

Traverse City Downtown Development Authority Regular Meeting

Friday, September 20, 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. ELECTION OF OFFICERS

- A. Election of Officers (approval recommended) 5 - 20
- [Election of Officers Memo \(Burkholder\) - PDF](#)
 - [Rules Governing the DDA Board - PDF](#)
 - [DDA Finance Committee Roles and Responsibilities - PDF](#)
 - [DDA Governance Committee Roles and Responsibilities - PDF](#)
 - [DDA Board and Committee 2024 Meeting Schedule - PDF](#)
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4. REVIEW AND APPROVAL OF AGENDA

5. PUBLIC COMMENT

6. 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.

- A. Consideration of approving the minutes from the August 16, 2024 DDA Regular Meeting (approval recommended) 21 - 25
- [Downtown Development Authority August 16, 2024 Meeting Minutes - PDF](#)
- B. Consideration of approving the August Financial Reports and Disbursements for DDA General, Old Town TIF, TIF-97 and the Arts Commission. 26 - 34
- [DDA General, Old Town TIF, TIF-97 August Financial Report Combined - PDF](#)
-

[DDA General, Old Town TIF, TIF-97 August Financial Dashboard Combined - PDF](#)
[Arts Commission August 2024 Financial Report - PDF](#)

7. ITEMS REMOVED FROM CONSENT CALENDAR

8. OLD BUSINESS

- A. Two-Way Circulation Pilot Project 35 -
58
[Two Way Pilot Project Memo \(Burkholder\) - PDF](#)
[Progressive AE Presentation - PDF](#)
-

9. NEW BUSINESS

- A. Traverse Connect Contract (approval recommended) 59 -
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[Traverse Connect Contract Memo \(Burkholder\) - PDF](#)
[Traverse Connect - DDA Authority Professional Services Contract 2024 - PDF](#)
- B. Rehmann Contract (approval recommended) 67 -
79
[Rehman Contract Memo \(Burkholder\) - PDF](#)
[Rehmann Engagement Letter - PDF](#)
- C. Executive Director Job Description (approval recommended) 80 -
84
[Executive Director Job Description Memo \(Burkholder\) - PDF](#)
[Executive Director Job Description - PDF](#)
- D. TIF-97 Budget Priorities 85 -
90
[TIF-97 Budget Priorities Memo \(Burkholder\) - PDF](#)
[Working TIF-97 Estimate Worksheet - PDF](#)
-

10. CEO REPORT

- A. Executive Director Report 91 -
93
[Executive Director Report Memo - PDF](#)
-

11. BOARD MEMBER REPORTS

- A. Arts Commission Report 94
[Arts Commission Report Memo \(McMillen\) - PDF](#)
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12. STAFF REPORTS

- A. Director of Events and Outreach Report 95 -
96
[Director of Events and Outreach Report \(Klebba\) - PDF](#)
-

13. RECEIVE AND FILE

14. PUBLIC COMMENT

15. ADJOURNMENT



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: September 13, 2024
Subject: Election of Officers

Board Officers

Our by-laws require that the election of officers shall happen at the annual organizational meeting. The annual organizational meeting (as identified in our by-laws) shall occur in September, or no less than 90 days from September. The protocol for the nomination of officers requires that our current Chair call the meeting to order and then ask the Executive Director to call for nominations of Chair – note, with the recent resignation of Gabe Schnieder, Scott Hardy (vice-chair) is serving a Chair. After the Chair is elected, the Executive Director will turn the meeting over to the new Chair who will ask for the remaining nomination of officers.

Our current officers include:

Acting Chair:

Vice-Chair: Scott Hardy

Treasurer: Jeff Joubran

Secretary: Open

The Treasurer has indicated his willingness to serve for the 2023/2024 year. The office of Chair, Vice-Chair, and Secretary will need to be filled.

Standing Committees

In December of 2022, noting the significant work with the implementation of the Moving Downtown Forward TIF Extension and several large infrastructure projects, the DDA Board approved to transition and restructure the two standing committees (Finance and Governance) roles and responsibilities into a new monthly study session format, beginning in February 2023. For the most part, the DDA has been operating under this format. However, in September of 2023, the DDA Board appointed members to the two standing committees and has since facilitated several meetings of the two standing committees to address specific topics and/or circumstances, most notably the 2024/2025 budget and the hiring of the Executive Director.

