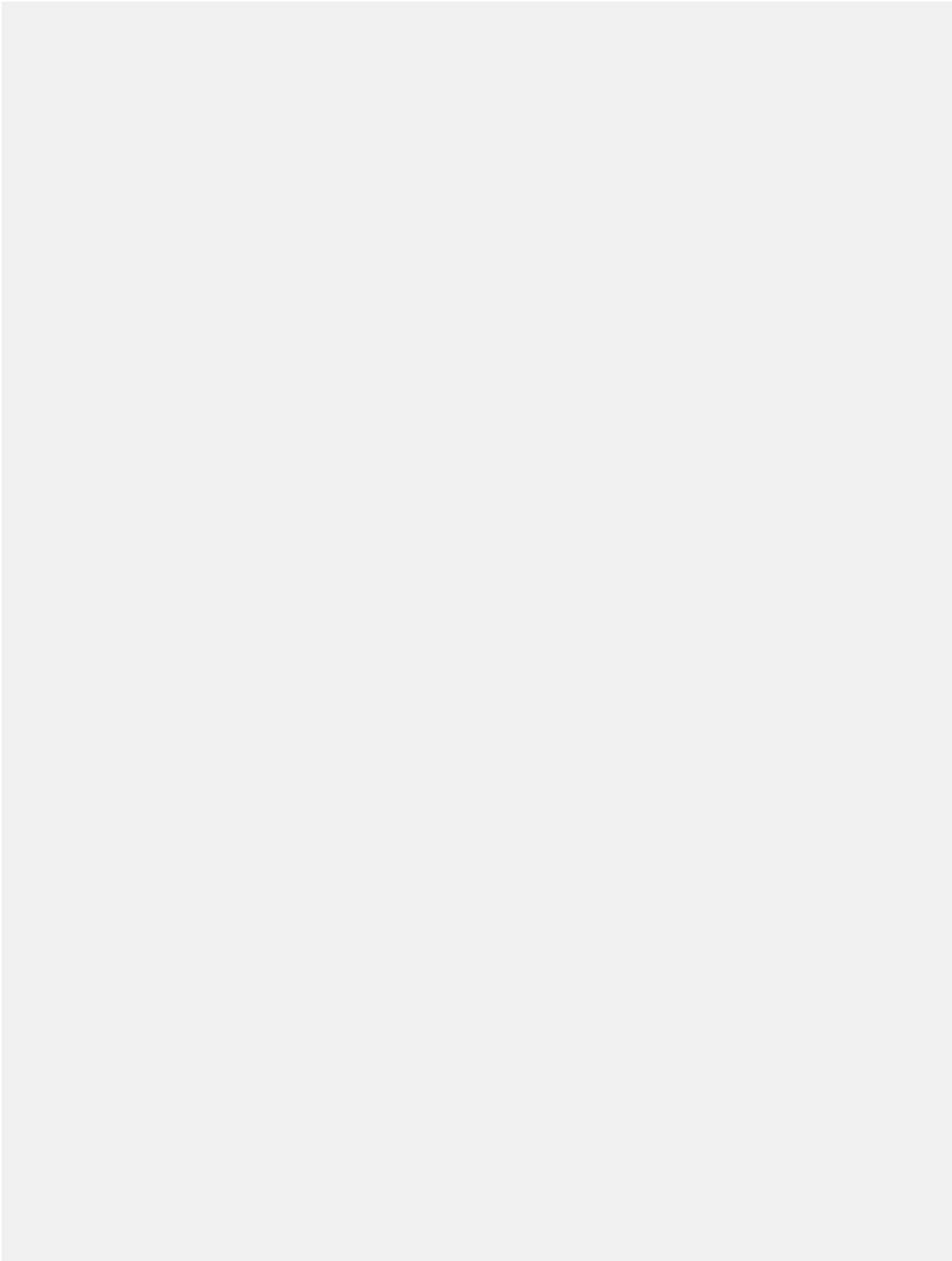
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Example of Low-Volume Residential Street (Washington Street)



1

Background and Purpose



E Eighth Street Cycletrack and Sidewalk

Introduction

Traverse City is an active city and has been heralded as one of the most bikeable cities in Michigan. Located in the four-season beauty of Northwestern Michigan, people love spending time walking and bicycling throughout the community. From summer rides in the bay breeze to family rides to the library on crisp autumn days to coffee shop commutes on a snowy winter evening – the natural beauty of Traverse City drives people outdoors for recreation.

Residents of Traverse City are also conscious of their environmental footprint. Many seek sustainable transportation alternatives that reduce their carbon footprint while encouraging an active and healthy lifestyle. In fact, 10% of Traverse City households do not own a car compared to 7% statewide¹. In this sense, bicycling and walking represent a lifestyle shift that reduces one's dependency on cars while promoting personal health and care for the earth.

1.) Data gathered from United States Census Table B08201: Household Size by Vehicle Available.

Bicycling and walking also represent an empowering transportation choice for those who have few. While Traverse City's population swells during the summer with tourists, many of the city's full-time residents lack the ability to own or operate a vehicle, as one in ten households don't have access to a car². One in five residents are also older than 65³ – a demographic that often represents a decline in one's ability to get around. With the region's current infrastructure oriented around the movement of cars, shifting street design towards increased mobility and access for people walking and bicycling represents a great equalizing of people's ability to get around, regardless of age, income, race, ethnicity, or ability.



Understanding these factors, there is a unique groundswell of support towards making Traverse City a leading bicycling and walking community not only here in Michigan but also nationally. This vision of bicycling is one where everyone feels comfortable riding on city streets and trails; it's a vision of Traverse City as a vibrant community that is in tune with nature and accessible via bicycle. This vision reflects residents' values and desires to see continued, relentless momentum to improve non-motorized facilities.

However, accomplishing this vision requires more than pavement striping and protective bollards. It requires a fundamental culture shift in how we view and discuss mobility in Traverse City. It requires the combination of good infrastructure design, high levels of maintenance, education, and training to create shared understanding between cyclists, pedestrians, and motorists. This represents a long, incremental process but the end result is a community that truly embodies its mobility values and lives them out on a daily basis. This is the ultimate vision of the Traverse City Mobility Action Plan.

2

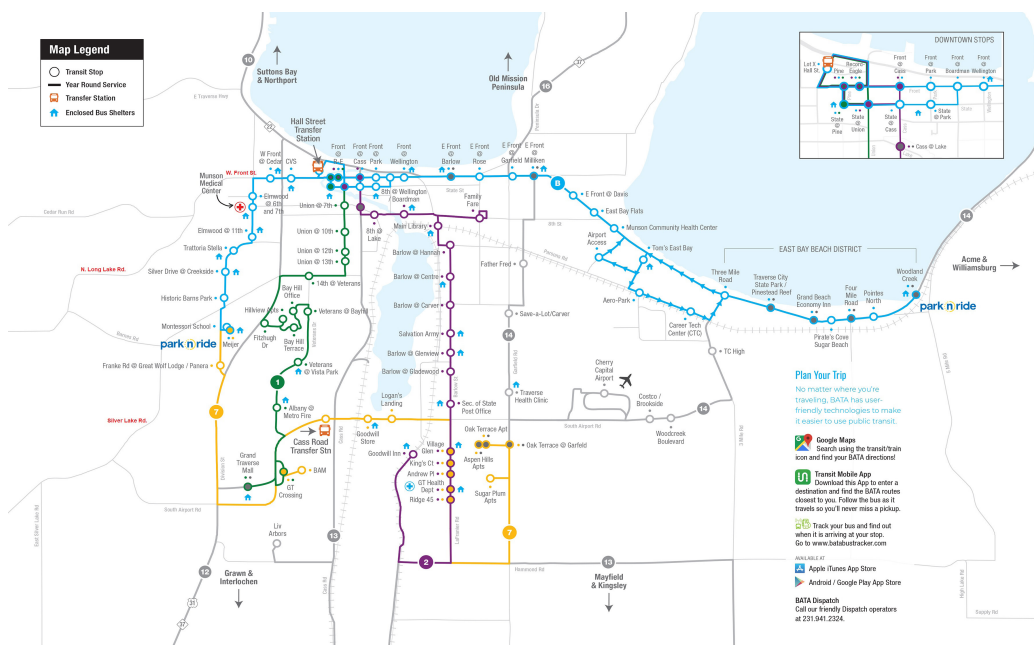
2.) Data gathered from United States Census Table B08201: Household Size by Vehicle Available.
3.) Data gathered from United States Census Table S0101: Age and Sex.

Although the Traverse City Mobility Action Plan provides a number of specific recommendations, it primarily acts as a methodology for integrating bike and pedestrian infrastructure into the City's existing capital improvements process. It also provides suggestions towards shifting thinking and perceptions about transportation modes and their operations for City staff, community stakeholders, and the general public.

...

will be designed with all users in mind, regardless of how they choose to travel.

While the Mobility Action Plan emphasizes non-motorized travel with a particular emphasis on bicycling infrastructure, this Plan also acknowledges the importance of pedestrian infrastructure along with access to public transit. BATA has been an active partner throughout the Mobility Action Plan process, participating as a member of the Leadership Committee and sharing valuable insights on the system's function and relationship with other modes. Sidewalk and streetscape environments play a crucial role in Traverse City's mobility network, as they encourage walkability through its many neighborhoods and business districts. While there remains room for general improvement, the sidewalk network features extensive coverage – a testament to the City's emphasis on walkability over time. Sidewalks, crosswalks, and other pedestrian infrastructure improvements are included in the Mobility Action Plan; however since the bicycle network has historically been more lacking than the pedestrian network, the primary focus of the Plan is to enhance the City's bicycle infrastructure to achieve the community's vision of a balanced and complete mobility network.

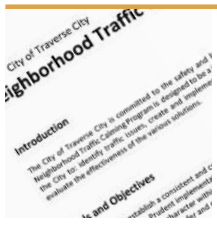


Above: BATA Transit Map

Previous Transportation Planning Initiatives

Traverse City has long focused on improving the city's mobility network – this is evidenced in the number of city policies and transportation-oriented plans, and street reconstruction and improvement projects the City has undertaken over the past decade. Although not comprehensive, a number of those pertinent to the Mobility Action Plan are discussed below:

2011



Neighborhood Traffic Calming Program (2011) – Adopted by the City Commission in April 2011, this program outlined the community's desire for lower-speed streets through street calming treatments. It outlined a process where residents could contact the City and request traffic calming devices to be installed on their streets. City staff would then analyze the area and determine whether these devices were appropriate. Over the years, this program was underutilized due to a lack of dedicated resources.

2011

Complete Streets Resolution (2011) - Adopted by the City Commission in October 2011, this resolution outlined the City's commitment towards a street network that "provides convenient access for all users." This resolution also stated the City's intent to develop a non-motorized transportation plan that is ultimately integrated into the street improvement program.



2013



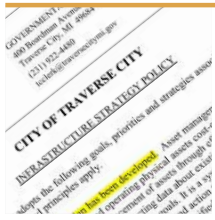
Corridors Master Plan (2013) - This plan focused on streetscape improvements and land use recommendations along East Front Street, West Front Street, Eighth Street, Fourteenth Street, and Garfield Avenue. Although the plan considered the city's transportation network, this plan was largely oriented towards changing building development and streetscape standards along these corridors.

2014

Active Transportation Plan (2014)* Not Formally Adopted – Developed by the Active Transportation Committee (a sub-committee of the Planning Commission), this document recommended changes to the City's transportation policies and identified specific infrastructure improvements. While not formally adopted, this plan envisioned "a complete, well-maintained, active transportation network that encourages a healthy mix of transportation choices."



2014



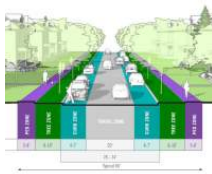
Infrastructure Strategy Resolution (2014) - An amendment to the City's Infrastructure Strategy adopted in 2009, this resolution stated that the City' infrastructure process would follow a developed asset management plan, reference design guides developed by the National Association of City Transportation Officials (NACTO) and Federal Highway Administration (FHWA), and be managed as a system, including underground and aboveground infrastructure. The resolution also prioritized infrastructure expenditures, with sidewalks and local streets being the highest priority for maintenance and repair.

2017

Envision Eighth Street Plan (2017) - Providing a vision for Eighth Street as a mixed-use district, this plan proposed the cycle track configuration currently existing on Eighth Street. The plan also provided landscape and streetscape features to incorporate within the proposed North Boardman Lake District (NBLD).



2018



Street Design Manual (2018) - This plan provides a toolkit for desired street characteristics based on their context. This manual classified all streets in Traverse City and provided a preferred street design for each street classification. While useful in identifying components of successful streets, this manual is a high-level design guide that does not address implementation from a city-wide standpoint.

**The Street Design Manual is intended to work in tandem with the Mobility Action Plan*

2022

Transportation Demand Management Study (2022) - Adopted by the Traverse City Downtown Development Authority (DDA), this report provides "quick-win" opportunities, short-term priorities, and recommendations for further study. These recommendations are oriented towards improving mobility within the downtown district.



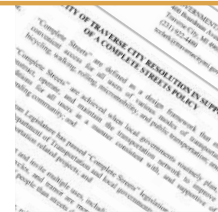
2022



BATA Transit Master Plan (2022) – Developed to guide the regional transit agency over the next ten (10) years, this report outlined the system’s operations after the COVID-19 pandemic and identified steps to address ridership and staffing shortages to meet demand. Some steps involved concentrating service in higher-density, higher-demand areas as well as increasing frequency to areas outside of Traverse City. This plan integrates with mobility in Traverse City by extending the reach of those walking or cycling, as a regional transit system complements the City’s mobility network.

2022

Complete Streets Resolution (2022) - Adopted by the City Commission in December 2022, this resolution reaffirmed Traverse City’s Complete Streets Policy from 2011, restating its commitment towards complete streets and a balanced mobility network. This resolution was adopted as a means to support the on-going work of the Mobility Action Plan while also informing development of a future Complete Streets Policy.



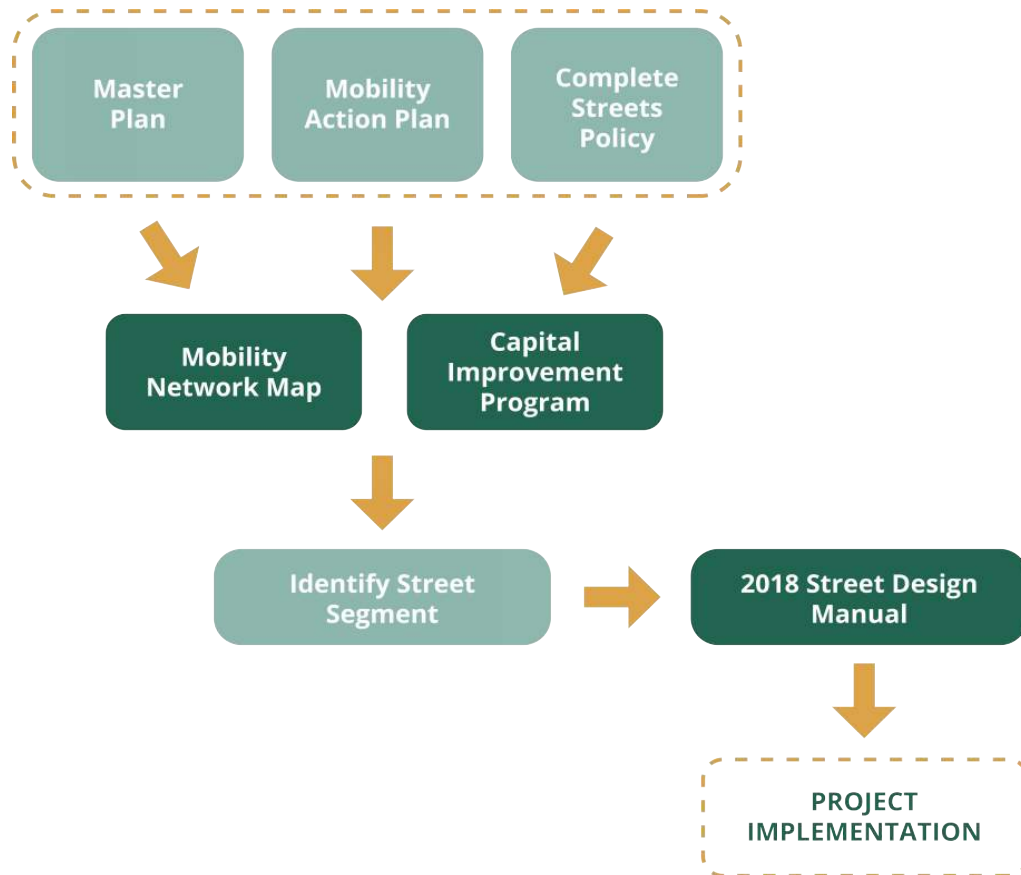
These past studies, reports, and resolutions indicate Traverse City’s commitment towards making the city a more welcoming place to walk and ride a bike. While representing the City’s mobility values, these various plans have not provided a unified citywide bicycle network plan while providing a framework for city staff to incrementally work towards its completion. With this in mind, the Mobility Action Plan was developed to meet this need and serve as a critical policy document that assigns modal hierarchy to Traverse City’s street network and provides guidance to City staff in a way that allows the network to be nimble and evolve to meet community needs.

What is Mobility?

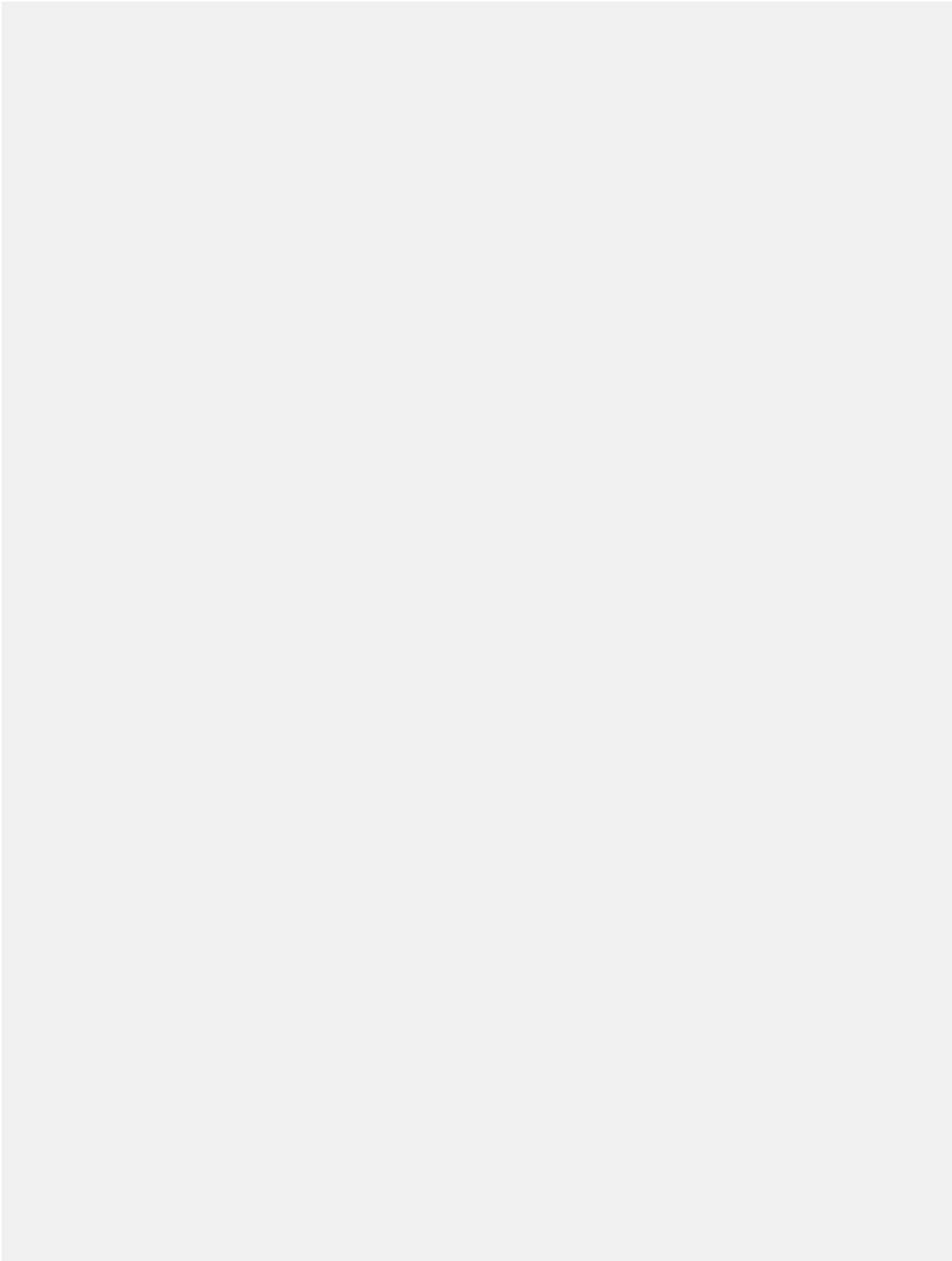
“Mobility” refers to a person’s ability to move freely and easily. It’s not just about how fast people can travel, but how easily they can access desired destinations, such as jobs, services, and social interactions. In the context of getting around Traverse City, mobility implies a transportation network that empowers people of all ages and physical abilities to travel safely to all parts of the city by walking, bicycling, or through other non-motorized transportation methods.

How To Use This Plan

The Mobility Action Plan is a component of the City's Master Plan; it is tasked with taking a "deeper dive" into the topic of mobility and how the vision of this plan will be incorporated into the City's capital infrastructure and maintenance process. Oriented around action, this document outlines steps to be taken by City staff and provides the basis for allocating resources towards developing the City's mobility network as well as improving City operations for the ongoing maintenance of infrastructure. This process is discussed further in Chapter 7: Implementation.



As the City's overarching, long-range mobility plan, the Mobility Action Plan will inform the policies that ultimately guide the amendment and development of infrastructure ordinances. This structure also works in tandem with the 2018 Street Design Manual, as the Mobility Action Plan provides a framework towards the incremental development of the City's mobility network while the Street Design Manual offers design guidelines for what Traverse City's streets can look like. This mobility infrastructure suite – from the long-range plan to the guiding policies to the ordinances and design guides – all of these work towards making Traverse City a better place for all mobility users.



2

Mobility Vision

Traverse City is a community with high mobility aspirations. Not content with simply being “good enough,” there is widespread desire for the City to stand shoulder-to-shoulder with not only the premier bicycling communities here in Michigan but those across the nation. This bold and progressive goal envisions a place where residents live their daily lives walking and bicycling, no longer dependent on an car in a way that aligns with community values. This vision is encompassed in the Mobility Action Plan’s vision statement.

Vision Statement

“Traverse City will be a place where people can access jobs, housing, amenities, and natural features using a safe and balanced mobility network that reduces the region’s carbon footprint.”

Values

To achieve this vision, five guiding themes were identified through the development of the Mobility Action Plan. These are discussed below.