Historically, the Finance Committee was charged with oversight and responsibility for all assets and funds owned or administered by the DDA in accordance with DDA financial policies.

The Governance Committee was charged with oversight, review and recommendations regarding board operations to enhance the quality and future viability of the board.

Attached is a more thorough overview of the roles and responsibilities of the two standing committees that the Board adopted in 2019 (with updates changing the CEO to Executive Director).

Finance Committee Composition

The Finance Committee is currently comprised of four (4) board members and per the roles and responsibilities, must meet minimally six times per year. In addition, the Chair of the Finance Committee must be the Treasurer of the DDA Board.

Current Members:

- Chair – Jeff Joubran
- Scott Hardy
- Ed Sloskly
- Mike Powers

Governance Committee Composition

The Governance Committee is currently comprised of three (3) board members and per the roles and responsibilities, must meet at least quarterly.

Current Members:

- Chair – Todd McMillen
- Amy Shamroe
- Pete Kirkwood

Advisory Committees

DDA board members also serve on subcommittees and advisory committees related to specific City and DDA initiatives.

Farmers Market Advisory Committee

The Farmers Market Advisory Committee has one (1) DDA Board member serve as a representative from the DDA Board. Currently, board member Shelley Spencer represents the DDA on this Board. Meetings occur three times per year.

Mobility and Parking Advisory Board (no longer standing)

In previous years, the DDA had a Mobility and Parking Advisory Board to address parking and mobility issues. The Mobility and Parking Advisory Board was comprised of four (4) board members and (4) citizens-at-large. Given Parking Services transition to the City, the Mobility and Parking Advisory Board is no longer standing nor under

the purview of the DDA. The future need and existence of the Advisory Board will be determined by the city.

Arts Commission

While technically this is a City Advisory Board, one (1) DDA Board Member sits on the Arts Commission. Meetings occur on the third Wednesday of each month at 3:30pm. Todd McMillen currently sits as the DDA representative.

Rotary Square

Given that we will soon be kicking off the conceptual design process for Rotary Square, I think it would be advantageous to appoint one (1) DDA Board Member to sit on a newly created advisory committee for this project. The duties and commitment for this potential appointment have not yet been established, but will not be an overbearing time commitment.

Given that: (1) the primary reason (i.e., the Moving Downtown Forward TIF Plan) the DDA Board established the study session schedule has been approved by the DDA Board and; (2) we are still holding Finance and Governance Committee meetings, I am asking the DDA Board for direction as to their desire/need/preference for Standing Committees and Meetings. That is, is there a preference to keep the Finance and Governance Committees and adhere to their respected meeting schedules and eliminate the study session format? Or, is there a preference to keep the study session format and eliminate the Standing Committees? Or is there a desire to keep both the study session format and Standing Committees?

According to our bylaws (see attached), the DDA may appoint committees, but is not required to do so. I have also attached the "roles and responsibilities" of the two Standing Committees as reference.

I would note, that the study session format, in addition to the Standing Committee meeting schedule, is quite time-consuming for both staff and for board members. I would also note, should the DDA Board eliminate the study session format, it does not prevent the board from scheduling a special study session meeting if so desired and warranted.

A motion is required from the Board for nominations for each officer or a full slate officers can be made in one motion.

A motion(s) is required from the Board for nominations for each subcommittee/advisory committee.

A motion is preferred from the Board as to the desire for study sessions.

Recommended Motion

Nominations and motions for Officers, Committees and Study Sessions must come from DDA Board members.



RULES GOVERNING THE TRAVERSE CITY DOWNTOWN DEVELOPMENT AUTHORITY

ARTICLE I. PURPOSES AND POWERS

The purpose or purposes for which the Authority is organized are as follows: To act as a Downtown Development Authority in accordance with Act 197 of the Public Acts of 1975, as amended, including, but not limited to: to correct and prevent deterioration in the Downtown Development District, to encourage historic preservation, to create and implement development plans, and to promote economic growth. In furtherance of these purposes, the Authority shall have all of the powers which now or hereafter may be conferred by law on Authorities organized under Act 197, Public Acts of 1975, as amended; and Public Law 91-646, being the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.

ARTICLE II. BOARD

Section 1. General Powers

The Authority shall be under the supervision and control of a board.

Section 2. Number, Tenure and Qualifications.

The Board of the Authority shall consist of twelve persons, the Chief Executive Officer of the City of Traverse City and eleven members. The members shall be appointed for a term of four years except that of members first appointed, two shall be appointed for one year, two for two years, two for three years and two for four years. At least a majority of the members shall be persons having an interest in property located in the downtown district. At least one of the members shall be a resident of the downtown district if it has one hundred or more persons residing within it. The term of office shall begin on the date of the annual organizational meeting of the Traverse City Downtown Development Authority in September

Section 3. Selection of Board Members.

The Chief Executive Officer of the City of Traverse City with the advice and consent of the City Commission shall appoint the members of the board. Subsequent board members shall be appointed in the same manner as the original appointments at the expiration of each member's term of office. Before assuming the duties of office, a member shall qualify by taking and subscribing to the constitutional oath of office.

Originally adopted by DDA 9-21-78. Approved by City Commission 10/2/78. As amended 8/17/1999, 2/19/2010.



Section 4. Compensation of Members.

Members of the board shall serve without compensation, but shall be reimbursed for actual and necessary expenses, and may be provided recognition in the form of a gift, such as a plaque, valued at no more than \$100.

Section 5. Expiration of Term, Continuation in Office, Reappointment and Filling of Vacancies.

Members whose terms of office have expired shall continue to hold office until a successor has been appointed. If a vacancy is created by the death, resignation or removal of a member; a successor shall be appointed by the Mayor with the advice and consent of the City Commission within thirty days to hold office for the remainder of the term so vacated.

Section 6 Removal.

Pursuant to proper notice and an opportunity to be heard, a member may be removed from office for neglect of duty including nonattendance at meetings, misconduct, malfeasance, or any other good cause by a majority vote of the City Commission. Removal of a member is subject to review by the circuit court.

Section 7. Disclosure of Interest.

A board member who has a direct interest in any matter before the Authority shall disclose his interest prior to the Authority taking any action with respect to the matter, which disclosure shall become a part of the record of the Authority's official proceedings. Further, any member making such disclosure shall then refrain from participating in the Authority's decision-making process relative to such matter.

ARTICLE III. OFFICERS

Section 1. Officers.

The officers of the Authority shall be a Chairperson, Vice-Chairperson, Secretary and Treasurer.

Section 2. Removal of Officers.

An officer may be removed by the board whenever in its judgment the best interest of the Authority would be served.

Section 3. Filling of Vacancies.

Originally adopted by DDA 9-21-78. Approved by City Commission 10/2/78. As amended 8/17/1999, 2/19/2010.



A vacancy may be filled by the board for the unexpired portion of the term.

Section 4. Chairperson.

The Chairperson shall preside at all meetings of the board and shall discharge the duties of a presiding officer.

Section 5. Vice Chairperson.

In the absence of the Chairperson or in the event of his inability or refusal to act, the Vice-Chairperson shall perform the duties of the Chairperson and when so acting shall have all the powers and be subject to all restrictions of the Chairperson.

ARTICLE IV. MEETINGS

Section 1. Annual Meeting.

The annual meeting shall be held on the third Friday of September at the hour of 8:00 a.m. at the Governmental Center, 400 Boardman, Traverse City, MI 49684. The election of officers shall occur at the annual organizational meeting. If the election of officers should not occur on the day designated, or any adjournment thereof, the board shall cause the election to be held at a regular or special meeting of the board within ninety (90) days of the annual meeting.

Section 2. Regular Meetings.

Regular meetings of the board shall be held at 8:00 a.m. on the third Friday of each month at the Governmental Center, 400 Boardman Avenue, Traverse City, MI 49684, unless rescheduled by the Chairperson. In the event the meeting day shall fall on a holiday, the Chairperson shall reschedule the meeting to a non-holiday. The financial records shall be open to the public subject to the Michigan Freedom of Information Act. Any regularly scheduled meeting may be canceled for a lack of quorum.

Section 3. Special Meetings.

Special meetings of the board may be called by the Chairperson, by the Vice Chairperson in the absence of the Chairperson, by the Executive Director, by any three members, or by the City Commission by giving twenty-four (24) hours notice of the meeting stating the purpose of the meeting and by posting the notice eighteen (18) hours prior to the meeting.



Section 4. Notice of Meeting.

All meetings shall be preceded by public notice posted eighteen (18) hours prior to the meeting in accordance with the Open Meetings Act (Act 267 of the Public Acts of 1976, as amended). Notice to the members of the board and to the public shall be the responsibility of the Secretary.