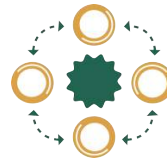
People



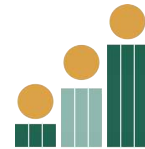
Environmental Stewardship



Connectivity



Adaptability



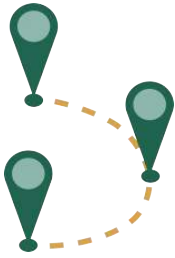
Prosperity



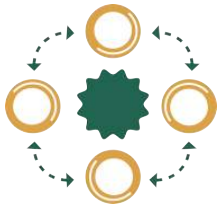
People – Traverse City is a city of people spanning all abilities, ages, and stages of life – each with unique transportation needs in their lives. Traverse City desires for its mobility network to provide equitable access to community assets for everyone, empowering them to travel with dignity and comfort. This value recognizes that mobility infrastructure is inherently people-focused. A successful mobility network creates an environment where all people can travel and participate in daily life regardless of life circumstance.



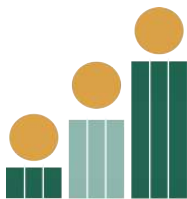
Environmental Stewardship – Traverse City follows a stewardship mindset regarding its infrastructure, recognizing that investments in mobility improvements have long-lasting impacts on the City's overall sustainability and quality of life. This value demonstrates respect for Traverse City's unique natural environment and infrastructure's role in encouraging an active and healthy lifestyle.



Connectivity - Traverse City desires to be a place where people can access all parts of the city and region using a safe, convenient, and comfortable mobility network. This value emphasizes the importance of connections; to work and school, across busy high-volume roadways, to recreation opportunities, over the Boardman-Ottaway River, to places to shop and receive services, between all neighborhoods throughout the city, and to other modes such as transit. This value conveys a connectivity commitment, pulling all parts of the city closer together.



Adaptability – Traverse City desires to be a community responsive to change and views its streets as an asset to be managed and modified in response to changing conditions over time. While addressing the anticipated conditions brought by climate change, this value also focuses on how street design can evolve incrementally over time. Streets designed fifty-plus years ago fail to account for today's complexities, just as streets designed today will likely be rendered obsolete by future conditions. Humbly acknowledging this reality along with a posture of incremental change can create an adaptable mobility network that best meets current and foreseeable future needs.



Prosperity – Traverse City views its mobility network as an economic driver. Increased mobility options knit the local business and employment ecosystem closer together and create a welcoming environment for all types of people. This value recognizes that places conducive to people walking and bicycling support strong business districts, livable neighborhoods, and provide opportunities to access hubs of employment and commerce – all generating economic value to the broader community.

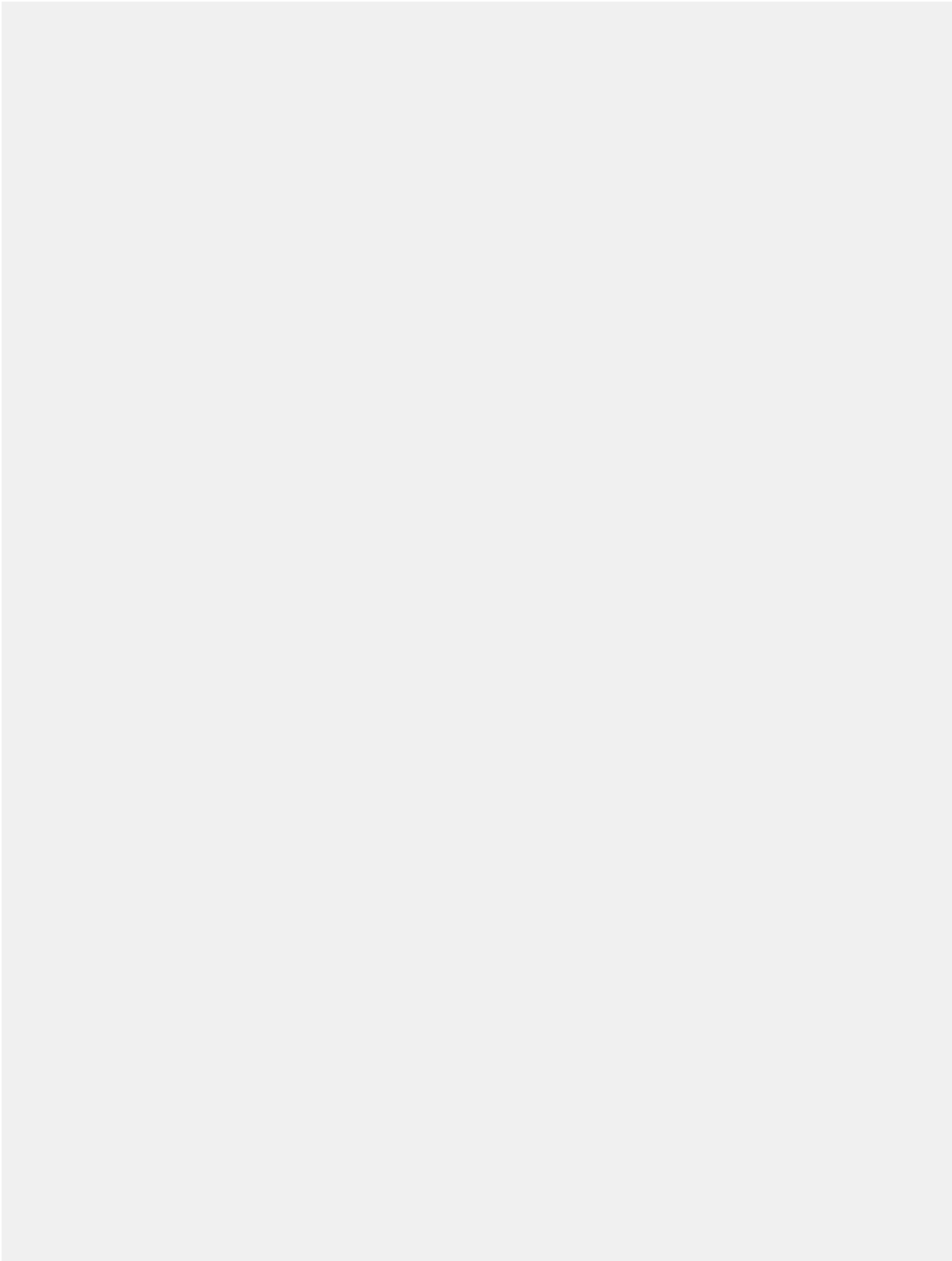
Infrastructure & Culture: Ingredients for Shifting the Mobility Paradigm

While many non-motorized plans focus solely on physical infrastructure, this is only half of the story. A community's mobility culture – its understanding and interactions between all mobility users – ultimately shapes how welcoming it is towards pedestrians, cyclists, and transit riders. A healthy mobility culture is one of shared responsibility and respect; it's one where people walking, biking, waiting for the bus, or driving a car/SUV/truck interact safely and predictably. In contrast, an unhealthy mobility culture is where people walking, biking, riding transit, or driving a car/SUV/truck are antagonistic towards one another; it's characterized by an environment that is hostile, unpredictable, and unsafe for all mobility users.

In this sense, even the best mobility infrastructure can only go so far in shaping a community's posture towards mobility. Because of this, changing mobility infrastructure must be paired with changing mobility culture. While less visible than a protected bicycling facility or a striped crosswalk, mobility culture is nonetheless a foundational component in creating a welcoming bicycling and walking community. Fostering a culture change takes time, but its rewards are evident in the way mobility users interact with one another. Chapter 4 describes how culture can begin to shift towards one of shared safety, predictability, and hospitality.



Children's Cycling Class Minneapolis, MN



3

Community Engagement



October 26, 2022 Community Open House

The overall vision of the Mobility Action Plan was established through rigorous public engagement over a year-long period. Due to its simultaneous development with the Master Plan, public engagement efforts for the Mobility Action Plan were largely coordinated with the Master Plan Team. This process intended to reach as many residents and stakeholders as possible, as participants could offer feedback on both plans shaping Traverse City's future.

Beginning in the fall of 2022, the planning team engaged the public through community surveys followed by a Master Plan + Mobility Action Plan Community Open House event on October 26, 2022. Information from the open house and survey results shaped the development of the Mobility Action Plan's overarching themes, values, and the first draft of the City's proposed mobility network. These were then brought before the public at the March 15, 2023 Open House for further feedback and refinement. This feedback guided the final development of the Mobility Action Plan.

Throughout this process, development of the Mobility Action Plan was guided by the Mobility Action Plan Leadership Team. Comprised of elected and appointed officials, City staff, and mobility stakeholders, this group dedicated their time, energy, and expertise towards shaping this Plan.

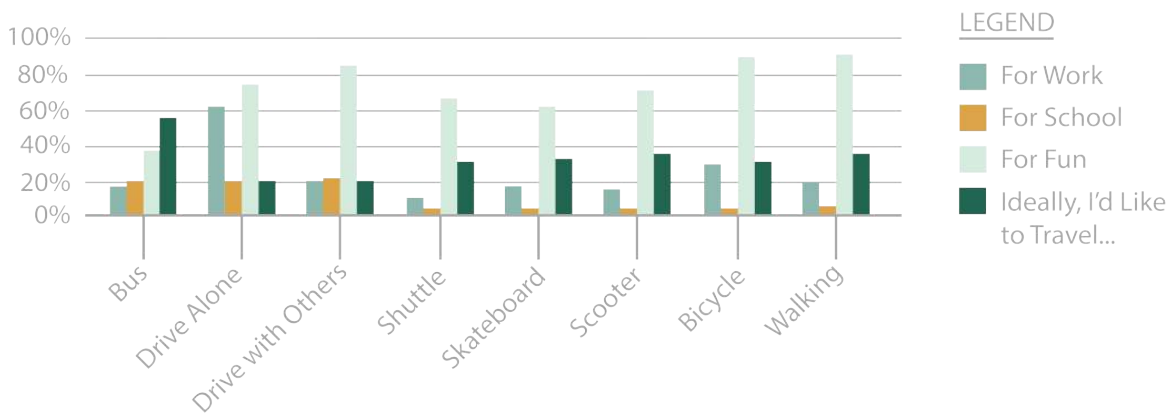
Summaries of how community engagement shaped the Mobility Action Plan are described on the following pages.

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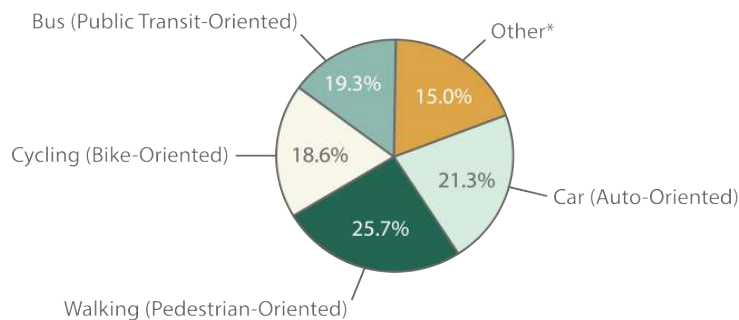
Community Survey

First Community Survey - Developed in partnership with the Master Plan Team, the first community survey was released in September 2022 and closed in October 2022. This survey largely focused on respondent's demographic information, however a number of questions identified how residents travel around Traverse City as well as their future mobility preferences. An astonishing 1,910 people participated in this survey, offering a large pool of information to pull from. Results on mobility-related questions are included below:

Question 10: How do you transport yourself on a daily basis? Select all that apply.



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



	Choice #1		Choice #2		Combined	
	Percentage	Count	Percentage	Count	Percentage	Count
Bus (Public Transit-Oriented)	19.52%	351	20.08%	361	19.3%	712
Car (Auto-Oriented)	31.77%	577	11.56%	210	21.3%	787
Walking (Pedestrian-Oriented)	24.92%	451	27.40%	496	25.7%	947
Cycling (Bike-Oriented)	13.49%	246	24.23%	442	18.6%	688
Other*	12.87%	234	17.75%	322	15.0%	556

*Other category includes freight, skateboard/scooter, shuttles or ride-sharing, and rail

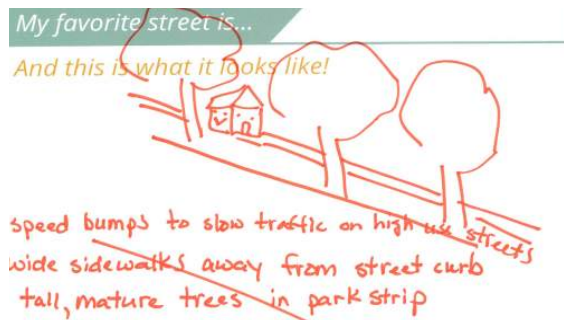
These survey results indicate that residents travel primarily by car alone but desire to use alternative transportation modes. Participants typically walk and ride their bicycles for recreation purposes as opposed to transportation. Participants also desire the City to prioritize pedestrian transportation modes over other modes. Due to the City's relatively extensive pedestrian network in comparison to its bicycle network, these desires for better street crossings and non-motorized infrastructure aligns with the Mobility Action Plan's goal to enhance alternative transportation modes across the city.

Second Community Survey – Released in November 2022, this survey acted as a follow-up from the Open House held on October 26, 2022. In total, 676 people participated in the survey and offered further feedback on their mobility values. These responses indicated support for the City's transition to a multi-modal mobility network as well as identified improved traffic management during summer months as a priority.

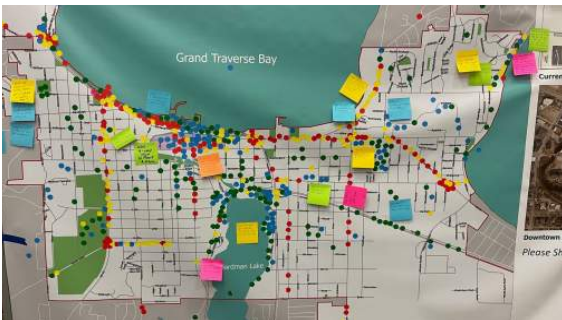
Community Events

To achieve this vision, five guiding themes were identified through the development of the Mobility Action Plan. These are discussed below.

Community Event #1 – Hosted at the Hagerty Center on October 26, 2022, this was a joint open house-style event held with the Master Plan Team. Over 200 people participated in the event throughout the evening, offering their thoughts for both the Master Plan and Mobility Action Plan. Event exercises were crafted with maximum inclusivity in mind – ensuring that attendees of all ages and abilities could offer their feedback and engage in thoughtful conversations about the City's future mobility network.

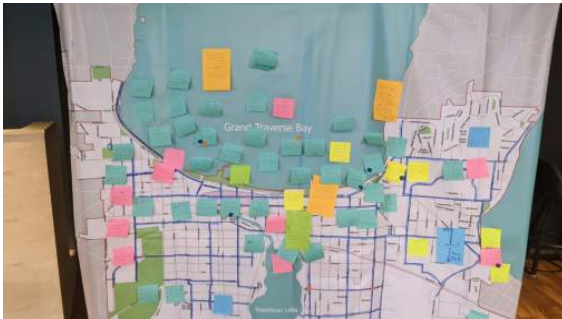


Images and Feedback from October 26, 2022 Community Open House

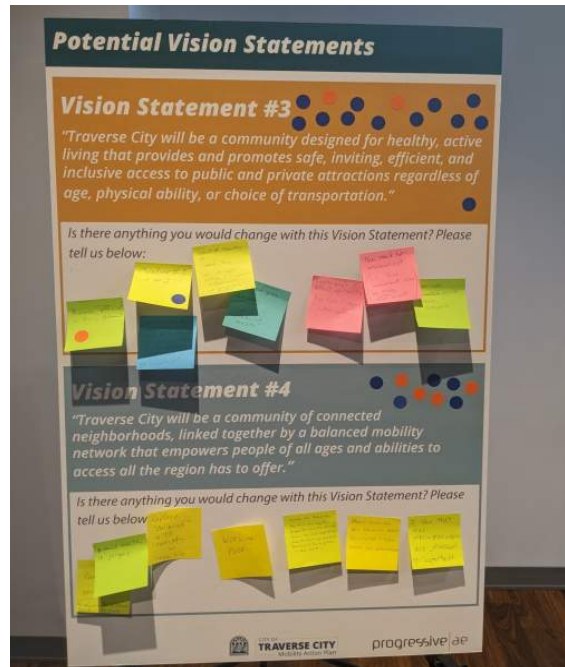


Images and Feedback from October 26, 2022
Community Open House

Community Event #2 – Hosted at The Alluvion in the Commongrounds Building, this open house-style event was held on March 15, 2023 and provided a casual environment to engage and converse with participants. The primary focus of this event was discussing proposed themes, values, and vision statements as well as presenting the first draft of the mobility network. Participants were asked to vote on which themes, values, and vision statements most resonated with their future mobility vision in Traverse City. Participants were also asked to “brand their streets,” or develop a brand that identifies their desired street design unique to Traverse City. They were also asked to provide feedback on the draft mobility network map, placing notes and drawing lines on areas they felt should be included in the network. Interactive street pieces were also laid out on a table for participants to manipulate, offering them an opportunity to envision their preferred street designs given what is feasible in relation to limited rights-of-way and trade-offs.



Images from March 15, 2023 Community Open House



These events indicated the strong emphasis that Traverse City residents place on mobility. Some key takeaways included the importance of safety and education, a widespread desire for protected pedestrian facilities and trails, maintaining the city's connection to nature, and increasing connectivity across high-speed, high-volume streets.



Mobility Action Plan Leadership Committee Bike Tour (October 2022)

Mobility Action Plan Leadership Team

Development of the Plan was guided by the Mobility Action Plan Leadership Team – a group of City leaders, City staff, and mobility stakeholders that met monthly throughout the planning process. This group provided insight into city operations, including planning, infrastructure maintenance, engineering, and parking management. Along with feedback heard from public participation, the Leadership Team was crucial in developing the Plan’s overall vision and mobility network and ultimately act as “ambassadors” of the Mobility Action Plan.

Planning Commission + City Commission

The Mobility Action Plan Team also presented and sought feedback from the Planning Commission and City Commission in joint workshops throughout the process. Held on October 24, 2022, January 9, 2023, and March 13, 2023, these meetings summarized public feedback, discussed street design, highlighted proposed tactical engagement projects, and presented the proposed mobility network. These sessions ensured City leadership was involved in the process and contributed to the decision-making guiding the plan’s development.

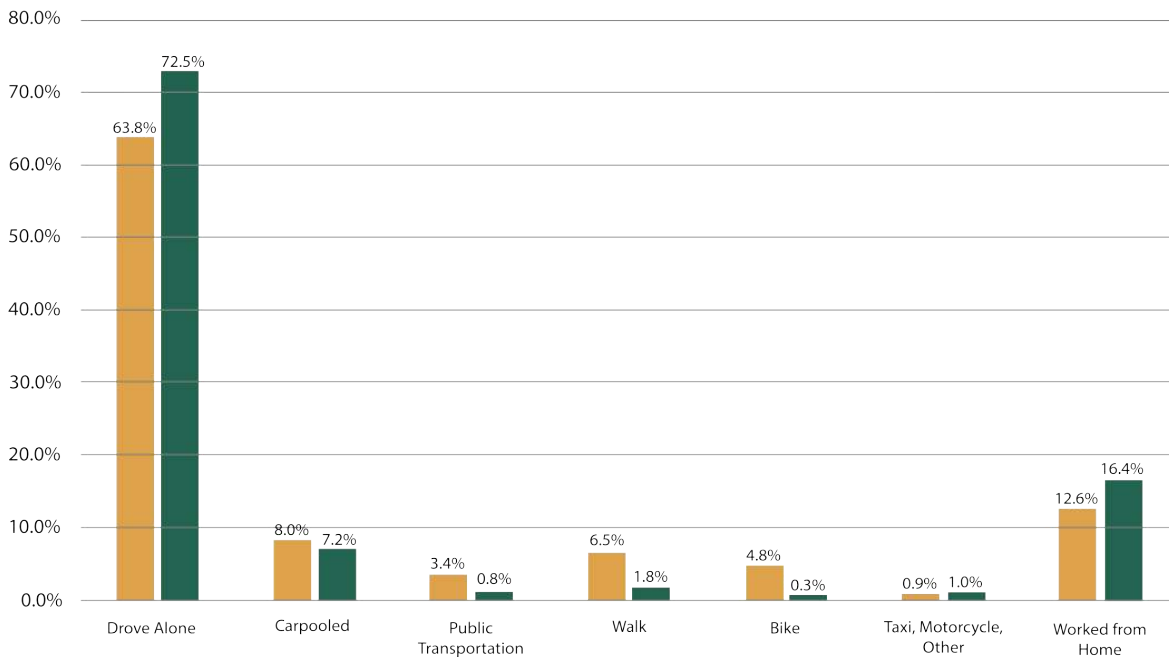
Downtown Development Authority (DDA) Board

Regular updates were made to the Downtown Development Authority (DDA) Board. These presentations kept downtown leaders apprised of the planning process and offered them a venue to provide feedback. Due to downtown’s unique characteristics, these meetings provided information that informed development of the proposed mobility network.

4

Mobility Culture

Shifting a community's culture surrounding transportation does not occur overnight. The way people get around – the driving and bicycling habits they develop, how they interact with other mobility users, how they handle incidents of unpredictability – are engrained through lived experiences and reinforced by existing infrastructure. For decades, Traverse City's mobility culture has been oriented around motorized vehicles. While slowly changing, this perception viewed streets as belonging solely to cars – pedestrians and cyclists were tolerated as long as they remained out of the street. Today, Traverse City features one of the highest shares of bike and walking commuters in Michigan and has experienced declining rates of single-occupancy vehicle usage over the past 10 years. While representing change, continuing to shift the perspective surrounding mobility is a momentous undertaking; however, it is required if the tenets of this Plan are to be acted out and fully realized.



■ Traverse City (2021)
■ Michigan Statewide (2021)

Means of Transportation to Work (2021)

Data Gathered from United States Census Bureau, 2015-2022, ACS 5-Year Estimates.

Existing Mobility Perceptions

Before we envision the mobility culture we desire, we must first acknowledge existing perceptions surrounding transportation in Traverse City. The October 26, 2022 Community Open House offered a candid view into how residents perceive walking, bicycling, and driving around the city. Listed below are a number of quotes from residents that speak on the city's current mobility culture.

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

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

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

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

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

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

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

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

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

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

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

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

These quotes demonstrate an apprehension towards walking and bicycling – largely formed from a perceived lack of safety. This perception seemingly accepts the existing transportation system as built around cars, with cyclists and pedestrians sacrificing their safety and comfort in efforts to navigate it. Residents choosing to walk or bicycle around town gravitate towards slower-speed routes that seem “less risky” - only interacting with high-speed and high-traffic streets when absolutely necessary. For others though, this perceived lack of safety is enough of a deterrent to prevent them from riding their bike or walking altogether.



Above: Woodmere Avenue



Above Top: Division Street and Grandview Parkway
Above Bottom: Division Street north of Fourteenth Street



Existing perceptions surrounding public transit are also met with skepticism. Although transit is an important component of Traverse City's mobility network, stigmas regarding its usage unfortunately persist. Like many communities, “riding the bus” is viewed as a last-resort option that is inconvenient and carries an unfortunate perception of being “lower-class.” Changing this perception is key to addressing traffic congestion, achieving the City's ambitious climate goals, and breaking down barriers for people with limited mobility options.

These existing perceptions on walking, bicycling, and riding transit reinforce the belief that the mobility network is made solely for vehicles, resulting in fewer people that are comfortable interacting with traffic. This leads to infrequent and unpredictable behavior between bicyclists and motorists, increasing frustration and distrust among mobility users.

Different Places, Different Mobility Experiences

Just as no two cities are alike, mobility culture is unique to each place. We all have unique experiences that inform our perception of a community's mobility culture – both good and bad. Some of these stories we have experienced in the past are:

1

Chicago – Like schools of fish, the volume of people walking in downtown Chicago requires patience and a keen awareness from people driving downtown. Due to the “strength in numbers” mentality, this can embolden some people walking or cycling to take more aggressive actions such as jumping into crosswalks or weaving between cars on bicycles. This in turn creates conflict and unpredictability among people driving which results in Chicago's constant drone of car horns.

4

Atlanta– People driving cars stop and give ample room for people walking in the crosswalks – perhaps as an acknowledgement of Georgia's heat or a perception that people outdoors in the summer need to get to their destinations quickly.

7

Houston – Vast and sprawling, Houston is an environment of freeways and high-speed roads. While the city's infrastructure sets the stage, a culture of fast driving and lax enforcement creates a “wild west” environment where people walking and bicycling are taking their lives into their own hands. Because of this, bicyclists commonly ride on sidewalks, creating conflicts with people walking as well as drivers turning into parking lots.

2

Minneapolis – A city that takes bicycling seriously, people on bikes follow the rules of the road to a point. People cycling at night are reminded by others to turn on their bike lights and bicyclists stay in the directional lanes on the city's many two-way cycle tracks. In response, people driving give ample room to bicyclists, embodying a culture of shared street safety in the Twin Cities.

5

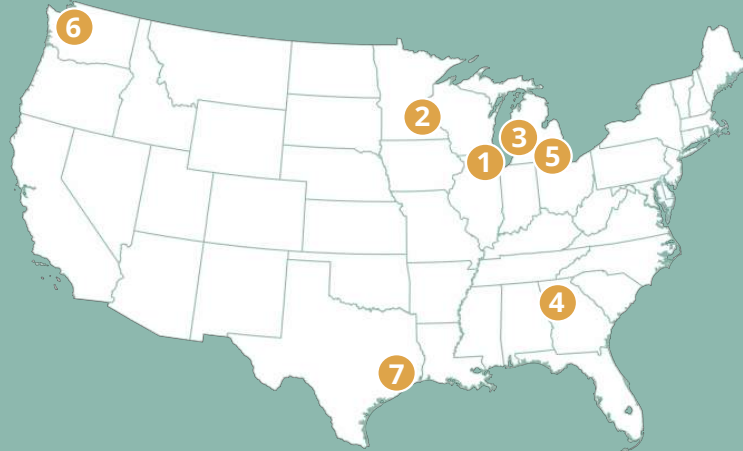
Ann Arbor– Although home to the University of Michigan, Ann Arbor's bicycling culture extends far past the university's campus. Known for its politically engaged and climate-focused populace, “The People's Republic of Ann Arbor” features some of the boldest bicycle infrastructure in the state, including two-way cycle tracks on downtown streets. The City has also passed ordinances protecting pedestrians in crosswalks, representing the City's emphasis on mobility.

3

East Grand Rapids – A community oriented around walkability, East Grand Rapids residents value mobility highly and are vocal about desiring improvements. Identified as one of the most walkable communities in Michigan, residents have pushed the city to continue expanding its pedestrian network in recent years, culminating in new crosswalks, bike lanes, and sidewalk improvements. Large crowds walking around Reeds Lake, visiting Gaslight Village, and riding bikes through town are a testament to resident's commitment towards pedestrian infrastructure.

6

Seattle– With numerous tourists visiting the Emerald City, there are opportunities for conflict between people walking, bicycling, and driving. Residents remind people to follow pavement markings and walk and bicycle in designated lanes, reducing the potential for crashes.



Changing this negative feedback loop is necessary in improving the relationship between motorists, cyclists, transit riders, and pedestrians. This moves these interactions from antagonistic in nature towards cooperative, as all mobility users have a shared interest in a predictable and safe transportation system. Provided below are the “Five E’s” for shifting mobility culture (Encouragement, Education, Enforcement, Engineering, and Empathy). These pursue a mobility network that is equitable and accessible for all people.



Traffic on Divison Street

Equity in the context of walking and biking ensures that all transportation projects and policies prioritize the diverse needs of every community member, emphasizing the inclusion of historically underserved or marginalized groups. It is imperative that we strive for a transportation landscape where opportunities, benefits, and resources are distributed fairly across all demographics, addressing and rectifying any disparities in transportation access.

Access emphasizes the importance of creating a transportation environment where all residents, irrespective of their background, age, or physical abilities, can easily reach their desired destinations. This involves not just physical infrastructure but also considers the affordability, safety, and convenience of transportation options. In Traverse City, integrating Equity and Access into our transportation planning ensures a truly inclusive community, where walking and biking are viable, enjoyable, and equitable choices for all.

Encouragement

Unsurprisingly, how people discuss mobility impacts other people’s perceptions of it. Recognizing this, a successful communications strategy that conveys the benefits of a balanced mobility network can shift the conversation towards a better balance across all transportation modes. Although messaging and education are often joined together, encouragement refers to the packaging and format that information is conveyed.

As topics of mobility and transportation often elicit strong emotions, how this information is packaged and presented is extremely important. It should be noted that the current paradigm of transportation planning has been in place for decades; entire generations have grown up and become accustomed to seemingly ever-increasing car-oriented infrastructure investments. Because of this, prospects of change may be viewed as an unnecessary deviation of “what proper infrastructure is” and may represent an attack on what they have become familiar with over their lifetimes. In this sense, messaging needs to acknowledge this while also conveying the values of proposed changes (the “Why”) and how everyone ultimately benefits from a diversified mobility network.

Effective messaging campaigns often mimic Aristotle’s method of rhetorical persuasion. Understanding that we are more open to viewpoints that touch our hearts (*pathos*), minds (*logos*), and lived experiences (*ethos*) – this messaging device can create a sensible story of why mobility is important in Traverse City while bolstering it with supporting data. Summaries of how this is commonly achieved in other messaging campaigns are included on the following page.

Appeal to Emotion (Pathos) – This device is oriented towards evoking emotions such as curiosity or empathy. This is typically achieved by introducing a character, person, or story that the audience relates with and feels a connection towards. By telling this story, the audience puts themselves in the character’s shoes – offering a snapshot of how they live and what factors influence their lives.

Planning for Raven



RAVEN is eight years old and lives with her mom, brother, and sister in Southwest Detroit. Our challenge is to ask how we can support people like Raven each time we make decisions about our transportation system.

TODAY, Raven can't do all the things she wants. There are few safe crossings on busy streets around her home, speeding drivers, not many street trees, and inconsistent bikeways that she is comfortable using with her mom. Investing in our streets is an investment in Raven and others like her.

Achieving the Streets for People vision will make it easier for Raven to walk with her mom to school at Maybury Elementary, safer to bike to Riverside Park or take the bus to visit her grandparents at Livernois and Outer Drive, and give the people in her network more ways to stay connected.



Example of an Emotional Appeal (Pathos). *Detroit Streets for People Plan (2022). Page 4.*

Appeal to Logic (Logos) – This device is focused on providing a rational conclusion that is supported by relevant data. The conclusion must be easy for the audience to follow and any supporting data must be accurate. Using this device allows the audience to follow the message’s rationale, understand the reasoning behind the viewpoint, and process the tangible data that supports the message.

One in three Americans is age 50 or older
Is your community a great place for people of all ages?
By 2030, one out of every five people in the United States will be 65 or older
Will your community be ready?

Visit us often at [AARP.org/livable](https://www.aarp.org/livable)
Information and inspiration for local leaders

Example of a Logical Appeal (Logos). *American Association of Retired Persons: Public Policy Institute. (2022).*

Appeal to Character (Ethos) – This device is used to bolster the credibility of the message’s source; the audience is more receptive to messages coming from reliable and trustworthy individuals, entities, and organizations. Employing this device assures the audience the message comes from a reputable and reasonable source. One way of bolstering this appeal is to build partnerships with reputable organizations within the area to share the message. This builds credibility as it shows that numerous organizations endorse the message, indicating it has broad support and is a meaningful endeavor.

Tying these together, an example of mobility messaging that utilizes all three rhetorical devices (*pathos, logos, ethos*) is included below.

*“For years, Cynthia has wanted to bike to school with her two young children, but her discomfort with riding in the street along with fears of her children interacting with high-speed traffic have deterred her from doing so (**pathos**). A recent survey has shown that Cynthia is not alone; of X total number of participants, Y participants indicated a desire to walk or bike with their children to school. This indicates widespread support for better mobility facilities connecting neighborhoods to nearby schools (**logos**). As an active partner with our local schools (**ethos**), the City will continue to pursue opportunities to better connect people like Cynthia and her children to school.”*



Examples of bike advocacy billboards.

Far Left: Bike BloNo (Bloomington-Normal, IL) Educational Billboard.

Left: BIKE FM (Fargo, ND Moorhead, MN) Educational Billboard.

Education

Although messaging introduces the concept and merits of a multi-modal mobility network, education provides the “rulebook” on how it is intended to operate. With new infrastructure comes new behavioral expectations; education sets the stage by informing mobility users of these expectations. As more people use different mobility choices to get around, ensuring they understand the “rules of the road” is crucial in fostering shared safety among all users. This can be accomplished through a messaging campaign that is highly visible in the community. This messaging indicates Traverse City’s mobility values to both residents and tourists alike, conveying the expected mobility behaviors they are expected to abide by.

Like encouragement, education requires public-facing materials that engage the public in their day-to-day lives. This can be as simple as posters or billboards in public spaces or sharing posts via social media. Other opportunities include creating a character or icon that immediately conjures a connection to these educational efforts. Two examples include “McGruff the Crime Dog” developed by the Advertising Council in 1980 to raise awareness of police outreach efforts among children as well as “Smokey Bear” developed in 1944 by the United States Forest Service to provide education on natural conservation practices. Both of these characters embody each campaign’s educational message and become familiar messaging advocates over time.



Examples of characters developed for public education efforts.

Above: McGruff the Crime Dog (Advertising Council).

Right: Smokey the Bear (United States Forest Service).

Mobility education campaigns have successfully been implemented in other communities. Examples from Grand Rapids, MI and Fort Collins, CO demonstrate how campaigns can provide information on expected norms for road users. Both campaigns provided information on how mobility groups are expected to interact with one another, creating predictable transportation environments where safety, courtesy, and respect are shared among all street users.

Grand Rapids - Driving Change

In response to an increase in cyclist/motorist incidents, the City of Grand Rapids partnered with the Michigan Department of Transportation (MDOT) to both promote the City’s mobility network as well as provide education on how cyclists and motorists interact. Completed in 2017, the “Driving Change” campaign featured handouts, videos, and other resources oriented towards improving safety and increasing predictability between all mobility users. The campaign also features a webpage (grdrivingchange.org) that contains this content.

Geared towards accessing the broadest audience, these resources were printed in English and Spanish and were promoted through partnerships with neighboring local governments and institutions, non-profits, and other community entities. “Driving Change” is an example of how a community can craft messaging in an educational format that is accessible to all members of the public.



Fort Collins - Ride Smart, Drive Smart

Developed by the Fort Collins Police Services and the City's FC Bikes program in 2018, the "Ride Smart, Drive Smart" campaign outlined how cyclists and motorists are expected to interact with each other on the roads. This campaign included a van that traveled around town for pop-up educational events as well as brochures outlining traffic laws and expectations in a graphically-rich format. Combined, these provide visible reminders of mobility expectations within the community.



Enforcement

Like other traffic laws, once street users are educated on expectations or the "rules of the road," traffic enforcement must be implemented to ensure these rules are followed. This reflects Traverse City's commitment to taking safety seriously and creating a culture that values all mobility users. As part of this, however, all mobility users need to follow the rules – whether driving, walking, bicycling, or using other methods of transportation. Signaling that these rules are for everyone reinforces the perception of safety being a shared responsibility and that all mobility users have an equal right to the street network.

While enforcement represents a direct manner in which the City prunes bad mobility behaviors, it would be needed rarely in an ideal world, as a healthy mobility culture grows from a mutual respect and courtesy of other mobility users coupled with street design that encourages safe driving habits. In healthy mobility cultures, enforcement represents maintaining a baseline of mobility expectations – penalizing the worst instances of bad behavior while encouraging compliance with each mobility group's expectations. Although enforcement is an important tool in maintaining the safety of the mobility network, it is insufficient in fostering a healthy mobility culture on its own. Recognizing that bad mobility behavior is driven by a lack of respect and courtesy for other users, healthy mobility cultures focus on cultivating this sense of shared responsibility before enforcement becomes the only tool used to maintain the network's safety.

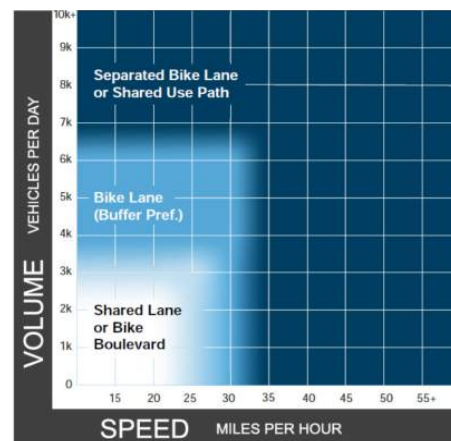
Engineering

Street design impacts our driving and walking habits, thereby influencing Traverse City's overall mobility culture. People's perception of danger influences how they drive; wide streets with few buildings and trees induce people to drive faster. Narrow streets with lots of trees, high levels of pedestrian activity, and buildings close to the curb encourage people to drive slower. Understanding this unique human behavior can be used to engineer our roads in a way to make them safer for people driving, bicycling, and walking. In this context, engineering refers to how the City's physical environment – its roads, bridges, intersections, and mobility infrastructure – all influence how people interact with other people getting around town.



Above: Lancaster Boulevard (Lancaster, CA) before road diet (Left) and after road diet (Right). Image accessed from Project for Public Spaces. **Below:** Preferred Bikeway Types Graphic. Image accessed from Ohio Department of Transportation.

While other ingredients of mobility culture heavily influence residents and those who spend time regularly within the community, engineering impacts behavior for all road users – regardless of whether they live in Traverse City or visit only once a year. Because of this, engineering is the physical representation of the community's values, as narrow roads, tight road geometries, and other traffic calming features require visitors to adhere to the community's mobility expectations.



Empathy

Mobility is ultimately about connections between people and places; it's a facet of life that is shared by everyone. With this in mind, creating a healthy mobility culture is a human-focused endeavor concerned with how mobility users interact with one another. While mobility users can be labeled as motorists, cyclists, pedestrians, transit riders, and others – they are all people, whether they choose to drive a vehicle or get around on their own two feet. This is where empathy plays a key role in “humanizing” mobility users, as each mobility user is simply another person trying to get around.

No matter how people travel throughout the day, their journeys begin as pedestrians.



Empathy refers to an ability to understand another person's feelings or perspectives. This is especially relevant in the realm of transportation, as driving, bicycling, and walking in our current environment of construction, traffic, and bad mobility behavior is commonly a cause of stress and aggravation. Simply put, our times in transportation often don't reflect us at our best moments. This is where empathy towards other mobility users is crucial in creating a healthy mobility culture. If we acknowledge that people we share the roads with have bad days too, whether it's a long day at work or visiting relatives at the hospital – we can extend grace to other users and share streets more generously.

Although empathy is likely the most nebulous ingredient of a healthy mobility culture, it embodies a philosophy of shared safety and common courtesy. By “putting themselves in other's shoes,” mobility users can understand the perspectives of others, regardless of whether they're behind a windshield or a pair of handlebars. For example, understanding that motorists desire predictable behavior from cyclists or that cyclists often avoid bike lanes with road debris in them – understanding where mobility users are coming from and the underlying reasons for their actions helps create empathy among these groups. This aspect of mobility culture is important for making people feel comfortable on Traverse City's streets, regardless of their choice in transportation.

Existing Mobility Network



5

Existing Conditions and Network

Within Traverse City's 8.6 square miles, there are 80 miles of local and major streets, 7 miles of MDOT-controlled state highways, 23 miles of alleys, and 99 miles of sidewalks. These features form the basis of Traverse City's existing mobility network which is comprised of non-motorized trails (such as the Traverse Area Recreation Trail), dedicated cycle tracks (such as the one on Eighth Street), on-street bicycle lanes, and signed sharrows (such as TART in Town).

There are roughly 31 miles of existing dedicated bicycle facilities in Traverse City, excluding streets that are marked with shared lane markings (aka "sharrows") which do not provide dedicated space for bicycling. The breakdown by facility type is included below:

Traverse City Bicycle Facility Types

Non-Motorized Trails	14.6 Miles
Dedicated Cycle Tracks	1.0 Mile
On-Street Bicycle Lanes	15.4 Miles
	31.0 Miles



Left: TART Trail along the waterfront

Right: Garfield Avenue and Hannah Street Intersection

Although not formally illustrated in this map, Traverse City's extensive residential street network represents a comfortable bicycling environment. Characterized by low-speed and low-volume streets, these "shared streets" are often quiet tree-lined environments where cyclists ranging in all ages and abilities can feel comfortable bicycling in. Even though these streets lack painted travel lanes or any form of bicycling infrastructure, they are a vital component of the city's mobility network because they are naturally calm, include frequent stops, and discourage long-distance high-speed motor vehicle traffic. These streets are also connected in a strong grid pattern, providing resiliency and multiple connectivity options for people riding bikes and walking. Please see page 58 for further definition of "low-stress streets."

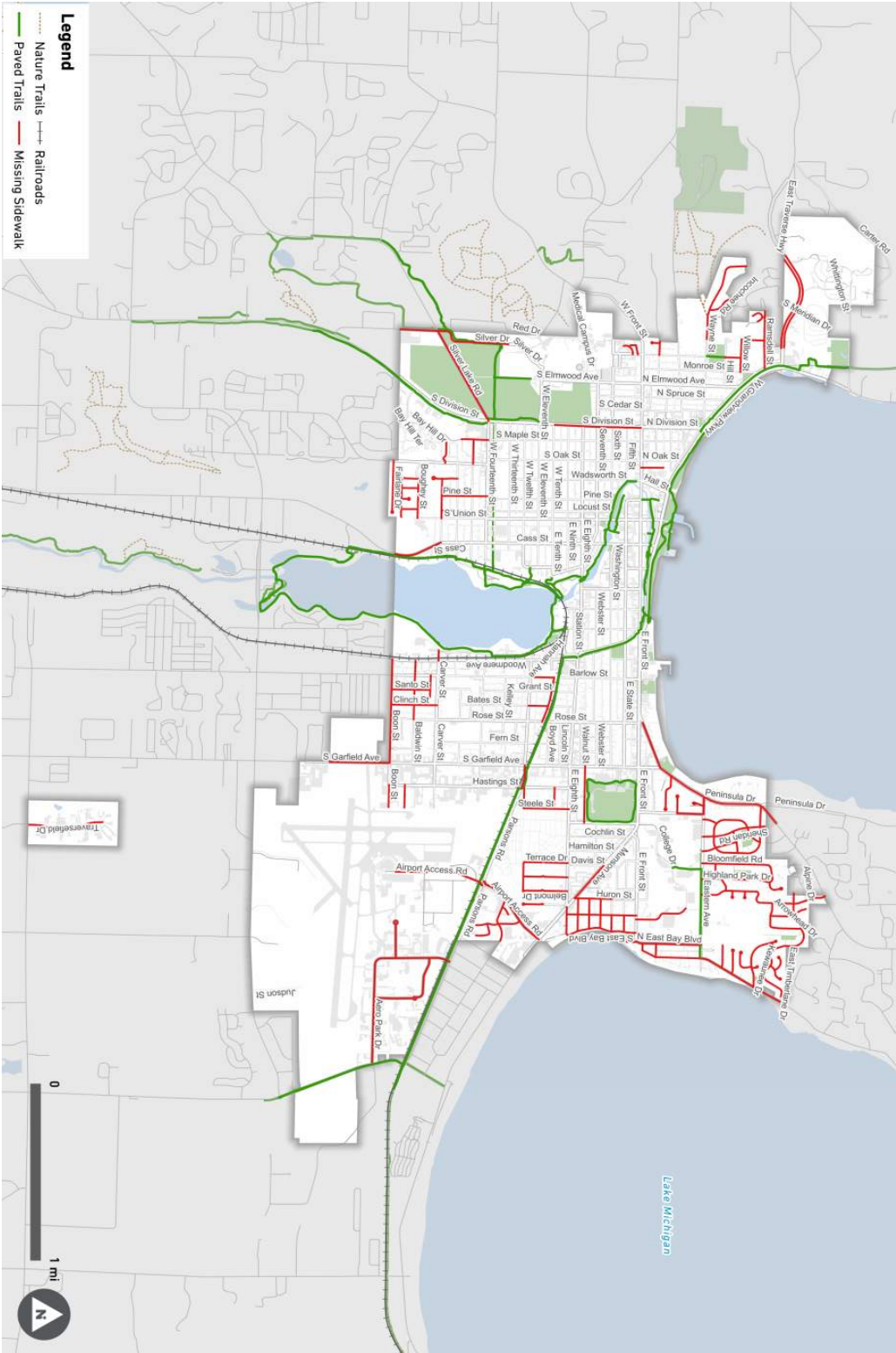


Examples of low-volume residential streets in Traverse City.

Existing Sidewalks

Traverse City features abundant sidewalk coverage – nearly every traditional residential street features sidewalks on both sides of the street. While the city has a strong sidewalk network, there are concentrated areas where they are lacking. These include the neighborhoods north of Eastern Avenue (base of Old Mission Peninsula), areas close to East Bay Park, neighborhoods around East Traverse Highway, some streets south of Fourteenth Street and Carver Street, and areas around the airport. The east side of Division Street between Front Street and Tenth Street lacks a sidewalk, likely due to constrained space within the road right-of-way. Garfield Avenue adjacent to the airport lacks sidewalks on both sides of the road – yet there are significant signs of "desire paths" that indicate people walk this corridor regularly. Although located within the "runway protection zone" which is closely regulated by the Federal Aviation Administration, this represents a quarter-mile gap in the City's sidewalk network which inhibits north-south pedestrian movement along Garfield Avenue. Although "desire paths" are not a formal segment of the City's current sidewalk network, they represent important connections for those using them regularly. Since many exist on private property, their incorporation and maintenance as part of the City's mobility network would require easements or land acquisitions.