Section 5. Agenda.

The Chairperson may direct the Executive Director to prepare the agendas for all meetings and send them to the Authority members at least twenty-four (24) hours prior to a meeting. Any member of the Authority may request any item to be placed upon the Agenda.

Section 6. Quorum and Voting.

A majority of the members of the board in office shall constitute a quorum for the transaction of business. No action shall be taken except upon concurring vote of five members of the board, unless a higher number is required by statute or these rules. In the event that effective membership is reduced because of disclosure of interest (Article II, Section 7), a majority of the remaining members eligible to vote shall constitute the action of the board.

Section 7. Rules of Order.

Robert's Rules of Order will govern the conduct of all meetings.

- A. Public Comment and Public Hearings: All interested parties shall have an opportunity to speak at public hearings, and at the public comment portion of meetings. The Chairperson, may, at her or his discretion, allow the public to speak on agenda items prior to Board action. The Board shall treat the public with respect. As part of its deliberation, the Board may clarify, answer questions and ask questions as a result of public comment. The comment of any member of the public or special interest group may be limited in time to five minutes.
- B. Public Comment during the designated Public Comment Section – Reserved: Any interested person or any special interest group wishing to address the Board of Directors for a reserved time shall submit a written request to the Executive Director no later than 5:00 p.m. of the Friday immediately preceding the date of the meeting. The request shall identify the requestor's name and address and state the subject of the matter they wish to speak to. The comment of any member of the public or special interest group may be limited in time to 15 minutes. Questions may be answered at the meeting or referred to staff for a response at a later time.



ARTICLE V. EMPLOYMENT OF PERSONNEL

Section 1. Executive Director.

The Board may employ and fix the compensation of a director, subject to the approval of the City Commission. The director shall serve at the pleasure of the board. A member of the board is not eligible to hold the position of director. Before entering upon the duties of his office, the director shall take and subscribe to the constitutional oath, and furnish bond, by posting a bond in the penal sum determined in the ordinance establishing the Authority, payable to the Authority for use and benefit of the Authority, approved by the board, and filed with the City Clerk. The premium on the bond shall be deemed an operating expense of the Authority, payable from funds available to the Authority for expenses and operation. The director shall be the chief executive officer of the Authority. Subject to the approval of the board, the director shall supervise, and be responsible for, the preparation of plans and the performance of the functions of the Authority in the manner authorized by Act 197 of the Public Acts of 1975, as amended. The director shall attend the meetings of the board, and shall render to the board and to the City Commission a regular report covering the activities and financial condition of the Authority. If the director is absent or disabled, the board may designate a qualified person as acting director to perform the duties of the office. Before entering upon the duties of his office, the acting director shall take and subscribe to the oath, and furnish bond, as required of the director. The director shall furnish the board with information or reports governing the operation of the Authority as the board requires.

Section 2. Treasurer.

The board may employ and fix the compensation of a Treasurer if he or she is not a board member, who shall keep the financial records of the Authority and who, together with the director, shall approve all vouchers for the expenditure of funds of the Authority. The Treasurer shall perform such other duties as may be delegated by the board and shall furnish bond in an amount as prescribed by the board.

Section 3. Secretary.

The board may employ and fix the compensation of a secretary, who shall maintain custody of the official seal and of records, books, documents, or other papers not required to be maintained by the controller. The secretary shall attend meetings of the board and keep a record of its proceedings, and shall perform such other duties delegated by the board.

Section 4. Legal Counsel.

The board may retain legal counsel to advise the board in the proper performance of its duties.

Originally adopted by DDA 9-21-78. Approved by City Commission 10/2/78. As amended 8/17/1999, 2/19/2010.



The legal counsel shall represent the Authority in actions brought by or against the Authority.

Section 5. Other Personnel.

The board may employ other personnel deemed necessary by the board.

ARTICLE VI. COMMITTEES AND ADVISORY BOARDS

Section 1. Committees.

The board by resolution may designate and appoint one or more committees to advise the board. The committee members shall be members of the Authority. The Chairman of the Authority shall appoint the members and select the chairman. The committees may be terminated by a vote of the Authority. At the annual meeting the committees will be evaluated and reappointed or dissolved. A majority of the committee will constitute a quorum. A majority of the members present at the meeting at which a quorum is present shall be the act of the committee.

Section 2. Advisory Boards.

The board may by resolution authorize the establishment of advisory boards to the Authority. The Chairman shall select with the advice and consent of the Authority the members of each advisory board. The advisory board shall elect their own officers and establish rules governing their election.

ARTICLE VII. CONTRACTS AND FUNDS

Section 1. Contracts.

The board may authorize the Executive Director or an agent or agents of the Authority to enter into any contract or execute and deliver any instrument on behalf of the Authority within the limits authorized by Public Act 197. The authorization may be general or confined to specific instances.

Section 2. Funds.

All checks, drafts or orders for the payment of money issued in the name of the Authority shall be signed by two of the following: Chairperson of the Board, Treasurer or Executive Director, or anyone specifically designated by the Board of Directors. All money, notes or other evidence of indebtedness shall be issued in the same manner following approval of the Board of Directors. All funds of the Authority shall be placed in such banks, trust companies, or other depositories as selected by the Board of Directors pursuant to an investment policy.



Section 3. Contributions or Gifts.

The board may accept on behalf of the Authority any contribution, gift, bequest, or device for the general purposes or for any special purpose of the Authority.

ARTICLE VIII. BOOKS AND RECORDS

Section 1. Books and Records.

The Authority shall keep correct and complete records of books and accounts and minutes of the meetings. The records shall be kept at the principal office of the Authority which will have a record of the names and addresses of the members of the Authority. Books and records of the Authority shall be open to the public as prescribed in the Freedom of Information Act. An annual audit by an independent certified public accountant will be conducted.

Section 2. Fiscal Year.

The fiscal year of the Authority shall at all times conform to the fiscal year of the City of Traverse City.

ARTICLE IX. RAISING OF FUNDS

Section 1. Ad Valorem Tax.

The Authority with the approval of the City Commission may levy an ad valorem tax on the real and tangible property not exempt by law and as finally equalized in the downtown district. The tax shall be no more than 2 mills. The tax shall be collected by the City of Traverse City. The City shall collect the tax at the same time and in the same manner as it collects its other ad valorem taxes. The tax shall be credited to the general fund of the Authority for purposes of financing only the operations of the Authority.

Section 2. Borrowing Money Prior to Collection of Tax.

The City may at the request of the Authority borrow money and issue its notes therefore pursuant to Act 202 of the Public Acts of 1943, as amended, being sections 131.1 and 138.2 of the Michigan Compiled Laws, in anticipation of collection of the ad valorem tax authorized in this section.

Originally adopted by DDA 9-21-78. Approved by City Commission 10/2/78. As amended 8/17/1999, 2/19/2010.



Section 3. Revenue Bonds.

The Authority may borrow money and issue its negotiable revenue bonds therefore pursuant to Act 94 of the Public Acts of 1933, as amended, being sections 141.101 to 141.139 of the Michigan Compiled Laws. Revenue bonds issued by the Authority shall not except as hereinafter provided be deemed a debt of the City of Traverse City or the State of Michigan. The City Commission by a majority vote of the members may pledge its full faith and credit to support the Authority's revenue bonds.

Section 4. Tax Increment Financing.

When the Authority determines that it is necessary for the achievement of the purposes of Act 197, Public Acts of 1975, the Authority shall prepare and submit a tax increment financing plan to the City Commission. The plan shall include a development plan as provided in Section 17, Act 197, Public Acts of 1975, a detailed explanation of the tax increment procedure, the amount of bonded indebtedness to be incurred, the duration of the program and shall be in compliance with Section 15 of that Act. The plan shall contain a statement of the estimated impact of tax increment financing on the assessed values of all taxing jurisdictions in which the development area is located. The plan may provide for the use of part of all of the captured assessed value, but the portion intended to be used by the Authority shall be clearly stated in the tax increment financing plan. The plan may be amended from time to time as allowed in Act 197, Public Acts of 1975. More than one plan may be created.

ARTICLE X. DISTRICT BOUNDARIES

The Authority shall exercise its powers within the downtown district of the City of Traverse City so determined by ordinance of the City Commission.

ARTICLE XI. AMENDMENT TO RULES

These rules may be altered, amended, or repealed and new rules adopted, by a majority of the members present at any regular meeting.

Originally adopted by DDA 9-21-78. Approved by City Commission 10/2/78. As amended 8/17/1999, 2/19/2010.