Missing Sidewalks





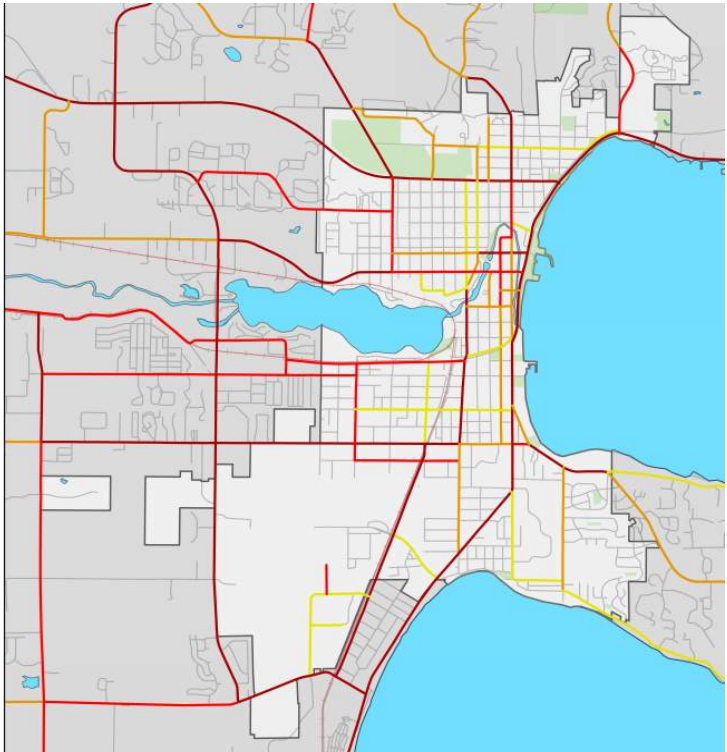
Garfield Avenue and Hannah Street Intersection

Existing Traffic Volumes

Because of its status as a key summer destination and its central role within the region, Traverse City's major arterials carry high volumes of traffic. Unsurprisingly, State and U.S. highways feature the highest traffic volumes, such as US-31, M-22, and M-37. Eighth Street also experiences heavy traffic, as it offers one of the few connections across the Boardman-Ottaway River. Major corridors within the city also feature moderate traffic volumes, such as West Front Street, Fourteenth Street, and Garfield Avenue. While neighborhood streets are not measured for Average Annual Daily Traffic (AADT), it can be assumed they feature limited traffic volumes as they service nearby residences and are often inefficient for through vehicle travel.

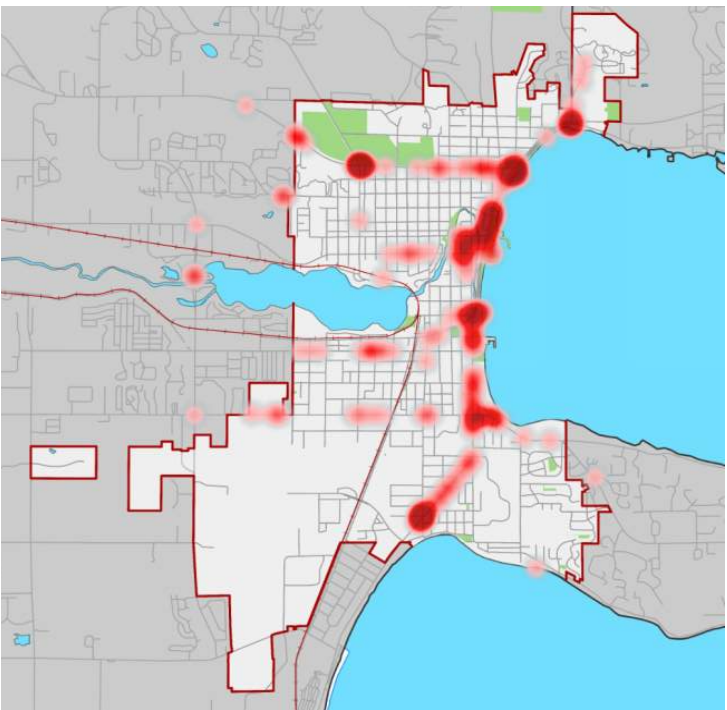
Traffic volumes are an important consideration in developing a mobility network, as they correspond to how stressful a street is to bike or walk along. Because of Traverse City's seasonality - with summer seasons experiencing higher traffic volumes, there are different ways to gather traffic data. Average annual daily traffic (AADT) is a measure of a roadway's average number of cars traveling on a street (traffic volumes). AADT is calculated over the span of a year, with total traffic volumes gathered and divided by 365 to illustrate the daily average traffic volumes. Average Daily Traffic (ADT) which observes traffic volumes over a shorter period of time, such as a few weeks or a month. Regardless of the manner in calculating volume, higher speed and higher volume roadways are less pleasant and more dangerous for pedestrians and cyclists than lower speed and lower volume roadways. Unsurprisingly, the location of these high-speed high-volume roadways had an overwhelming correlation with the streets residents stated they avoid at the October 26 Community Open House. Streets most frequently noted as places to avoid included Grandview Parkway (AADT 29,000) Division Street (AADT 22,000), and Peninsula Drive (AADT 12,000).

Because of this, traffic volumes are a key determinant in identifying a roadway's level of traffic stress (LTS), or a measure that identifies how easy a roadway is to navigate for pedestrians and bicyclists.



Average Annual Daily Traffic (AADT) Volumes

- LEGEND**
- Less Than 4000 AADT
 - 4001 - 8000 AADT
 - 8001 - 14000 AADT
 - More Than 14000



**Locations People Avoid Walking and Cycling
(Identified at October 26, 2022 Community
Open House)**

- LEGEND**
- Location Identified as Place to Avoid

Level of Traffic Stress

As mentioned above, a roadway's level of traffic stress (LTS) quantifies how comfortable it is to use for cyclists and pedestrians. While there are numerous inputs such as proximity to traffic, traffic speeds, traffic volumes, and others – levels of traffic stress indicate which streets and intersections are easiest to navigate for the greatest number of cyclists and pedestrians and which streets and intersections are the most difficult and uncomfortable.

Bicycle Level of Traffic Stress (BLTS) measures how stressful it might be to bicycle on streets.

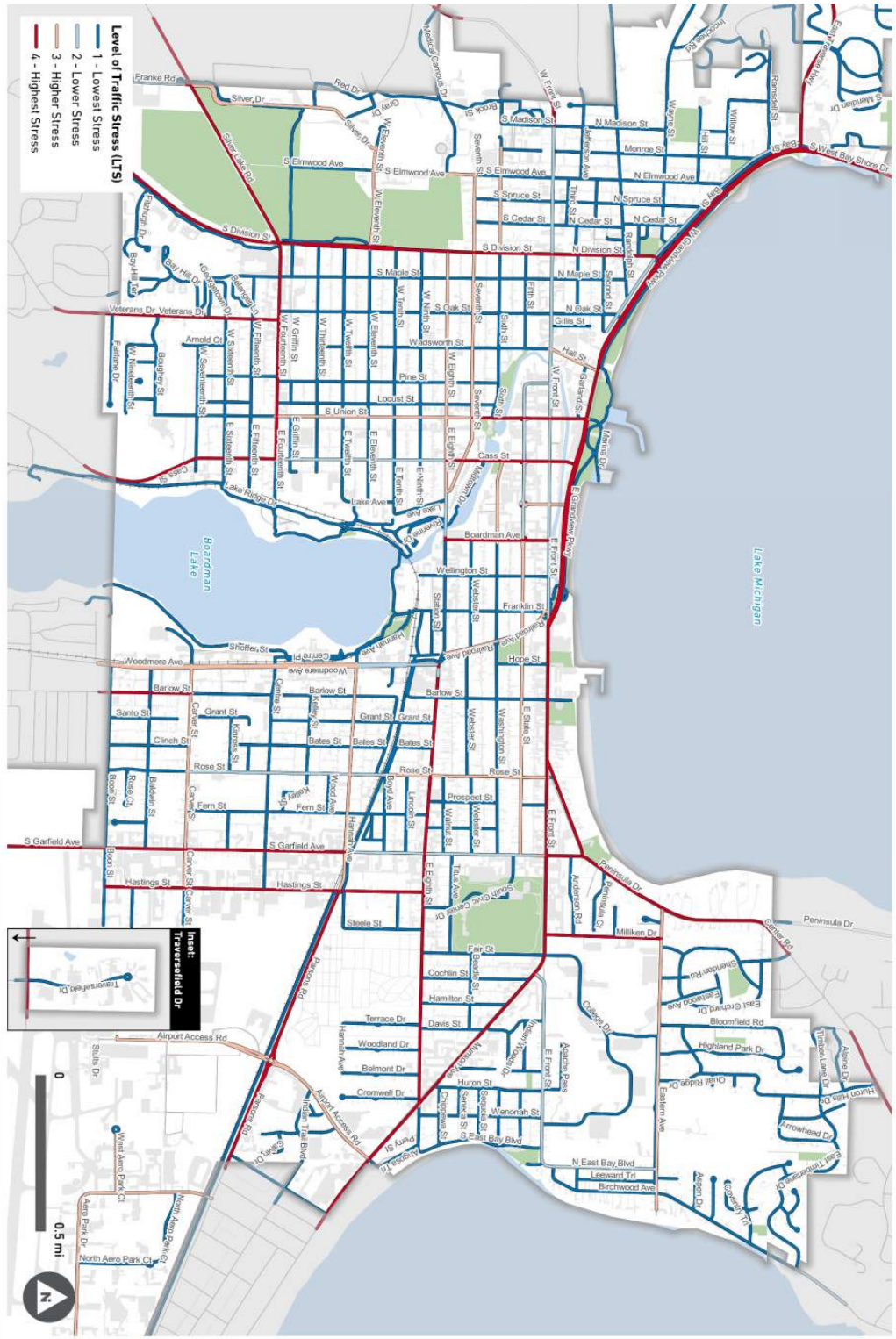
The method uses roadway and traffic conditions to assign a score from 1-4. The data used to conduct this analysis includes:

- Traffic Speed
- Traffic Volumes
- Number of Motor Vehicle Travel Lanes
- Existing Bicycle Facility (if present)

The table below shows examples of streets in cities around the world and how each scores on BLTS.

	Shared Lanes	Bike Lanes	Intersections	Trails	Separated Bike Lanes
LOW  1 Level of Traffic Stress	 Low Traffic < 20 mph	 Medium/High Traffic < 25 mph, 2-3 Lanes	 Medium/High Traffic Protected	 Trail	 Low/High Traffic Separated Bike Lane
2 TRAFFIC STRESS	 Low Traffic 30 mph	 Low/Medium Traffic 30 mph, 2-3 Lanes	 Low/Medium Traffic Short Right Turn Lane	 Shared Use Path (Low Ped Volume)	
3	 Low Traffic 35 mph	 Medium/High Traffic 35 mph, 3-4 Lanes	 Medium/High Traffic Long Right Turn Lane	 Shared Use Path (High Ped Volume)	
HIGH 4	 Low/Medium Traffic > 35 mph	 Medium/High Traffic > 4 Lanes	 Medium/High Traffic Bike Lane Drop		

Bicycle Level of Traffic Stress

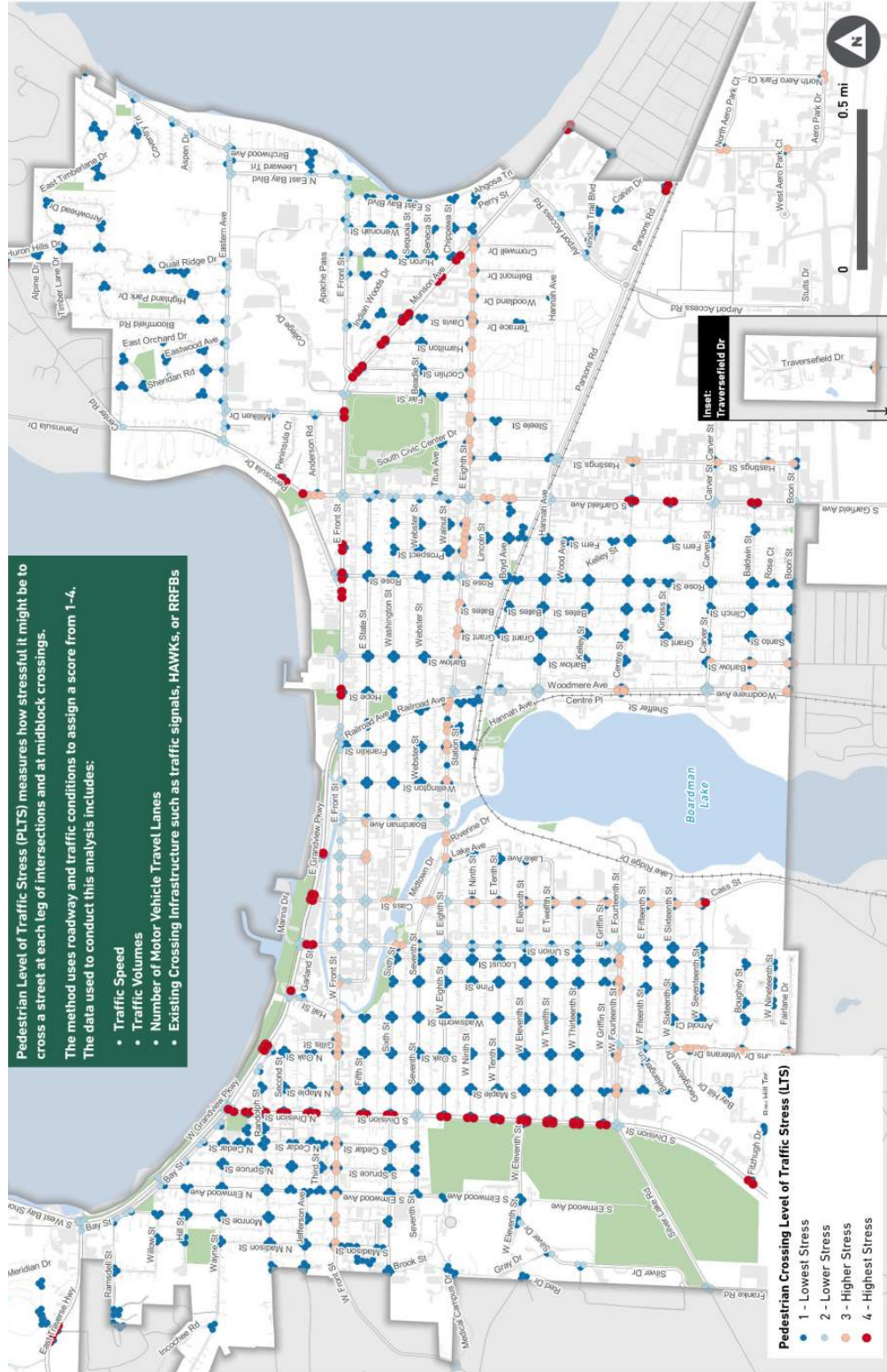


Pedestrian Level of Traffic Stress

Pedestrian Level of Traffic Stress (PLTS) measures how stressful it might be to cross a street at each leg of intersections and at midblock crossings.

The method uses roadway and traffic conditions to assign a score from 1-4. The data used to conduct this analysis includes:

- Traffic Speed
- Traffic Volumes
- Number of Motor Vehicle Travel Lanes
- Existing Crossing Infrastructure such as traffic signals, HAWKS, or RREBs



Pedestrian Crossing Level of Traffic Stress (LTS)

- 1 - Lowest Stress
- 2 - Lower Stress
- 3 - Higher Stress
- 4 - Highest Stress

According to these maps, high-speed and high-volume corridors are the most challenging environments for cyclists and pedestrians to navigate. These include all stretches of US-31 through Traverse City as well as Silver Lake Road, Peninsula Drive, East Traverse Highway, and Garfield Avenue. In contrast to these roadways, neighborhood streets with lower speeds and lower traffic volumes feature lower levels of traffic stress. Recognizing that roads exist on a spectrum of safety and comfort for all mobility users – from quiet residential streets to high-speed arterial corridors – indicates there is no “one-size fits all” approach to mobility infrastructure. Understanding levels of traffic stress allows the right infrastructure to be tailored towards each roadway.

Distance to Nearest Crossing

Comfortable connectivity across high-traffic corridors is a key element of creating bikeable and walkable environments. Because of this, the location of traffic signals and other crossing infrastructure is a component of the existing mobility network. Traverse City features a number of crossing infrastructure types, these are discussed below.



Traffic Signal – The typical intersection traffic light, these signaling devices indicate when motorists, cyclists, and pedestrians are permitted to proceed.

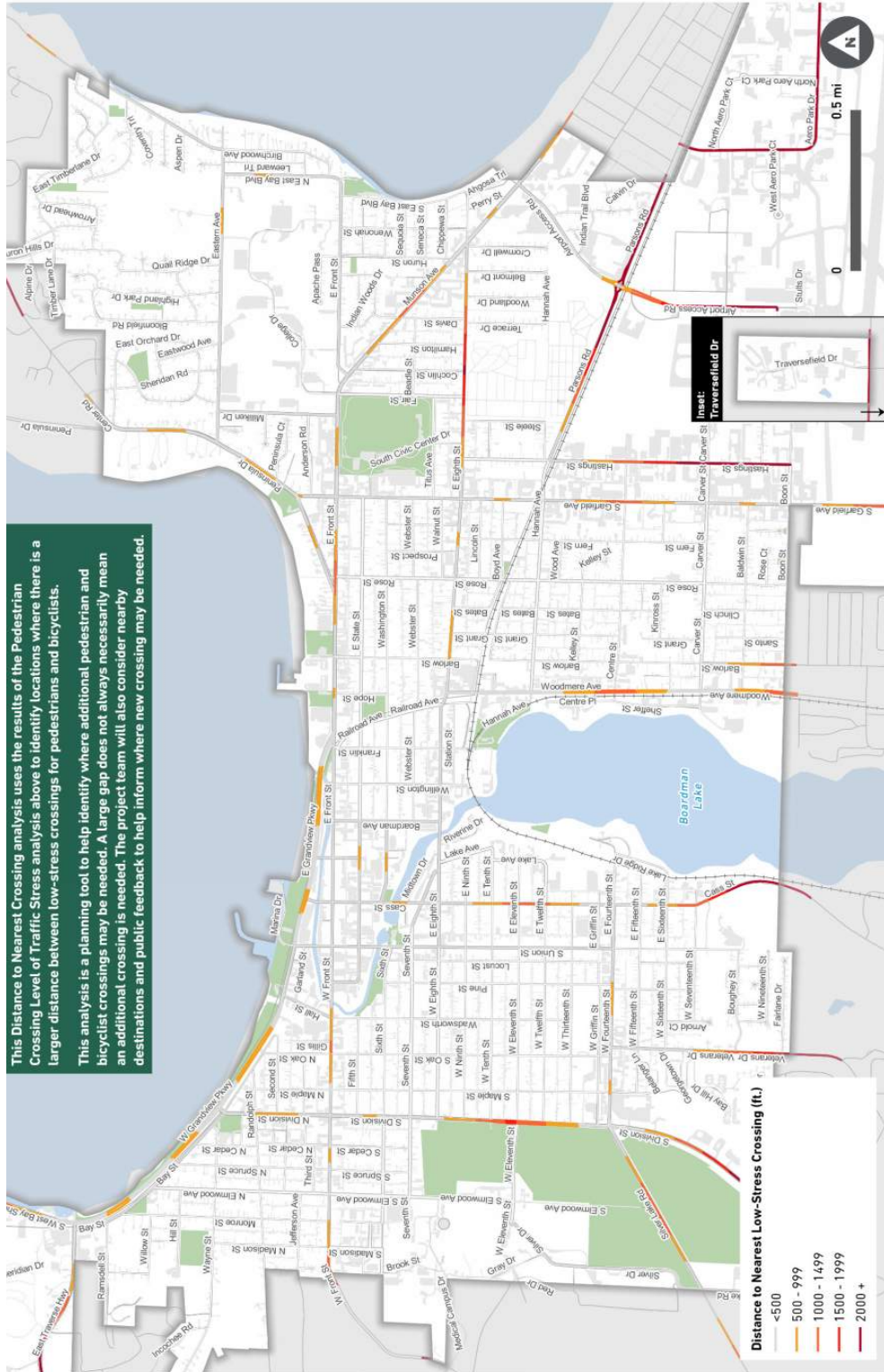
High-Intensity Activated Crosswalk (HAWK) or Pedestrian Hybrid Beacon (or Pedestrian Hybrid Beacon or PHB) – This overhead signaling device is used to stop traffic only when pedestrians activate the beacon. Once activated, the beacon lights up, indicating that traffic is to stop and allow the pedestrians to cross.



Rectangular Rapid Flashing Beacon (RRFB) – This signaling device is a highlighted pedestrian crossing warning sign that lights up when a pedestrian activates it. This encourages traffic to stop and yield to the pedestrian, allowing them to cross the street.

Distance to Nearest Crossing

This Distance to Nearest Crossing analysis uses the results of the Pedestrian Crossing Level of Traffic Stress analysis above to identify locations where there is a larger distance between low-stress crossings for pedestrians and bicyclists. This analysis is a planning tool to help identify where additional pedestrian and bicyclist crossings may be needed. A large gap does not always necessarily mean an additional crossing is needed. The project team will also consider nearby destinations and public feedback to help inform where new crossing may be needed.



Although these devices provide good connection points within the city, there are roadway segments that lack adequate crossing infrastructure, forcing cyclists and pedestrians to travel long distances to a protected crossing signal.

According to this map, Division Street (US-31) both at Eleventh Street and south of Fourteenth Street feature limited access to signaled east-west crossing opportunities. Portions of Grandview Parkway (US-31) also lack adequate locations to cross – namely from Clinch Park to West End Park. Other areas of limited connectivity include Cass Street south of Sixteenth Street, Woodmere Avenue and Hastings Street south of Hannah Avenue, Parsons Road near the airport, and East Eighth Street. These limited crossing locations present cyclists and pedestrians with difficult choices such as walking or bicycling long distances to designated signals or simply attempt to cross at uncontrolled crossing locations, posing safety hazards for them and increasing unpredictability for motorists.



E Eighth Street and Boardman Avenue Intersection

6

Mobility Network

In pursuing this Plan’s vision for a mobility network, Toole Design gathered community feedback, guidance from the Mobility Action Plan Leadership Team, and numerous traffic, crash, and infrastructure data points that inform the development of a comprehensive mobility system. In addition to the qualitative data provided from residents and the technical expertise of the Mobility Action Plan Leadership Team and City staff, Toole Design analyzed quantitative data that informed the creation of the mobility network.

Mobility Network Intent

The intent of this network plan is not to prescribe modal facility types for each proposed network segment, but instead to identify the segments needed for the incremental build-out of this comprehensive mobility system. Identification of facility types should be cross-referenced with the 2018 Street Design Manual, as some street typologies are more conducive with certain facility types than others. It should also be noted that some streets are not designated for dedicated mobility facilities. This simply indicates they currently operate as adequate shared streets and should not be prioritized over streets where bicycling and walking are more stressful and dangerous. Because situations change over time – overhead power lines can be moved underground, curb cuts can be removed, streets and bridges can be reconstructed, the importance or desire for on-street parking, and a plethora of other factors influencing street design – this approach gives the City flexibility in prescribing the right infrastructure treatment at the right time. It should be noted that all mobility improvements will adhere to modern safety design standards, namely the Americans with Disabilities Act (ADA) and Public Right-of-Way Accessibility Guidelines (PROWAG). Some of these facility treatments are included on the following pages.

Qualitative Methodology

Toole Design used feedback gathered from the October 26, 2022 and the March 15, 2023 community events, multiple online public surveys, and feedback from the Mobility Action Plan Leadership Team. Conversations with residents and stakeholders often corroborated what the data indicated – lending credence to notions of feeling “unsafe” or “uncomfortable” on certain sections of the City’s existing network.

Quantitative Methodology

Quantitative data that was collected includes the following:

Existing Traffic Volumes – This data indicates traffic volumes on major City streets. This data was gathered in 2019 before the COVID-19 pandemic and is used to represent the latest representation of how busy Traverse City streets are on a regular basis.

Bicyclist Crash Data – Gathered between 2017-2021, this data indicates the location and severity of bicycle/vehicle crashes within Traverse City.

Bicyclist Crash Density – Generated from the same bicyclist crash dataset, this observed bicycle crashes on specific segments of roadway within Traverse City, assigning each segment a rating based on the frequency of bicycle crashes, with more severe crashes that resulted in serious injuries or fatalities being weighted higher than property damage only crashes.

Pedestrian Crash Data – Gathered between 2017-2021, this data indicates the location and severity of pedestrian/vehicle crashes within Traverse City.

Pedestrian Crash Density - Generated from the same pedestrian crash dataset, this observed pedestrian crashes on specific segments of roadway within Traverse City, assigning each segment a rating based on the frequency of pedestrian crashes, with more severe crashes that resulted in serious injuries or fatalities being weighted higher than property damage only crashes.

Bicycle Level of Traffic Stress – This data was generated by observing factors such as roadway widths, roadway traffic speeds, and average daily traffic volumes. Roadway segments were assigned a value based on these factors which indicates the roadway's Level of Traffic Stress (LTS).

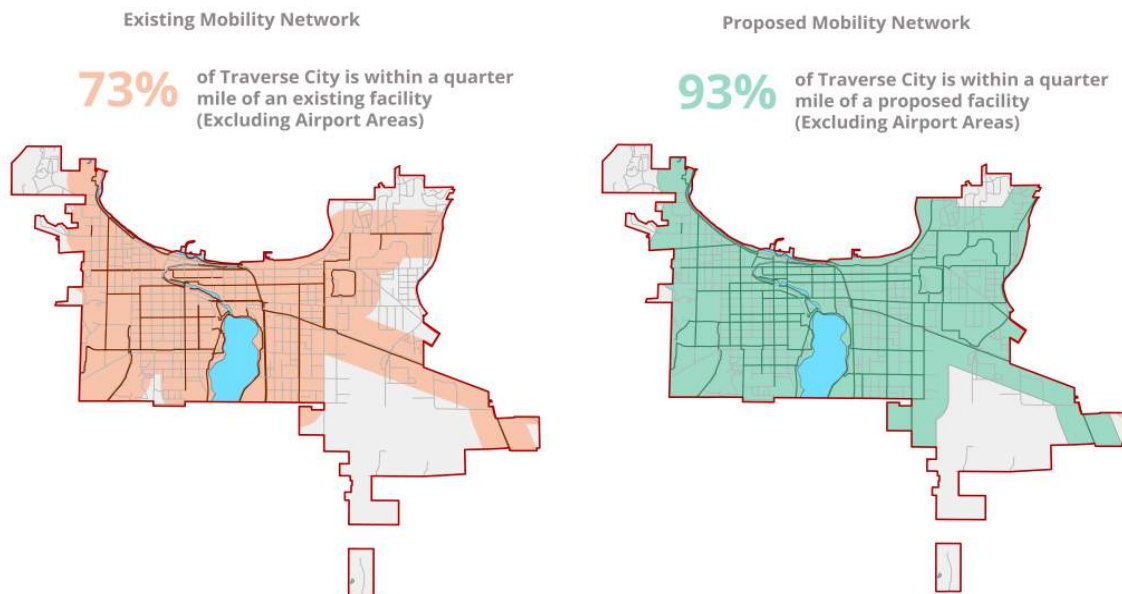
Pedestrian Level of Traffic Stress (PLTS) – Similar to the Bicycle Level of Traffic Stress, this data was generated by observing roadway widths, roadway traffic speeds, average daily traffic volumes, and what type of intersection control or improvement was included at each intersection (including traffic signals, HAWK signals, or RRFBs). This data was aggregated at intersections to illustrate high-stress crossing locations.

Distance to Nearest Low-Stress Crossing – This data was created using the results of the Pedestrian Level of Traffic Stress analysis and locating where there were gaps of 500 feet or more between PLTS 1 and PLTS 2 crossings (the lowest stress crossing scores).

Mobility Network

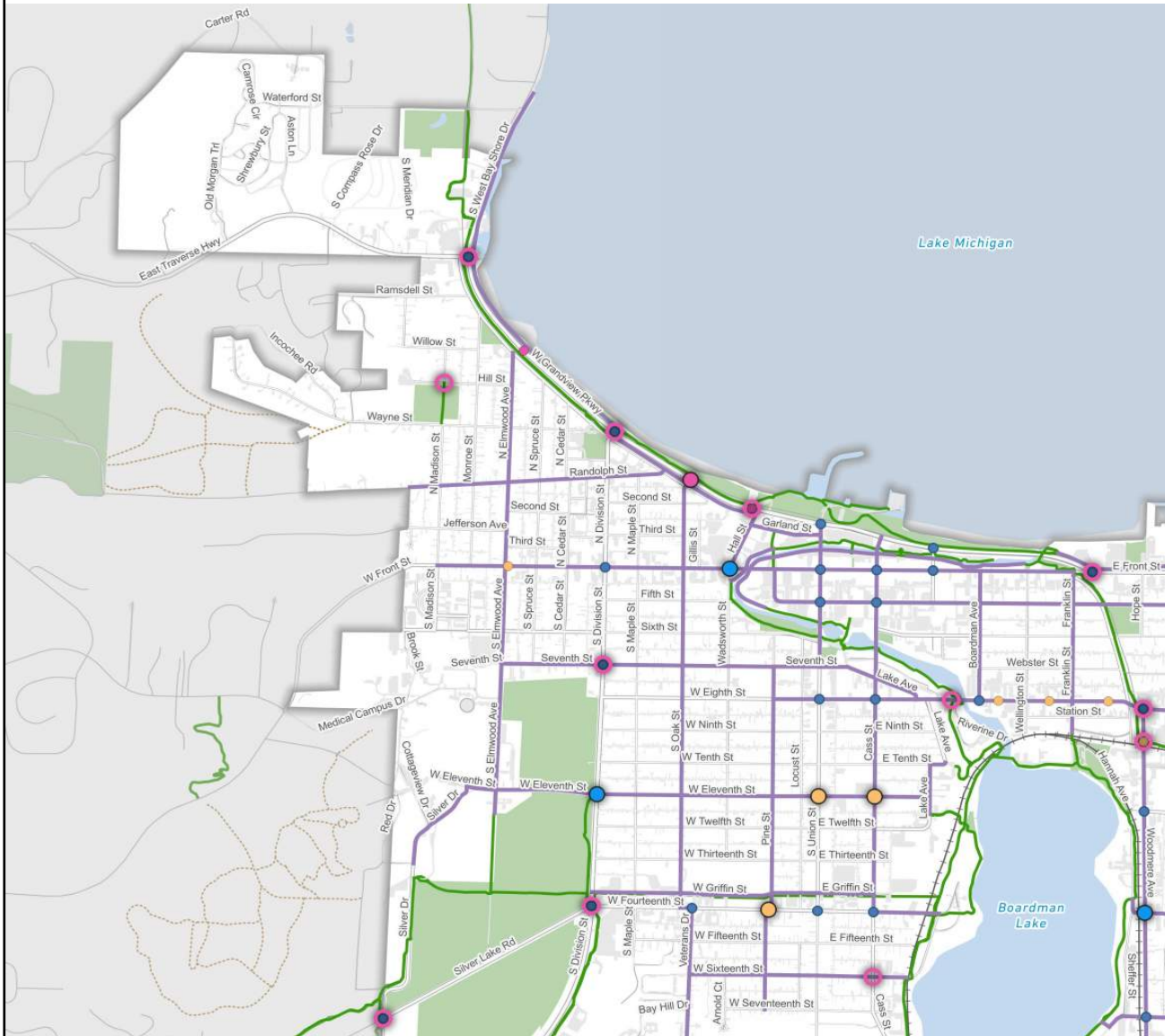
Taking the quantitative and qualitative data into account, the Mobility Action Plan Team developed the preferred Mobility Network for Traverse City. This plan represents a network approach that seeks to connect the City's streets, neighborhoods, and business districts together in a "safe for all users, all abilities" network.

Observing the City's current bicycle network, it can be noted that 73% of Traverse City lies within a quarter-mile distance of some form of bicycle facility. While desiring to bring mobility infrastructure to the entire city, there are topographical challenges that limit the feasibility of mobility infrastructure in select locations. Accounting for this along with excluding the airport property, where public mobility is strictly prohibited, the Mobility Network seeks to place 93% of the City within a quarter-mile radius of a bicycle facility – a bold and aspirational goal that is in line with other progressive bicycling cities such as Seattle, WA and Fort Collins, CO. It should also be noted that TART, the City of Traverse City, and the Traverse City DDA are currently pursuing the Bayfront Improvement and Extension Project with the intent of enhancing mobility access to Grand Traverse Bay. This project includes reconstruction of the existing trail, replacing it with a bi-directional bicycle path along with dedicated spaces for other mobility users.



Traverse City Mobility Network

Northwest Quadrant



Legend

- Nature Trails
- Paved Trails
- Railroads

Existing Crossing Improvements

- HAWK
- RRFB
- Traffic Signals

Potential Crossing Improvements

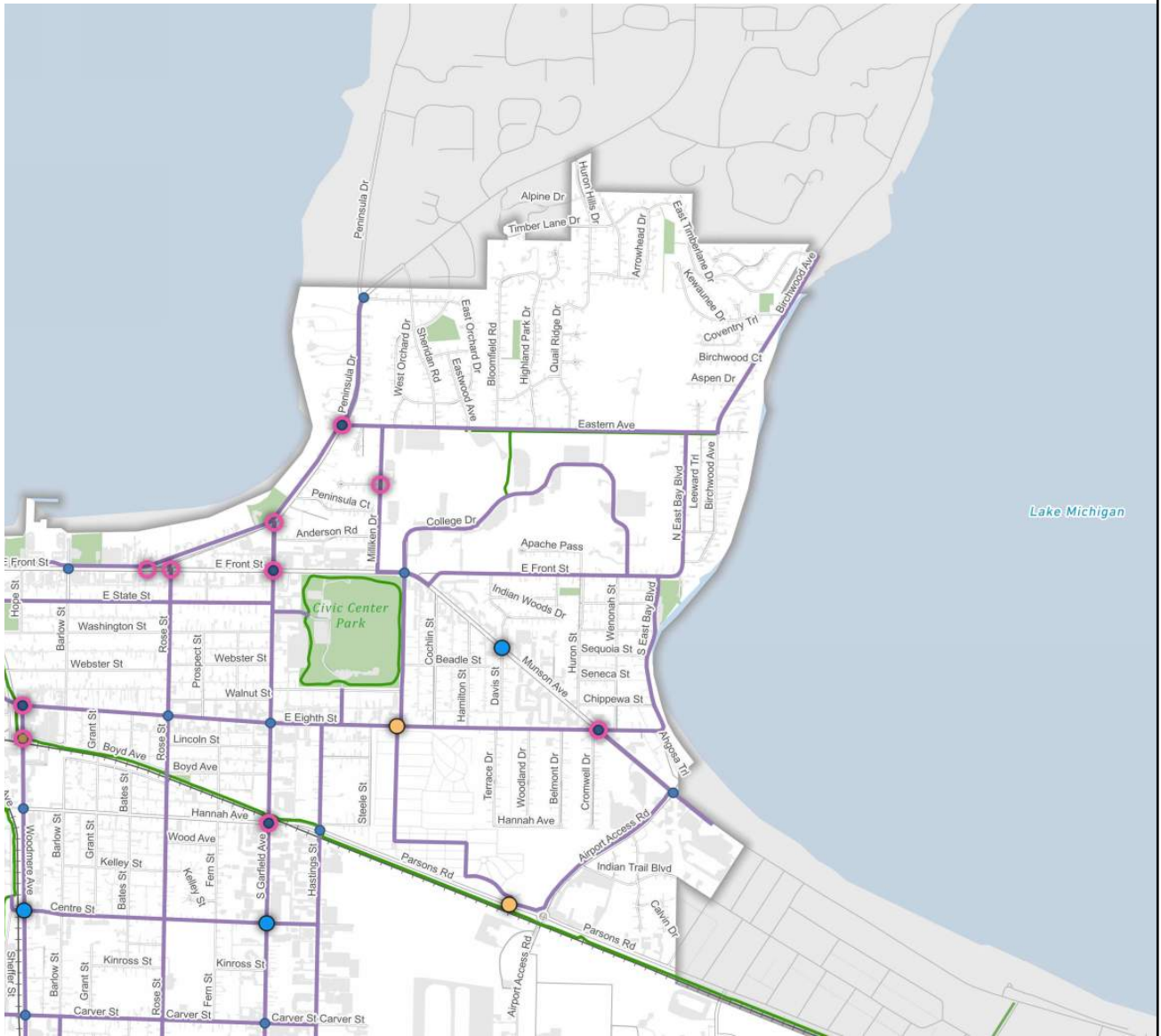
- HAWK
- RRFBs
- Traffic Signal
- Crossing Improvement

Potential Bike Network Improvements

- Proposed Vision Bike Network

Traverse City Mobility Network

Northeast Quadrant

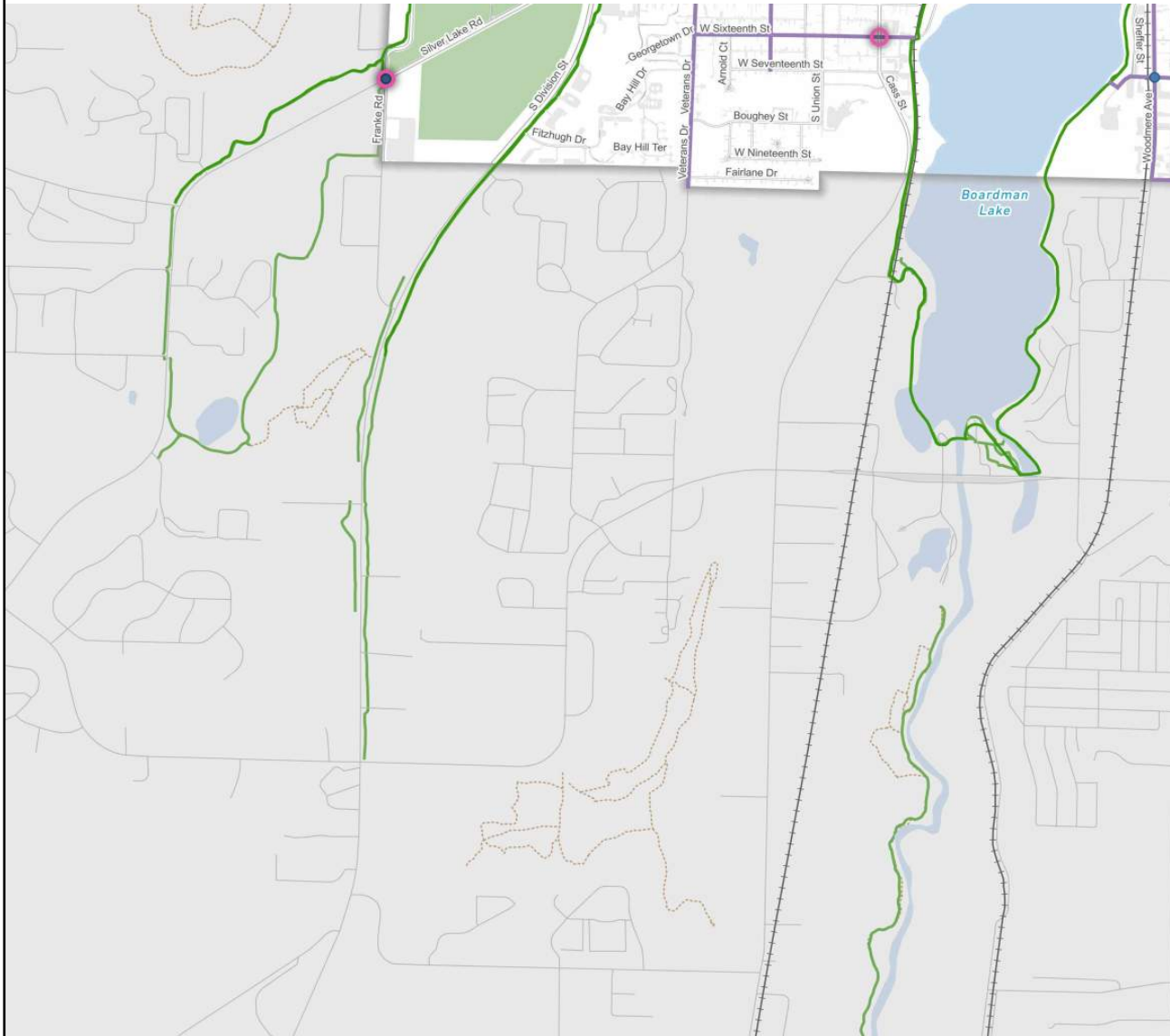


Legend

- Nature Trails
- Paved Trails
- Railroads
- Existing Crossing Improvements**
 - HAWK
 - RRFB
 - Traffic Signals
- Potential Crossing Improvements**
 - HAWK
 - RRFBs
 - Traffic Signal
 - Crossing Improvement
- Potential Bike Network Improvements**
 - Proposed Vision Bike Network

Traverse City Mobility Network

Southwest Quadrant



Legend

- - - Nature Trails
- Paved Trails
- + + + Railroads

Existing Crossing Improvements

- HAWK
- RRFB
- Traffic Signals

Potential Crossing Improvements

- HAWK
- RRFBs
- Traffic Signal
- Crossing Improvement

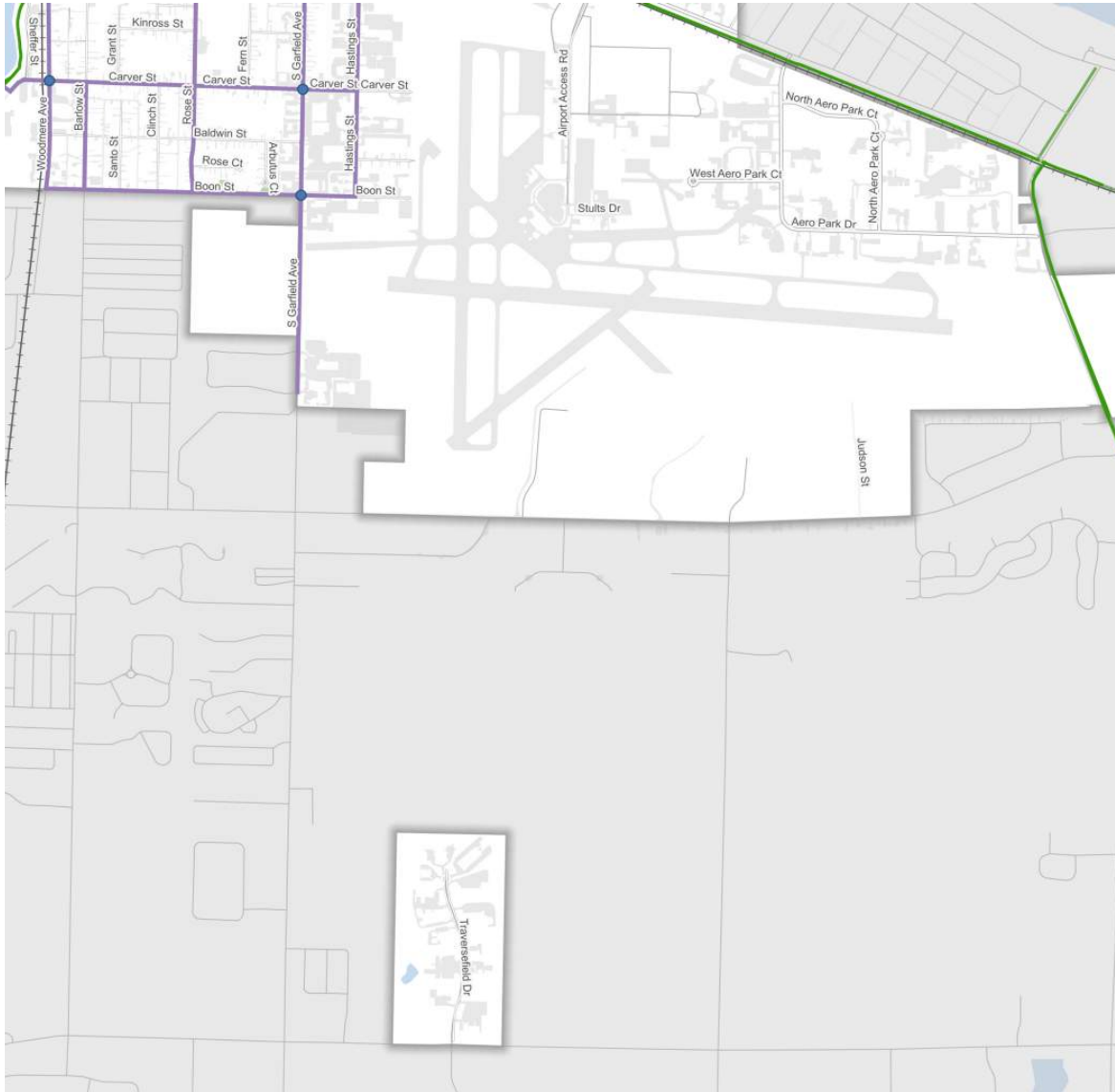
Potential Bike Network Improvements

- Proposed Vision Bike Network

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Traverse City Mobility Network

Southeast Quadrant



Legend

- Nature Trails
- Paved Trails
- Railroads

Existing Crossing Improvements

- HAWK
- RRFB
- Traffic Signals

Potential Crossing Improvements

- HAWK
- RRFBs
- Traffic Signal
- Crossing Improvement

Potential Bike Network Improvements

- Proposed Vision Bike Network

Facility Treatment Types

Facility Type Cost Legend

\$	= Low-Cost Facility
\$\$	= Moderate Cost Facility
\$\$\$	= High-Cost Facility
\$\$\$\$	= Especially High-Cost Facility



Example of Shared Lane or Sharrow

Shared Lane or Sharrow

Design Speed: Under 25mph

Treatment Width: Depends on road width

Average Cost per Mile: \$

Maintenance: Street sweeping, snow plowing, restriping

Parking Interactions: Parking not impacted

Used to connect cyclists to destinations while offering cyclists the right-of-way in places where space is limited.

Pros

- Inexpensive to implement
- Full lane to cycle in
- Cyclists have the right-of-way
- Minimal pavement markings and construction

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Cons

- Cyclist must share road with cars
- Cyclists and drivers must interact to avoid crashes
- Can create driver confusion
- May prevent less confident users from bicycling



Example of Paved Shoulder

Paved Shoulders

Design Speed: 35-55mph

Treatment Width: 4 feet to 6 feet from edge line

Average Cost per Mile: \$

Maintenance: Street sweeping, snow plowing

Parking Interactions: Parking not impacted

Mainly used in suburban or rural areas to allow space for cyclists.

Pros

- Offers space for cyclists that vehicles don't use
- Minimal changes to existing roads
- Allows cyclists to be visible to vehicles

Cons

- Left turns are difficult for cyclists
- Not a dedicated bicycling lane
- Often has debris that has blown off the road
- Not identifiable as a bicycling facility



Example of Bicycle Boulevard

Bicycle Boulevard

Design Speed: Under 25mph

Treatment Width: Depends on road width

Average Cost per Mile: \$\$

Maintenance: Street sweeping, snow plowing, wayfinding sign replacement

Parking Interactions: Parking not impacted

Used in residential areas to connect cyclists to destinations while offering cyclists the right-of-way in places where space is limited while reducing vehicle through traffic via traffic calming and occasionally diverting vehicles to adjacent streets.

Pros

- Only local traffic is allowed with the cyclist
- The cyclist has the right-of-way
- More space for groups of cyclists
- Utilizes existing infrastructure

Cons

- Cyclist must share the road with cars
- Cars make exiting driveways difficult for residents
- Must ensure the road isn't used as motor vehicle cut-through to avoid traffic congestion



Example of Bike Lanes

Bike Lanes

Design Speed: 25mph - 35mph

Treatment Width: 5 feet to 7 feet from curb or gutter pan if present

Average Cost per Mile: \$\$

Maintenance: Street sweeping, snow plowing, restriping

Parking Interactions: Must be located outside of door zone, may require parking space removal

Used to create dedicated routes for cyclists on striped roads to destinations.

Pros

- Create an easily identifiable lane for cyclist
- Can be paired with on-street parking
- Easy to add to most existing roads, space-permitted
- Familiar to public

Cons

- May require on-street parking to be removed
- Must be cleaned to remove debris from road



Example of Buffered Bike Lanes

Buffered Bike Lanes

Design Speed: Greater than 25mph

Treatment Width: 1.5 feet to 3 foot buffer, 5 feet to 7 foot lane

Average Cost per Mile: \$\$

Maintenance: Street sweeping, snow plowing, restriping

Parking Interactions: May require parking space removal

Used to create dedicated routes for cyclists on striped roads to destinations. Offer greater separation from vehicle traffic than regular bike lanes.

Pros

- More separation from vehicles
- More definition of the bike lane for people driving to see
- Can be made large enough to have cycle passing lanes or be multi-directional

Cons

- Left turns can be difficult for cyclists
- May require on-street parking to be removed
- Must be kept clean of debris



Example of Separated Bike Lanes

Separated Bike Lanes

Design Speed: Greater than 25mph

Treatment Width: 1.5 feet to 3 foot buffer, 5 foot to 7 foot lane, although larger lanes can be used where there are very high volumes of bicyclists

Average Cost per Mile: \$\$\$

Maintenance: Street sweeping, snow plowing, restriping, seasonal bollard removal/installation, bollard replacement

Parking Interactions: May require parking space removal

Used to create dedicated space for people bicycling. Provides a physical barrier separating bicycle traffic from vehicular traffic, offering an additional level of comfort for people bicycling.

Pros

- Semi-permanent barriers provide more safety from vehicles
- Better defined bike lane for drivers
- Can be made large enough to have cycle passing lanes or be bi-directional (two-way)

Cons

- Left turns can be difficult for cyclists
- May require on-street parking to be removed
- Barriers may need to be replaced over time
- Must be kept clean of debris
- Winter maintenance can be difficult with plow trucks



Example of Multi-Use Path

Multi-Use Paths

Design Speed: Greater than 25mph

Treatment Width: 10 foot minimum, 12 feet to 16 feet preferred

Average Cost per Mile: \$\$\$\$

Maintenance: Snow plowing, striping at intersections, repaving separate from street improvements

Parking Interactions: Parking not impacted

Used to create dedicated shared routes for cyclists and pedestrians, these facilities are often recreational in nature and are separated from the roadway.

Pros

- Fully separated pathways for cyclists and pedestrians
- Grass or other buffer located between path and roadway
- Often a recreational destination

Cons

- Large space requirements
- Requires enhanced road crossings or grade-separation for connections



Example of Cycle Track

Cycle Tracks

Design Speed: Greater than 25mph

Treatment Width: 5 feet to 7 foot buffer, 8 foot to 12 foot lane

Average Cost per Mile: \$\$\$\$

Maintenance: Snow plowing, restriping, seasonal bollard removal/installation, bollard replacement

Parking Interactions: May require parking space removal

Used to create dedicated routes for cyclists on striped roads to destinations. These facilities provide a fully-separated place for cyclists that is often parallel and grade-separated from the roadway.

Pros

- Permanent barriers separating cyclists from traffic
- Can be constructed at a different grade than the roadway

Cons

- Likely will require on-street parking to be removed
- Best for long, un-interrupted stretches with little to no driveways

Each of these facility treatment types have unique advantages and disadvantages that are very context-specific to surrounding infrastructure. Because of this, there is no “one-size-fits-all” approach to creating the Proposed Mobility Network, as these treatments must be deployed to fit the context, funding, and local input of each street segment when appropriate.

	Shared Lane (Sharrow)	Paved Shoulders	Bicycle Boulevard	Bike Lanes
Design Speed	Under 25 mph	35 - 55 mph	Under 25 mph	25 - 35 mph
Treatment Width	Depends on road width	4 ft - 6 ft from edge line	Depends on road width	5 ft - 7 ft from curb to gutter pan if present
Average Cost Per Mile	\$	\$	\$\$	\$\$
Maintenance	Street sweeping, snow plowing, restriping	Street sweeping, snow plowing	Street sweeping, snow plowing, wayfinding sign replacement	Street sweeping, snow plowing, restriping
Parking Interaction	Parking not impacted	Parking not impacted	Parking not impacted	Must be located outside of door zone, may require parking removal

Street Facility Matrix

	Buffered Bike Lanes	Separated Bike Lanes	Multi-Use Paths	Cycle Tracks
Design Speed	Over 25 mph	Over 25 mph	Over 25 mph	Over 25 mph
Treatment Width	1.5 ft - 3 ft buffer, 5 ft - 7 ft lane	1.5 ft - 3 ft buffer, 5 ft - 7 ft lane, larger lanes can be used	10 ft minimum, 12 ft - 16 ft preferred	5 ft - 7 ft buffer, 8 ft - 12 ft lane
Average Cost Per Mile	\$\$	\$\$\$	\$\$\$\$	\$\$\$\$
Maintenance	Street sweeping, snow plowing, restriping	Street sweeping, snow plowing, restriping, seasonal bollard removal / installation	Snow plowing, striping at intersections, repaving separate from street	Street sweeping, snow plowing, restriping, seasonal bollard removal / installation
Parking Interaction	May require parking space removal	May require parking space removal	Parking not impacted	May require parking space removal

Shared Streets: Design over Facility

While conversations around bicycle infrastructure often focus on facility types, a roadway's design and surrounding streetscapes play a much larger role in the roadway's perceived safety. Just as a separated bike lane on a busy, high-speed highway remains a stressful environment to walk or ride a bike, a street's design influences its level of traffic stress. With this in mind, designing streets to slow traffic not only creates safer streets but streets that are conducive to mixed pedestrian, bicycling, and vehicular traffic.

Because of the limited space within road rights-of-way, thoughtful planning must go into prioritizing modes on some streets and alternative modes on others. While some streets will emphasize cyclists, others will emphasize pedestrian travel while others emphasize transit access or vehicular traffic. With this in mind, the "shared street" design creates an environment conducive to pedestrian traffic while remaining open to bicycling and vehicular traffic. Because of their traffic-calming characteristics however – such as textured pavers, extensive landscape plantings, wide sidewalks with outdoor seating spaces, and the elimination of curbs and gutters – these shared streets represent low-speed, low-volume environments that operate more as public spaces rather than through-ways for vehicle traffic. Although absent of a dedicated bicycle facility, these streets offer cyclists and pedestrians a safe and comfortable environment to travel.



Clematis Street West Palm Beach, FL

Following a conversion from one-way to two-way in the 1990s, Clematis Street was redesigned in 2019 and now features a curbsless street, an 18-foot travelway with no striped centerline, wide sidewalks, and extensive landscaping features.

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Above: Images of Clematis Street. Images Gathered from The Palm Beach Post and Dover, Kohl & Partners.

Broadway - Eugene, OR

Passing through downtown Eugene, this street lacks curbs and a striped centerline, features wide sidewalks, extensive streetscaping and sharrows indicating the multi-modal nature of the street.



Wall Street - Asheville, NC

Narrower than other shared street examples, Wall Street lacks curbs and striped centerlines and incorporates wide sidewalks allowing businesses to flex seating and other items into the street.



This topic was discussed at length in the context of State Street and Front Street within downtown Traverse City. Due to the area's high pedestrian traffic, limited right-of-way constraints, and an emphasis on creating low-speed and desirable environments to linger, the idea of implementing shared streets within downtown was discussed and identified as the preferable mobility future for downtown. This envisions a downtown that operates as an "outdoor living room" and is such a low-speed environment that all users feel safe interacting within this area. The intent of downtown shared streets are for Traverse City residents and visitors – families with young children, older couples, tourists traveling between stores and restaurants, professionals accessing their workplaces, friends connecting over drinks – all people would feel welcome and comfortable traveling in and through downtown Traverse City.

While aspirational, this requires Traverse City's mobility culture to first shift towards accepting shared spaces as an environment for all users. Until this occurs, incremental mobility facilities can bridge the span between this ultimate vision for downtown and the still largely auto-oriented conditions that exist today.

Complete Streets

“Complete streets” refers to an infrastructure design philosophy focused on building a mobility network that is accessible for all people, regardless of their transportation choices. Standing in contrast to the auto-oriented infrastructure of previous decades, “complete streets” are designed to create mobility networks accessible to people walking, riding bikes, taking transit, or other alternative transportation modes. Adopted in December 2022, Traverse City’s Complete Streets Policy desires to create:

“ - an equitable and effective transportation network where every transportation user can travel safely, conveniently, and efficiently, and where sustainable transportation options are available to everyone.”

This policy statement emphasizes the City’s focus on creating a multi-modal transportation network. Recognizing that streets differ in terms of traffic volumes, street widths, the number of driveways and intersections, and a variety of other factors - designing “complete streets” must be context-sensitive to these factors in determining the appropriate facility type.



The mobility facility appropriate for the street above...

...Is likely different from the facility appropriate for the street below



With this in mind, streets that are low-volume and low-stress (**left image above**) can be classified as “complete streets,” as they are comfortable and safe environments for all mobility users. Streets that feature higher speeds and higher traffic volumes (**right image above**) likely require mobility facilities that provide protection and separation from vehicular traffic. Recognizing this distinction between road types allows resources to be deployed in these high-stress corridors, resulting in a more resilient mobility network over time.

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Implementation

Background and Approach

Infrastructure implementation is more than just orange barrels and asphalt; it is a complex, ongoing process involving vision from policymakers and the public, and coordination across numerous city departments. Due to this complexity, there are challenges and trade-offs associated with design decisions, the construction process, and how facilities are maintained. A lack of intentional coordination can result in streets being reconstructed only to be torn up again to replace aging utilities; sidewalks leading to nowhere; and trails not being maintained. Unfortunately, it is easy for details to “slip between the cracks,” impeding overall implementation of the community’s vision.

Understanding roles and responsibilities is an essential element to prevent missed opportunities, effectively leverage resources, and prevent re-work. A sports analogy best captures how to “win the game” of effective infrastructure implementation. There are the policy-makers (elected and appointed officials), the coach (City administration), and the team players (City staff across multiple departments). Understanding this dynamic and the interactions between these entities will ensure success. Each group’s role as it pertains to infrastructure is highlighted below.

Infrastructure: It’s a Team Effort

Just as there are many roles in building a competitive franchise, there are many roles in Traverse City’s infrastructure process. This sports analogy shows that focusing on each role and their unique responsibilities makes the organization stronger as a whole.



- **Team Owners (Elected and Appointed Officials)**

Tasked with establishing vision, not involved in specific team strategy but guides long-term direction of team.

- **Coach (City Manager)**

Develops game plan and oversees performance of the team on a day-to-day basis.



- **Team Players (City Staff)**

Professionals with unique skillsets that collaborate to execute the game plan.



Elected and Appointed Officials (Team Owners) – Just like a governing body of a sports team, the elected officials are tasked with establishing the long-range vision and rules of the team. While they operate “outside the locker room” and are not involved in specific team strategy, they create the policies and parameters the team must follow in order to win. The Traverse City Planning Commission and City Commission are some of the “policy-makers” for the City.

City Administration (Team Coach) – As leader of all city departments and staff, city administration acts as the team coach, ensuring that all players of the team are operating according to the established game plan. Just like a coach, city administration must ensure the team plays in accordance with the rules established by the policy-makers.



City Staff and Departments (Team Players) – As the City’s technical professionals, City staff represent the players on a team, using their unique skillsets in a complementary manner to follow the established policies and achieve the team’s objectives. In the context of Traverse City’s infrastructure process, it is city staff’s role to design, construct, and maintain the City’s infrastructure assets – streets and alleys, water and sewer lines, signs and signals, etc.

These separate roles – elected and appointed officials, city administration, and city staff – all play an important role in how Traverse City infrastructure is implemented, operated, and maintained. This section highlights how these roles can better coordinate to reduce conflict points and ensure the effective provision of infrastructure improvements. It also offers a review of existing policies and proposed practices that can be adopted and refined to achieve the city’s long-term mobility goals. This in turn should make the infrastructure implementation process more straight-forward, leading to the effective implementation of the City’s near-term, medium-term, and long-term improvements as outlined later in this section.



Governmental Center

Current Approach

Current Capital Improvement Program (CIP) Process

Traverse City follows a July 1 – June 30 fiscal year cycle. As capital expenditures make up a significant portion of each year’s budget, the Capital Improvement Program (CIP) process is vitally important to not only the implementation of the City’s transportation goals but the overall operation of city government.

The current process begins with the establishment of a CIP Committee comprised of the following entities:

- City Manager
- Planning Department
- Public Services Department
- Engineering Department
- Downtown Development Authority (DDA)
- Board of Light and Power
- Department of Municipal Utilities
- Parking Services
- Parks and Recreation
- Fire Department
- Police Department
- Treasury Department

The intent is for this Committee to outline large-scale improvements to the City’s physical assets over the coming six (6) years. The CIP Committee reviews community needs and gathers proposed project lists from each department. The Committee then prioritizes projects based on staff capacity and available funding.

After the selection of projects, the CIP is presented to the Planning Commission who then schedules a public hearing. After the public hearing and adoption by the Planning Commission, the City Manager prepares the annual budget, incorporating the CIP’s first year projects. It should be noted that allocated funding for proposed first year projects is typically insufficient to complete all projects on the list, leading to difficult budget decisions over the fiscal year.

During the Mobility Action Plan’s engagement process, frustration was expressed that the selection of capital projects sometimes operates in a “shot-gun” approach, attempting to hit many high-profile targets at once and serve as a “catch-all” for items that could be included elsewhere in the annual budget. This inconsistent and reactive process ultimately delays and weakens overall implementation by failing to maintain focus on a central vision. A vicious cycle is then created - decision-makers are frustrated by a lack of progress and feel compelled to select projects that will be of higher profile to demonstrate action, which in turn causes implementation of the vision to slow down, drawing more criticism for lack of progress. Taking a “less is more” or a systematic approach can yield a more actionable CIP as it allows resources to coalesce around fewer, large-scale projects and provides opportunities for infrastructure investments to build upon each other to produce a better result. A virtuous cycle can be created by changing the CIP process to one that is more proactive and methodical, maintaining focus on the long-term goals set forth by the City Commission, and achieving them more quickly, so the next batch of projects can proceed without delay.



Current General Fund Street Project Process

In addition to the Capital Improvement Process, City staff follow a process that helps project street reconstruction and resurfacing projects to be funded through the City's General Fund. This process generates the informal streets project list or "Rainbow Sheet" – a colored list of streets and construction estimates projected over a nine (9) year period.

This process begins with an Evaluation Phase, with the City Engineer considering the Infrastructure Policy outlining the City's desired break-down of infrastructure spending. They also consider maintenance costs and the geographic breakdown of previous year's projects. The development of the street project list is also informed by pavement quality (PASER) ratings along with proposed utility projects that are provided by the Municipal Utilities Superintendent.

From here, the process enters a Staff Review Phase. The Engineering Department provides the streets project list to the Department of Public Services, the Board of Light & Power staff, Department of Municipal Utilities, the Planning Department, Parks and Recreation Division, and the Downtown Development Authority (DDA) if applicable. The Planning Department reviews the list to ensure consistency with the Master Plan while the Engineering Department reviews the list and develops preliminary cost estimates for these projects. The Department of Municipal Utilities also reviews the list to ensure alignment with water and sanitary sewer infrastructure projects. Upon their review, each department meets with the City Manager to finalize the streets project list.

With all entities in agreement, the Planning Department will then take the document and publish a public hearing notice. During this Planning Department Review Phase, the Planning Commission tours the streets proposed for improvement and ultimately approves or rejects the streets project list. With the Planning Commission's approval, the streets project list is submitted to the City Commission for their approval.

For street reconstructions that represent a significant change in character or function, the Planning and Engineering Department consults the Planning Commission and Active Transportation Committee, first sharing early design concepts and gathering their feedback. The Planning Department sends out letters to impacted residents and gathers feedback. The Active Transportation Committee reviews resident feedback and develops project design recommendations.

Following these recommendations, the Engineering Department develops a preliminary roadway design and provides it to the Planning Commission for their review and approval. If the design is consistent with the Master Plan, the Planning Commission can approve the preliminary design. After the heavy lift of designing the project, garnering feedback, revising the project design to satisfy feedback, and receiving Planning Commission approval – the Engineering Department then develops the final design and begins soliciting bids for construction.

Graphic of Current Street Improvement Process

Step 1: Establish Capital Improvements Program

Developed annually, the Capital Improvement Program (CIP) is created by City staff, the City Manager, and is adopted by the Planning Commission. Upon approval and adoption by the Planning Commission, the CIP is included in the annual budget approved and adopted by the City Commission. This establishes the street projects to be programmed over the coming years.



Step 2: Street Design Development

With a street segment identified within the CIP, City Staff begin the process of designing its next phase. City Staff will refer to the Master Plan, Mobility Action Plan, Street Design Guide, and other documents informing the street's design. For extensive reconstruction projects, the Planning Commission along with public input will guide street design. Following this feedback, City Staff develop the preliminary street design. The final design is reviewed and approved by the Planning Commission.



Step 3: Final Engineering, Contract Award, and Construction

Once the preliminary street design has been approved by the Planning Commission, City Staff develops the final engineered drawings and specifications for construction. Upon completion of these documents, City Staff advertises for bids. City Staff then selects a bidder for construction. After this work, City Staff submits the bid and construction contract for final approval to the City Commission.





Washington Street

Recommended Approach

Challenges and Potential Solutions

Although these processes guide the City's current infrastructure improvement process, City staff have mentioned a number of limitations associated with them. Through numerous meetings with representatives of the City's various departments, common themes emerged as crucial to implementing the vision and goals of the Mobility Action Plan. These are discussed below.

CHALLENGE:

Lack of Coordination between City Departments – Although existing infrastructure processes call out a specific manner of coordination between departments, City staff mentioned this often does not function as it exists “on paper.” In meetings, staff mentioned the lack of a cohesive process for involving all city departments in determining annual infrastructure improvements. While departments will regularly consult with other departments on an “as-needed” basis, there is no standing meeting that brings all departments to the table. Staff mentioned a desire for a regular meeting to coordinate infrastructure improvements.

Case Study: Grand Rapids Design Team

With the adoption of the Vital Streets Plan in 2016, the City of Grand Rapids sought to formalize the process for City staff from relevant departments to collaborate on major infrastructure and development projects. Comprised of staff representing Planning, Traffic Safety, Mobility, Fire, Stormwater, Sanitary Sewer, Water Services, Street Lighting, Forestry, and Engineering (among others) – the Grand Rapids Design Team brings these departments together early in the infrastructure process, offering them an opportunity to coordinate projects, resolve design concerns, and ultimately apply the goals of the Vital Streets Plan into the City's infrastructure improvements.

This Design Team process has a number of benefits. First, it gives City staff a venue to offer their expertise and share recommendations. As designing infrastructure is an iterative process, the Design Team ensures that all parties are consistently in the conversations that ultimately shape its implementation. Ideally, this reduces City staff time for project review while reducing re-work for project designers.

An equally important benefit of Design Team is its unified voice, representing the sum of the City's technical expertise and professional knowledge. As the City's planners, engineers, and professionals in water resources, public works, fire services, and utilities are represented and given an equal voice – the Design Team presents a recommendation that has been tested and deliberated over by experts from a variety of perspectives. Acknowledging this expertise and the work that goes into developing consensus – Grand Rapids establishes the Design Team's recommendation as the final plan to be implemented. By enhancing interdepartmental coordination and empowering staff to make final recommendations, the Grand Rapids Design Team creates certainty and predictability into the infrastructure improvement process while ensuring infrastructure is constructed in accordance with the Vital Streets Plan and other City policies.

SOLUTION:

To meet the goals and objectives of the Mobility Action Plan, a regular coordination meeting between City departments involved in infrastructure can be held. In the case of the Grand Rapids Design Team, the City's Engineering Department has "ownership" of the team's administration – scheduling meetings, establishing agendas, and providing meeting minutes. The intent of these meetings is to develop consensus on infrastructure improvements and provide a final design recommendation to be implemented in accordance with the Mobility Action Plan, Street Design Manual, and other applicable infrastructure policies. Recognizing its importance and the weight of its recommendations, attendance at Design Team meetings should be mandatory and decisions should be well-documented to further bolster the group's decision-making authority. An additional benefit is it can also be a mechanism to review complex private development projects. An important key to success is that departmental decision-makers must be at the table and commit to the standing meeting date and time as "off limits" for rescheduling, as well provide a unified voice in presenting street designs to the Planning Commission and City Commission.

CHALLENGE:

Relations between City Staff and Elected and Appointed Bodies – As identified in the City’s current Capital Improvement Program (CIP) process and General Fund Street Project Process, City staff develops projects and infrastructure designs that are then reviewed and adopted by the Planning Commission. Tasked with overseeing the physical development of Traverse City, the Planning Commission is the appointed body assigned to ensure the City’s development conforms to the Master Plan and Mobility Action Plan.

As project construction is a financial matter however, final awards for infrastructure projects go before the City Commission for approval. It has been noted that this is a potential point of conflict, as in some instances City staff and the Planning Commission have spent considerable amounts of time and energy to design an infrastructure asset yet the City Commission fails to award a construction contract due to disapproval or disagreement over the project’s design. This action subverts the established decision-making structure, assuming the decision-making responsibility of the Planning Commission while disregarding design considerations developed through the project engineering and design process. This introduces ambiguity and ultimately leads to project delays, increased staff demands, re-work, and costly increases due to project redesigns.

“As infrastructure is one of the most tangible aspects of good governance and its stewardship of public resources, ensuring that City leadership, City administration, and City staff work in a collaborative manner is crucial in building public trust and fulfilling the overall vision for a more sustainable mobility system.”

SOLUTION:

As infrastructure is one of the most tangible aspects of good governance and its stewardship of public resources, ensuring that City leadership, City administration, and City staff work in a collaborative manner is crucial in building public trust and fulfilling the overall vision for a more sustainable mobility system. As former sections stated, each group performs specific responsibilities, often involving the delegation of decision-making to other groups. This requires greater trust and communication between elected and appointed officials, City management, and City departments.

Project selection and design criteria have been formally adopted by the City Commission, as the legislative body, to provide direction to the City Manager, staff, and Planning Commission. The City’s *Infrastructure Strategy Policy* identifies what resources City staff and the Planning Commission should rely on for design guidance. The National Association of City Transportation Officials (NACTO) *“Urban Street Design Guide”* and *“Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities”* are currently listed. It is recommended that this policy be revisited to ensure that it aligns with the recommendations of the Mobility Action Plan, state and federal design requirements, as well as to reorganize the document into two major sections that relate to modal hierarchy and vulnerable road users, and the other to the design of streets and facility types.

A best practice is for the legislative body (City Commission) to set the criteria by which decisions are made, and the administration of those criteria is left to persons credentialed in their field (City staff) with an additional check involving the Planning Commission which is also considered an administrative body in local government. Engineering judgement is oftentimes required when working in urban environments due to constrained rights-of-way. Trade-offs are common in decision-making. The Infrastructure Strategic Policy and its cited resources, alongside this plan, the Complete Streets Policy, the Street Design Manual, and the City's Master Plan provide ample guidance.

This collaboration – from the City Commission establishing the overall vision and policies to trusting City staff and administration in developing designs and providing professional expertise to the Planning Commission's role to vet the proposed designs, ensuring their accordance with the City's future development – these interactions require trust between these three groups. Understanding that all groups have Traverse City's best interests in mind, responsibility for its welfare is shared across all groups.

Relations between City Commission, Planning Commission, and City Staff

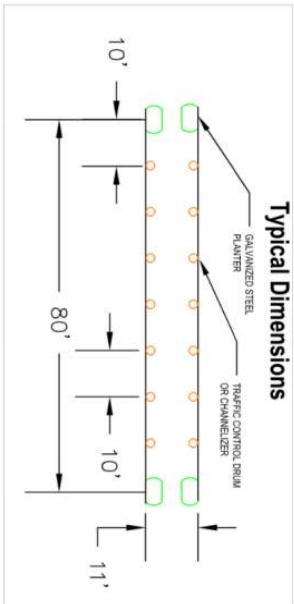


Implement a Proportional Engagement Strategy – Infrastructure improvements range from simple road resurfacing projects to complex reconstruction projects that incorporate new designs that alter traffic patterns. Recognizing this, community engagement cannot be a “one size fits all” approach and must instead be tailored towards each project. Although the City developed a useful “Level of Public Involvement Needed” worksheet in The City’s Public Participation Strategy, it now has an opportunity to create a decision-making matrix for infrastructure projects.

	Type of Street Project	Methods
Light <i>(Informative Approach)</i>	<ul style="list-style-type: none"> • Road maintenance like cape and crack sealings and wedgings • Rotomill and resurfacings and reconstruction that return road to previous state 	<ul style="list-style-type: none"> • Postcard • Website
Medium <i>(Design Input Needed)</i>	<ul style="list-style-type: none"> • Rotomill and resurfacings or reconstructions where curbs or road geometry is unchanged 	<ul style="list-style-type: none"> • Letter • Website • Design meetings
Heavy <i>(Design Input Needed)</i>	<ul style="list-style-type: none"> • Rotomill and resurfacings or reconstructions that move cubrs or that change road geometry (parking removal, lane configuration changes, etc.) 	<ul style="list-style-type: none"> • Informational sign • Same as above but including preferred design meetings

This approach can provide clarity to the community input process in a fair and predictable manner. By following this matrix, the City can plan for an amount of community engagement proportional to the project’s scope – capturing input from impacted residents, using their input to influence design, and ultimately yielding a project that is responsive to resident needs in a timely manner.

Flexibility to Implement Small-Scale Tactical Engagement / Traffic Calming – Infrastructure improvements range from simple road resurfacing projects to complex reconstruction projects that incorporate new designs that alter traffic patterns. Recognizing this, community engagement cannot be a “one size fits all” approach and must instead be tailored towards each project. Although the City developed a useful “Level of Public Involvement Needed” worksheet in The City’s Public Participation Strategy, it now has an opportunity to create a decision-making matrix for infrastructure projects. A number of tactical engagement projects considered during the planning process are included on following pages.



Item	Quantity	Apprx. Cost per Item (\$)	Total Cost (\$)
Traffic Control Drum OR Channelizer	190-195	60	11700
Galvanized Steel Planter	25-30	150	4500
Yellow Waterborne Paint	Apprx. 75'	0.75	57
Total (\$)			16257
Required Signs			
Divided Roadway Sign	2		
Right Turn Only Sign	4		

NOTE: Costs can be reduced through the utilization of items on hand, partnerships with local artists, or sponsorships from the community.

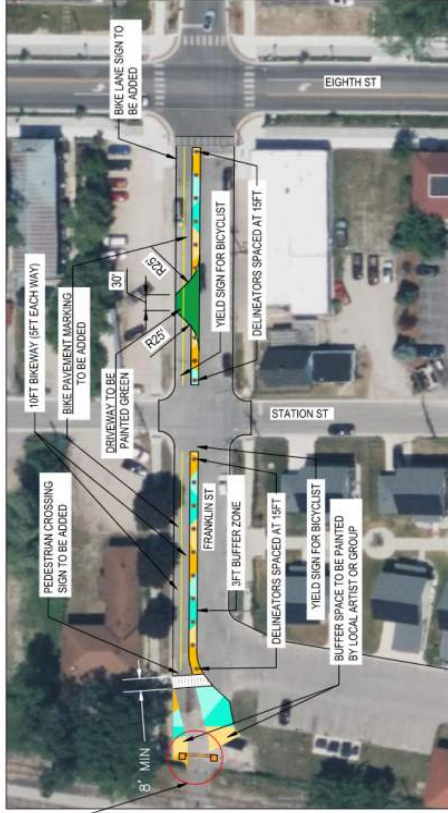
City of Traverse City
Mobility Action Plan

Center Lane Median - Potential Tactical Urbanism Implementation

Progressive ap

1011 S Main Ave NE | Grand Rapids, MI 49503-3134 | 226.226.7200
2025 South Spring St, Suite 300 | Grand Rapids, MI 49503-3134 | 226.226.7200

Example of Tactical Engagement Project



Item	Quantity	Approx. Cost per Item (\$)	Total Cost (\$)
Delineators	19	40	760.00
Bike Pavement Markings	2	150	300.00
Yellow Waterborne Paint	895	0.75	671.25
Traffic Signs	3	130	390.00
Crosswalk	1	150	150.00
Gate & Sign	1	1000	1,000.00
Total (\$)			2,271.25

Required Signs	
Yield Sign	2
Bike Lane Sign	1

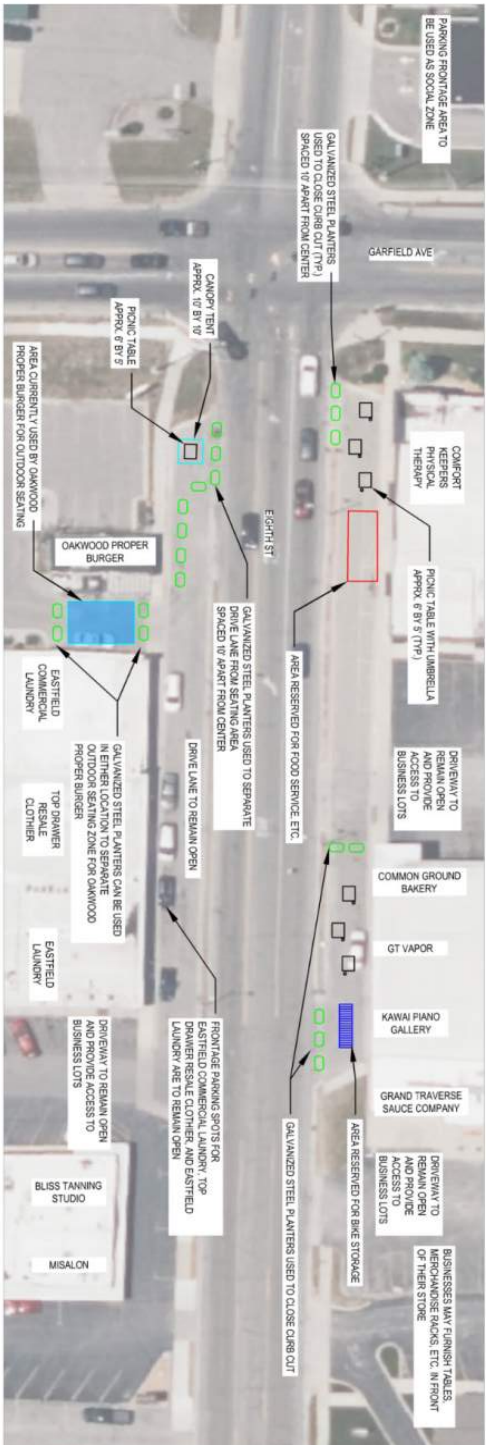
NOTE: Costs can be reduced through the utilization of items on hand, partnerships with local artists, or sponsorships from the community.

City of Traverse City
Mobility Action Plan

Franklin St - Potential Tactical Urbanism Bi-Directional Cycle Track & Gateway to the Boardman River Trail



1111 Alden Street, Traverse City, MI 49782-1800
320 South Tenth St., Suite 1000, Charlotte, NC 28202 | 704.271.8886 | www.progressiveae.com



Item	Quantity	Approx. Cost per Item (\$)	Total Cost (\$)
Bike Rack	Approx. 36 linear ft	57/lin. ft.	2052
Canopy Tent	1	250	250
Galvanized Steel Planter	18	150	2700
Picnic Bench	7	280	1960
Porch Umbrella	6	150	900
Total			7862

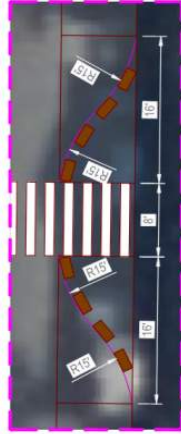
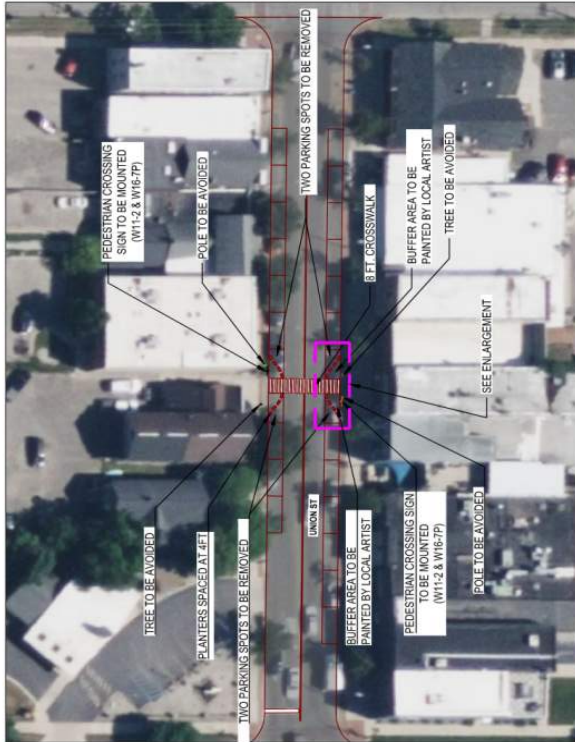
NOTE: Costs can be reduced through the utilization of items on hand, partnerships with local artists, or sponsorships from the community.

City of Traverse City
 Mobility Action Plan

Streetscape Improvements - Potential Tactical Urbanism Implementation
 Basic Layout



Example of Tactical Engagement Project



Item	Quantity	Apprx. Cost per Item (\$)	Total Cost (\$)
Pedestrian crossing signs	2	130	260.00
Wood crates with plants	12	55	660.00
Crosswalk	1	150	150.00
Total (\$)			1,070.00

NOTE: Costs can be reduced through the utilization of items on hand, partnerships with local artists, or sponsorships from the community.

Policy Recommendations

While many of the points within this section are provided as long-term considerations, existing City policies can be changed in the near-term, reflecting the City's priorities towards fulfilling the vision and goals of this Plan. These policies and proposed changes are listed below.

Chapter 410 – Traffic Codes

- **Add Section Requiring Motorists to Give Cyclists Five (5) Feet When Passing** – While Michigan law requires motorists to give cyclists a three (3) foot buffer when passing, some communities have increased this buffer to a five (5) foot minimum to increase safety for cyclists.



Chapter 420 – Bicycle and Coaster Toys

- **Remove Language Requiring Licensing of Bicycles Sections** – According to Sections 420.01 – 420.03, cyclists are required to license their bicycles and attach this license on their bicycles. As Traverse City lacks a dedicated system for processing this licensing program along with the burden it places on bicyclists, it is recommended this requirement is repealed.
- **Consider Regulating Micro-Mobility Hubs** – As micro-mobility options such as scooter sharing becomes more prevalent, the City can implement “scooter corrals,” or dedicated locations where scooters are permitted to be parked and accessed. The City can review how other communities regulate micro-mobility options.
- **Add Section Addressing Electric Bicycles in Sensitive Areas** – Section 420.04 empowers the City Commission to prohibit bicycles and other vehicles in areas they deem appropriate. With the rise of E-bikes, this section can address different classifications of electric bicycles and provide guidance on where different classes are permitted. Class 1 electric bicycles (pedal-assisted and limited to 20 miles per hour) may be permitted in areas of regular bicycle use while Class 2 and Class 3 electric bicycles (featuring higher speeds) can be prohibited in sensitive areas such as shared use trails, pedestrian pathways, and other conflict areas.

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Above Left: Image gathered National Association of City Transportation Officials, Shared Lane Markings.
Above Right: Image gathered from University of Arkansas, Scooter Corrals, (September 21, 2020).

Chapter 480 – Parking Generally

- **Add Section Prohibiting Vehicle Parking that Obstructs Sidewalks** – Language that prohibits parking that obstructs sidewalks can be added to ensure safe pedestrian spaces are maintained.
- **Add Section Prohibiting Vehicle Parking in Bicycle Lanes** – Language can be added to ensure vehicles do not park within bicycle lanes.



Chapter 668 – Safety, Sanitation, and Health

- **Add Section Requiring Removal of Snow/Ice/Leaves from Bicycle Facilities** – Language can be added to Section 668.11 that prohibits residents from piling snow or lawn debris in bicycle facilities. It can also enshrine the City's responsibility towards snow-plowing the City's bicycle facilities.
- **Review Snow-Clearing Enforcement Policies** – Although typically enforced based on resident's complaints, the City can consider adding code enforcement staff to ensure compliance and keep the mobility network accessible year-round.

Chapter 1020 – Street and Sidewalk Areas

- **Remove Language Prohibiting Playing in Streets and Alleys** – Although created with safety in mind, this rule reinforces roads as a place for cars and not for people. While this is already likely not enforced, removing this rule aligns with the City's view of streets being a place for all people and mobility modes. There are nuances to removing this rule however, as higher-volume streets are not appropriate for playing in while residential streets may be more appropriate. It should also be noted that all streets must be unobstructed and remain free for vehicle traffic. Because of these factors, this is another policy that requires thoughtful consideration before changing.

Above Left: Image from Easterbrook Blog Post (June 8, 2011).
Above Right: Image gathered from City of Grand Rapids, MI.

Chapter 1374 – Circulation and Parking

- **Revision of Bicycle Parking Requirements** – Consider amending bicycle parking language, potentially requiring more along major bicycle corridors or areas with high bicycling traffic.

Zoning Ordinance

- **Amend Zoning Ordinance** – Amend the Zoning Ordinance to include a bonus provision or parking reduction where showers are provided or transit infrastructure is provided to encourage active commuting. Increase required sidewalk width to 7 feet where vehicle parking is perpendicular to the pedestrian way to take into account car overhangs and sufficient pedestrian space. Consider reducing or eliminating vehicle parking requirements and consider provisions that encourage development of bus shelters, benches, and bicycle parking.

Traverse City Traffic Calming Program

- **Review Current Program Implementation** – According to the current process, Traverse City residents are tasked with identifying streets that are ideal candidates for traffic calming – not City staff. They then must approach the City and petition to study the street to see if traffic calming is feasible. A survey of surrounding property owners must then garner at least 50% support before funding can be allocated. While formalizing a way to implement important traffic calming features, this process may be overly complex and can erode public trust when projects that have been identified and deliberated over fail to be implemented due to lack of funding. With this in mind, the goals of this program may be better accomplished through a nimbler tactical urbanism program.



Mobility Action Plan Updates

- **Regularly Update Mobility Action Plan** – Just like the Master Plan, the Mobility Action Plan should be reviewed and updated every five years to ensure consistency with ongoing transportation initiatives. This allows the Mobility Action Plan to be a “living document” while further incorporating mobility efforts within the region.

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Above Left: Image from City of Eugene, OR Traffic Calming Webpage.
Above Right: Image gathered from Reimagine Kalamazoo, MI.

Develop Mobility Education and Programming

Develop Shared Street Safety Messaging – Communities with healthy mobility cultures acknowledge a shared responsibility towards street safety. The City can develop a public messaging program can educate residents and visitors on how to interact between all road users and demonstrates that streets belong to people of all ages and abilities.

Active Transportation Committee

- **Consider Dissolution of Active Transportation Committee** – As the Planning Commission is already intimately involved in the development of infrastructure projects, the Active Transportation Committee largely serves a redundant role in overseeing the City's infrastructure projects. In the interest of reducing committees and freeing staff resources, the City can consider the dissolution of the Active Transportation Committee by formally transferring its responsibilities to the Planning Commission or another body as deemed appropriate.

Strategic Plan

- **Consider Development of Strategic Plan** – Many communities have undertaken strategic planning exercises in recent years as a way for elected officials and appointed boards to demonstrate their values and goals for the future, providing greater clarity on the organization's future direction. Staff have mentioned this would be a useful supplement as this information can be tied into future planning efforts.

City Staff Design Team

- **Consider Establishment of Design Team** – Similar to Grand Rapids' Design Team to implement its 2016 Vital Streets Plan, Traverse City can establish a regular meeting with relevant city departments to review development plans to ensure they comply with the Master Plan and Mobility Action Plan. The intent of this group is to review projects in a holistic manner, ensuring that City staff's concerns and feedback is shared and is used to inform the development of infrastructure projects. With all departments contributing and offering their input, the Design Team would then provide a final design to be implemented. An administrative policy could be enacted that defines the team's charge and responsibilities, as well as decision-making framework should a disagreement arise between departments.

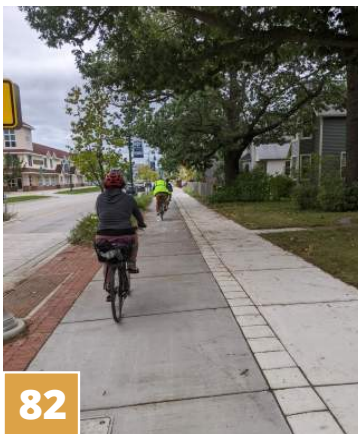
Identify Implementation Timeline

- **Near-Term Improvements** – Many mobility improvements can be achieved through small, incremental changes to the City's network. Improvements such as crosswalks, improved striping, sharrows, and wayfinding can be achieved quickly and are relatively affordable. While often considered "low-hanging fruit," these projects represent small wins that result in the build-up of the city's mobility network. These can conveniently be added to road resurfacing projects currently on the books, expediting the buildout of these projects.

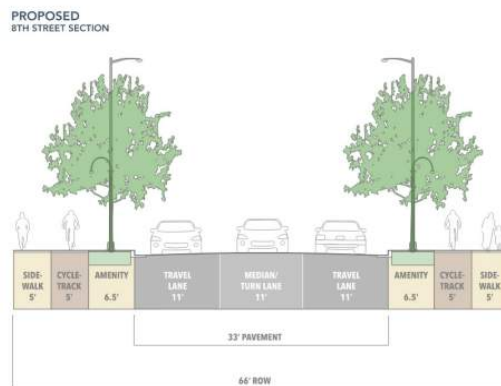
- **Medium-Term Improvements** – These improvements represent projects that require more thought, planning, and deliberation than those that can be implemented in tandem with existing resurfacing projects. These projects represent changes to the city’s rights-of-way, reconsidering lane widths and the provision of mobility infrastructure in new and unique ways such as incorporating protected bicycle facilities. Although bold, these projects are possible to be constructed over coming years. Their implementation is predicated on a growing mobility culture however – one that prioritizes bicycling and walking infrastructure when road reconstruction opportunities arise over the coming construction seasons.
- **Long-Term Improvements** – These projects represent transformational mobility improvements that warrant extensive studies, stakeholder engagement, and budgeting. These complex projects typically require key trade-offs between accommodating vehicular traffic versus bicyclists and pedestrians. Because of this, these projects are not politically feasible currently but are likely to be successful in years to come, as Traverse City’s mobility culture continues to shift and becomes more accommodating towards bicyclists and pedestrians. Acknowledging that timing is a crucial ingredient in the mobility network’s success, these improvements take a decade-plus horizon and represent the large-scale, foundational projects the City can work towards achieving over time.

Eighth Street Implementation Case Study

The cycle tracks on Eighth Street were the product of a decade-long planning process that engaged the public and was subject to a number of studies. Culminating in the adoption of the Envision 8th Plan in 2017, this plan saw the corridor as a vibrant mixed-use environment featuring dedicated cycling facilities adjacent to the roadway. These improvements were made in tandem with a road reconstruction project in October 2019. These dedicated bike facilities provide an example of a long-term improvement that came to fruition in recent years, representing the work and engagement involved in projects of this magnitude.



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Left: E Eighth Street Cycle Track and Sidewalk

7

Measures of Progress

As Traverse City continues to pursue its mobility vision and the buildout of its network, City leadership, administration, and staff should continually study metrics indicating the overall success of the Mobility Action Plan.

Perform Bicycle and Pedestrian Traffic Counts – In summary, the Mobility Action Plan intends to get more residents walking and bicycling throughout the city. There is no better way of measuring this success than by measuring the level of pedestrians and cyclists within the community over time. Increases in people walking and bicycling indicate the improving mobility culture the Plan strives to cultivate while the opposite indicates that barriers remain that inhibit people’s abilities to utilize the mobility network.

Miles of Facilities Installed – A simple measure of progress is tracking and publicizing the amount of new bicycle facilities constructed each year. This can be demonstrated in a simple graphic each year that is updated to the City’s webpage.



Carbon Emission Reductions – Relating directly to the Mobility Action Plan’s Vision Statement of “creating a mobility network that reduces the region’s carbon footprint,” studies can be conducted over time to gauge whether carbon emissions are decreasing within Traverse City. Although challenging to monitor regularly, measuring the number of City employees riding their bikes to work can indicate reduced carbon emissions.

Facility Implementation Impacts – The construction of new signals and traffic-calming devices can influence which streets people choose to take. Following construction of these facilities, the City can monitor traffic for changes in volumes and speed. This can convey information that then informs future facility implementation projects.

Above Left: Image from Bike Portland (December 4, 2019).

Above Right: Image gathered from City of Bellingham, WA (December 21, 2020).

Percentage of Residents within Quarter Mile of a Mobility Facility – The proposed Mobility Network envisions 93% of Traverse City being within a quarter-mile of a mobility facility. This is a forward-looking mobility goal shared with much larger communities such as Seattle and indicates Traverse City’s commitment towards geographic equity. This can be achieved by inputting completed mobility projects into GIS and running buffer analyses each year.

Annual Community Survey – One method of gauging the Mobility Action Plan’s overall success is by gathering qualitative data from residents and stakeholders. This can be achieved through an annual survey that prompts survey takers to indicate whether progress has been visible in their community. This serves a useful purpose of also continuously gathering data that can be used to identify areas of concern and refine future mobility projects.

Increased Transit Ridership – A successful mobility system complements the region’s transit system and vice versa. As all transit trips begin with either a walk or bike ride, observing Bay Area Transportation Authority (BATA) ridership data can indicate how people are using the system as well as demonstrate how people are interacting with the mobility network.



Observe Traffic Crash Data – While the Mobility Action Plan seeks to create a safer transportation network for everyone, an increase in vehicle-cyclist or cyclist-pedestrian conflicts may indicate more people feeling comfortable bicycling and walking around Traverse City. While seemingly counterintuitive, more people bicycling and walking as opposed to driving will likely result in more crashes between different transportation modes. The severity of these crashes can indicate a key tenet of the Plan; lower traffic speeds due to the sharing of streets and a healthier mobility culture should reduce the number of severe crashes overall. Studying this trend over time can help achieve the City’s goal of eliminating traffic fatalities.

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Above Left: Image from BATA LinkedIn page.

Above Right: Image gathered from Activate Allen County (April 25, 2017).

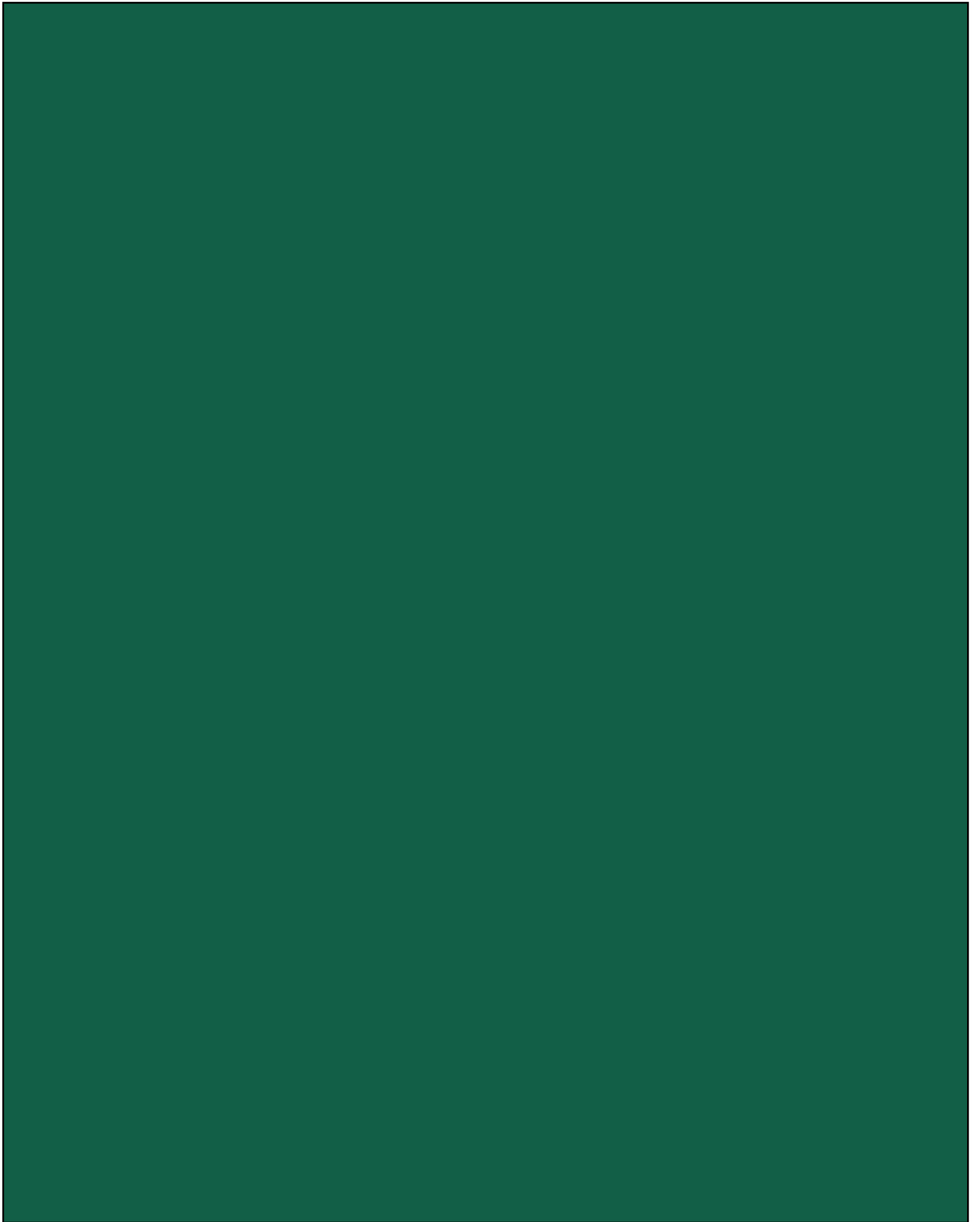


Washington Street

Summary

Although these provide both quantitative and qualitative metrics for measuring the overall success of the Mobility Action Plan – understand that a healthy mobility culture represents the community's collective sense of safety and is often an unmeasurable, intangible value. While there is little direct way to measure Traverse City's mobility culture, these metrics can indicate its mobility culture in the aggregate, as a healthy mobility culture will yield positive changes in all of the metrics provided.

This plan recognizes that mobility culture takes time to change. This is not a reason for discouragement however; it's a realization that incremental improvements to the network are steps towards realizing the City's ambitious vision of being a premier bicycling, walking, and transit community. Traverse City has the opportunity to "live this plan" by implementing its recommendations and incorporating its procedures into existing processes. In this way, this Plan will guide the City's infrastructure process, resulting in Traverse City's streets being designed for all users in mind.





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

Memorandum

To: DDA Board of Directors
From: Harry Burkholder, DDA Executive Director
Date: August 13, 2024
Subject: Executive Director Report

Below is an overview of projects and initiatives that the DDA is working on.

Bayfront TART Trail Expansion & Extension

With Segment Two of the reconstruction of Grandview Parkway Project now underway, work continues on the remaining sections of the TART Trail expansion, including sections of trail from the Murchie Bridge to roughly Park Street and Division to Hall Street. As a reminder, the DDA committed \$200,000 toward this project, to match funds from the City, TART and a grant from the MEDC.

FishPass Construction

Site signage, including informational signs and formal pedestrian wayfinding signs have been installed around the perimeter of the project. The informational signs include a QR code for the public to use and access the latest updates on the project

Construction activity will increase throughout August with the installation of a temporary sheet pile cofferdam. The cofferdam will allow all construction work to be accomplished safely and under dry conditions. During this time, the new dam spillway and bypass channel will be installed and the existing fish ladder and auxiliary spillway will be demolished.

A time-lapse camera has now been installed to capture progress on the FishPass project and be found here at: [Union Street Dam FishPass \(earthcam.net\)](https://earthcam.net)

West End Demolition and Abatement

I continue to work with city staff to explore options on how to move forward with this project, which likely include an incremental approach.

Electrical Work

Sara Klebba and I worked with the City and TCLP to install additional electricity boxes at strategic locations along Front Street. These new boxes allow us to better support vendors and live music for downtown events.

West End Staircase

The DDA completed engineering and design for the staircase and the easement from the property owner is scheduled to be before the City Commission at their August 19th meeting.

Hannah Park Bridge Abutment/Overlook

Contract approval and the Old Town TIF budget adjustment (which the DDA Board approved at our July meeting) for improvements to the Hannah Park Overlook is scheduled to be before the City Commission at their August 19th Meeting. As a reminder, \$105,000 from the Old Town TIF is the DDA's contribution to this project.

Lower Boardman/Ottaway Riverwalk

I was able to connect with the firm that provided the most recent estimate for design/engineering services related to improvements along the river in the 100-block of Front Street and I will have the refined cost for such services at our September meeting.

Grandview Parkway Reconstruction

Hall, Cass and Park Streets were periodically opened to traffic last week and work continues on the reconstruction of Grandview Parkway. The Union Street intersection is anticipated to closed throughout this week for underground utility work. The Clinch Park Tunnel serves as the alternate pedestrian crossing while Union Street is closed. Next week, we anticipate paving will take place between Cass and Division, as well as the placement of pavement markings in preparation for staging a transition to the north two lanes – all work is dependent on weather.



303 E. State Street
Traverse City, MI 49684
harry@downtowntc.com
231-922-2050

Memorandum

To: Downtown Development Authority Board of Directors

From: Harry Burkholder, DDA Executive Director & Todd McMillen, DDA Board Member

Memo Date: August 13, 2024

Subject: Arts Commission Update

Art Vandalism

As you are probably aware, two of the *Spirit of the Forest* statues at our Rotating Art Exhibit were severely damaged last month. I am working with the Traverse City Police Department on their investigation of the incident as well as the city/artist to determine next steps for a replacement and coverage.





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

Memorandum

To: Harry Burkholder, DDA Executive Director
Downtown Development Authority Board of Directors

From: Sara Klebba, DDA Director of Events & Engagement

Date: Aug 12, 2024

Subject: DTCA Director of Events & Engagement Update

Street Sale (8/2) & Friday Night Live (8/2 & 9)

- The Aug 2nd Street Sale and FNL were a success. Highlights and notes:
 - There were about 80 total booths between the two events.
 - There was still a good turnout, but qualitatively a bit less foot traffic than last year due to:
 - High heat and humidity
 - Shutdown of Grandview Parkway due to construction
 - Still high prices/inflation, competing for share of wallet
 - It's an election year
 - We worked with the City and Windemuller to install two new electrical outlets on Park and Union to ensure electrical access for entertainers and food vendors.
 - Additional trash bins helped reduce overflow.
- The Aug 9 FNL featured 34 booths: 21 nonprofits, 5 food/bev vendors, 8 entertainers. Much cooler temperatures allowed for a very positive and almost electric atmosphere. There was so much positive feedback onsite – it's a treasured annual event series!

Downtown Art Fair (8/17)

- This annual art fair is set for Saturday, Aug 17, on Cass St. between Front and the alley south of State St.
- We have a completely full event of a variety of media: 68 vendors.

- Thanks to Karen Roofe for helping with booth assignments and layout!

Downtown Employee Summer Send-Off (8/20)

This event, for DTCA member employees, is a lunchtime barbecue to thank staff for a summer of hard work and dedication to our downtown. We scheduled a local musician to play the event, 12-2, at Rotary Square. We have a full suite of sponsors:

- Burritt's: hot dogs and pork/chicken sausages
- Pangea's: side salad(s), grills, staff
- Great Lakes Potato Chips: chips
- Northwoods: root beer
- Cherry Republic: packaged candies; plus, gift baskets for giveaways
- DTCA to contribute 8-\$25 gift certificates for giveaways



Memorandum

To: DDA Board of Directors
CC: Harry Burkholder, DDA Executive Director
From: Nicole VanNess, Transportation Mobility Director
Date: August 13, 2024
Re: Staff Report: Parking Services – July 2024

Parking Services Transition Update

We are working with various departments to achieve a transition date for the Parking Services Department and its employees by September 30th. This will be the last meeting where an update report is provided to the DDA Board. All future communications will be submitted monthly to the City Commission to include in their written reports section of the packet.

Project Updates

Pullman STS – Hardy Parking Structure – Work has been completed on level 3 and will begin to move to the ramp from 2-3 on Monday, August 12th. Exterior brick work and pedestrian tower window seals continued this week.

As a reminder, due to the double helix design, working on each level requires completely shutting down half of the floor to complete the work. Customers are shifting into an abnormal two-way traffic pattern. Signage and traffic control devices are in place to guide. The same process will repeat on level 2 and level 1 later this summer.

Pullman STS - Old Town Parking Structure - Work has been completed on the ramp 3-4 and will begin to move to level 3 on Monday, August 12th. Pedestrian tower window seals continued this week.

City Commission approved the pavement preservation projects. All projects are scheduled to be completed by November 2024. Projects include:

- Completed - Parking Lot C (200 E Grandview Pkwy) reconstruction to repair potholes and drainage issues.
- Completed – Parking Lot T (100 E Grandview Pkwy/Union St) reconstruction to repair potholes and drainage issues.
- To be scheduled after Labor Day - Parking Lot G (100 E State) the in-fill of the two curb-cuts.

Scheduled City Commission Agenda Items

August 19th – 3 Year Purchase Order Parking Garage Washdown

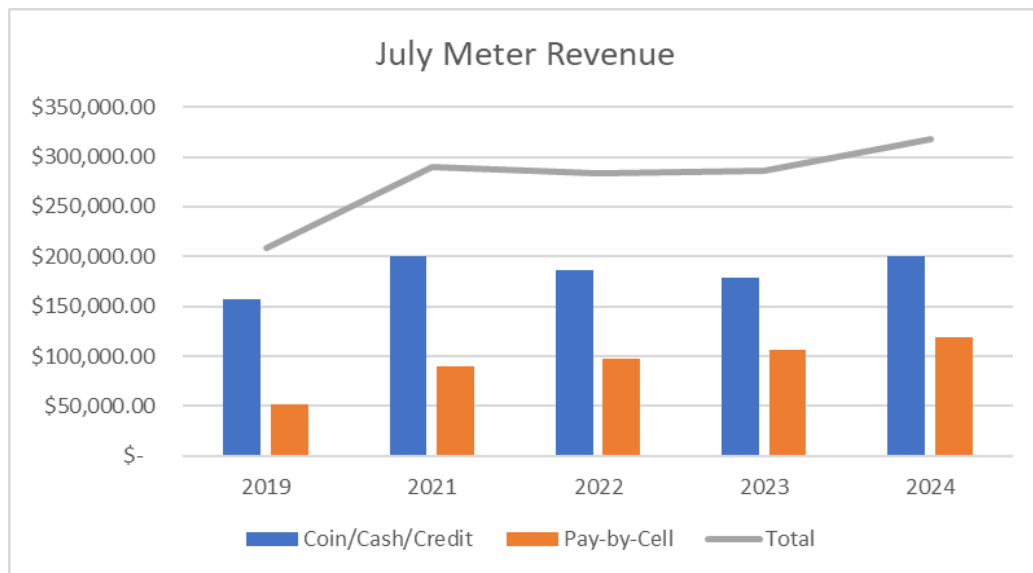
August 19th – Hardy Retail Space Lease Agreement

July Parking Revenue

Below are the May revenue. Charts include three years of data to show pre and post-pandemic revenues.

Meter Revenues

Coin/Cash/Credit revenues are up 12% compared to 2023 and 27% compared to 2019. Mobile payment revenues are up 11% compared to 2023 and up 131% compared to 2019. Overall, meter revenues are up 11% compared to 2023 and up 53% compared to 2019.



Hourly Admissions

Hardy transient revenues are down 14% compared to last year and up 37% compared to 2019. Old Town transient revenues down 19% compared to last year and up 76% compared to 2019. Both facilities were down in transient revenues as the two largest days for event revenue of the National Cherry Festival fell on the last weekend of June.

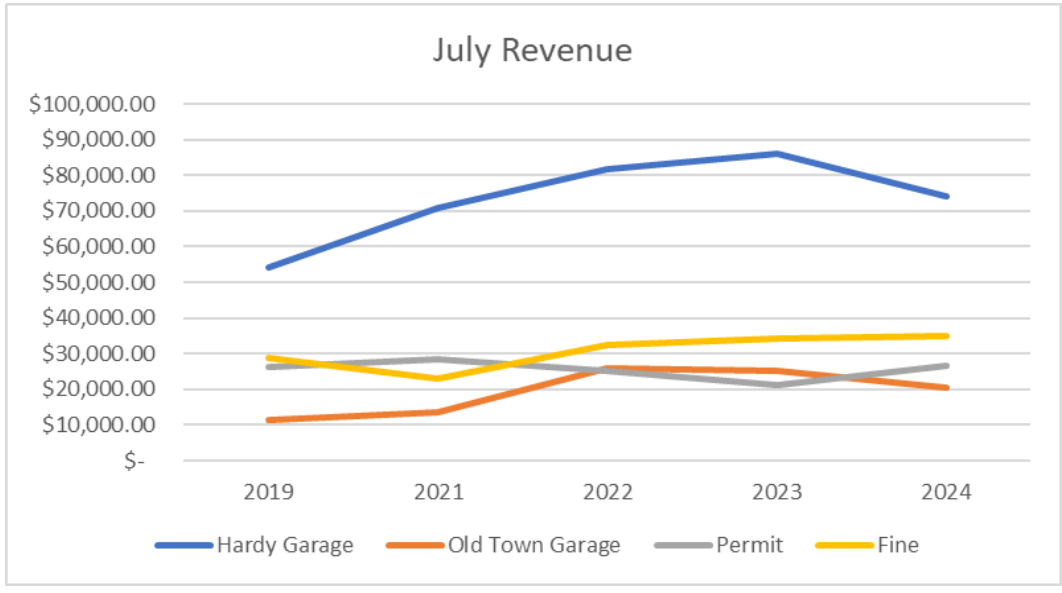
Permits

Permit revenues are up 27% compared to last year and up 1% compared to 2019.

Fines

Fine revenues are up 3% compared to last year and up 21% compared to 2019.

On July 16th, the new Scan & Pay option went live. This service allows customers to scan a QR code on their citation, view photos and pay. The service collects a convenience fee to pay for the use of the service and credit card processing fees. For a partial month, we had an 18% adoption rate.



DTCA Board of Directors Meeting

July 11, 2024

8:30 –10:00 am

DDA Office Conference Room



MEETING MINUTES

Meeting called to order at 8:40am by President D. Gildersleeve

Roll Call

Present: Dawn Gildersleeve, Jeff Joubran, Amanda Walton, Sebastian Garbsch, Karen Roofe, Libby Hogan

Not present: Gary Jonas

Approval of the Consent Agenda as presented

Motion by Jeff Joubran, seconded by Amanda Walton.

Approved unanimously.

Approval of June Meeting Minutes as presented

Motion by Jeff Joubran, seconded by Amanda Walton.

Approved unanimously.

Financials & Legal Updates

Financials: Jeff J. recommended not approving financials until audit complete.

Legal update: PM and Rehmann met to get more clarification on 1-2 things. Report theme still TBD.

To be settled in Aug or Sept.

NEW BUSINESS

- A. DTCA By-laws Discussion and Approval
 - a. Group agreed that dual membership should be allowed, but this board member should also recuse themselves from votes where there are conflicts of interest.
 - b. The organization remote policy (Article VII, Section 4) was updated in the newest version, to be shared out by Libby H.
 - c. DTCA would like to rebrand. Harry B. suggested that we have one nonprofit umbrella for DDA and DTCA, but this would be several years out. Group agreed to get a quote from Greenlight for review for name change/new brand identity.
- B. DTCA Board Members/Officers Status
 - a. Libby H. to share out updated board members and officer listings and terms.
 - b. Reviewed at meeting and group approved current officer status. Motion by Karen R., seconded by Dawn G.
- C. DTCA 2024-25 Budget Plan
 - a. Because we cannot accept “cannabis money” due to federal conflicts, the DTCA can accept in-kind only (e.g. they can pay our vendors/suppliers or donate items).
 - b. Motion to approve proposed 2024-25 budget by Dawn G., seconded by Jeff J.
- D. Downtown Brochure Update & Gift Certificate Policy
 - a. Greenlight working on new layout with QR code, DDA to create new web page with listing of all merchants in DTCA district regardless of membership.
 - b. To build out more robust distribution plan and costs as we streamline this piece and receive feedback and usage data.

- E. Street Sale & FNL
 - a. Discussed how to address merchants that participate in the event but didn't pay.
- F. Toast to Downtown Date Selection
 - a. Group unanimously voted on Wed, Nov 13, as the event date. COH confirmed.
- G. Idea: Quarterly Member Roundtables
 - a. Group is interested in idea for educational events with merchants/staff leading and providing the SMEs. Sara K. to discuss with Events Committee; different times of day/variety for different schedules
- H. We Heart Local Proposal Feedback
 - a. Group did not find value here nor want to pass on a monthly fee to our members. Group agreed to pass on this opportunity.

OLD BUSINESS

- A. Director of Engagement & Events Updates
 - 1. TC Comedy Fest agreement: awaiting feedback from Scott Howard on indemnity paragraph
 - 2. Downtown Art Fair Series recap/update
 - 3. Street Sale & FNL update
 - 4. Downtown Employee Discount Card Program status
 - a. For now, group agreed say no to extended groups like the city, county, etc. (this is a member benefit for employees who work downtown) and record feedback for looking at next year.
 - 5. DT Employee Summer Send Off
 - a. Cherry Republic can contribute ice cream or giveaways. Jeff J. to reach out to Moomer's.
 - 6. Other
 - a. Group agreed that it is time to start charging for light parade float fee. Nonprofit: low or no fee. Nominal fee first year for others. To work with NCF.
 - b. Street Sale concerns on parking. Suggested directional/parking deck signage or push BATA busing.

BOARD MEMBER COMMUNICATIONS

Adjourn 10:30am