Traverse City Downtown Development Authority (TCDDA)
Board of Directors
Finance Committee – Roles & Responsibilities
Established: February 4, 2019

Pursuant to the DDA Board’s by-laws, the Finance Committee is a standing committee of the DDA Board of Directors. The Finance Committee is charged with oversight responsibility for all assets and funds owned or administered by the TCDDA in accordance with all board-adopted financial policies. The Finance Committee has the following roles and responsibilities:

1. Meet at least six times per year but preferably monthly and provide meeting minutes to the full Board of Directors.
2. Recommend the format and information contained in monthly financial reports to the Board.
3. Review monthly financial statements and clarify any outstanding questions or issues with the CEO (or designated staff member) prior to monthly board financial reports.
4. Present and lead discussion on monthly financial reports to the board as a standard agenda item.
5. Receive and review with the CEO (or designated staff member) the Annual Operating Budget in advance of it appearing before the Board for consideration and adoption.
6. Develop, lead and oversee key financial strategies to ensure the organization’s long-term health and sustainability.
7. Recommend any financial management, investment, or spending policies to the board.
8. Review and make recommendations on all insurance policies held by the board.
9. Any other periodic or regular board financial matters as desired by the Board of Directors.

Traverse City Downtown Development Authority (DDA)
Board of Directors
Governance Committee – Roles & Responsibilities
Established: February 4, 2019

Pursuant to the DDA Board’s by-laws, the Governance Committee is a standing committee of the DDA Board of Directors. The Governance Committee is charged with oversight, review and recommendations regarding board operations to enhance the quality and future viability of the Board. The Governance Committee has the following roles and responsibilities:

1. Meet at least quarterly and provide meeting minutes to the full Board of Directors.
2. Lead the board in regularly reviewing and updating its understanding of its roles, responsibilities, and expectations of individual board members.
3. Serve as the planning and review team for organizational strategic planning activities.
4. Assess on an on-going basis the current and anticipated needs for board composition.
5. Develop and recommend the following documents, practices, and policies; conduct annual review of all these items and make recommendations for any updates that may be needed.
 - a. Board Committee job descriptions;
 - b. Board Code of Conduct Policy;
 - c. Board Conflict of Interest Policy and annual statement for signing;
 - d. Qualifications & Characteristics Grid for consideration of potential new board members, including knowledge, attributes, skills, abilities, influence, background, etc.;
 - e. Board Orientation and Operating Manual;
 - f. New member on-boarding process including but not limited to an orientation session for all new board members;
 - g. Board on-going education process, including protocol, content, and schedule;
 - h. Board annual self-assessment protocol and tool;
 - i. A general Board-CEO Roles and Responsibility Policy, distinguishing the respective roles, responsibilities, and relationships;
 - j. Grievance Policy;
 - k. Board process and format for conducting an annual performance and compensation review of the CEO;
 - l. Any other board policies as needed.
6. Establish and conduct reviews of the Employee Compensation Plan, including wages and fringe benefits, every other year and make recommendations to the Board for any adjustments.

7. Review the DDA Board's by-laws annually and make recommendations for any changes if needed.
8. Assist the CEO in planning and implementing board retreats as desired.
9. Regularly review the board's practices and status regarding member participation, confidentiality, attendance and conduct, and provide any recommendations as needed to enhance board effectiveness.
10. Any other periodic or regular Board Governance matters as desired by the Board of Directors.



Traverse City Downtown Development Authority

FINANCE COMMITTEE

1st Thursday bi-monthly @8:30a

2024

October 4

December 6

2025

February 7

April 4

June 6

August 1

DDA BOARD MEETINGS

3rd Friday of the month @ 9am

2024

October 18

November 15

December 20

2025

January 17

February 21

March 21

April 18

May 16

June 20

July 18

August 15

September 19-Organizational meeting

FARMERS MARKET ADVISORY BOARD

3rd Monday @ 9am

2024

October 21

2025

January 20

March 17

GOVERNANCE COMMITTEE

Last Monday every Quarter @1:00pm

2024

September 30

December

2025

March 31

June 30

September 29

TRAVERSE CITY ARTS COMMISSION

3rd Wednesday of month @ 3:30pm

2024

October 16

November 20

December 18

2025

January 15

February 19

March 19

April 16

May 15

June 18

July 16

August 21

September 17

STUDY SESSIONS

1st Friday of month @ 12pm

2024

October 18

November 15

December 20

2025

January 6

February 3

March 3

April 7

May 5

June 2

July 7

August 4

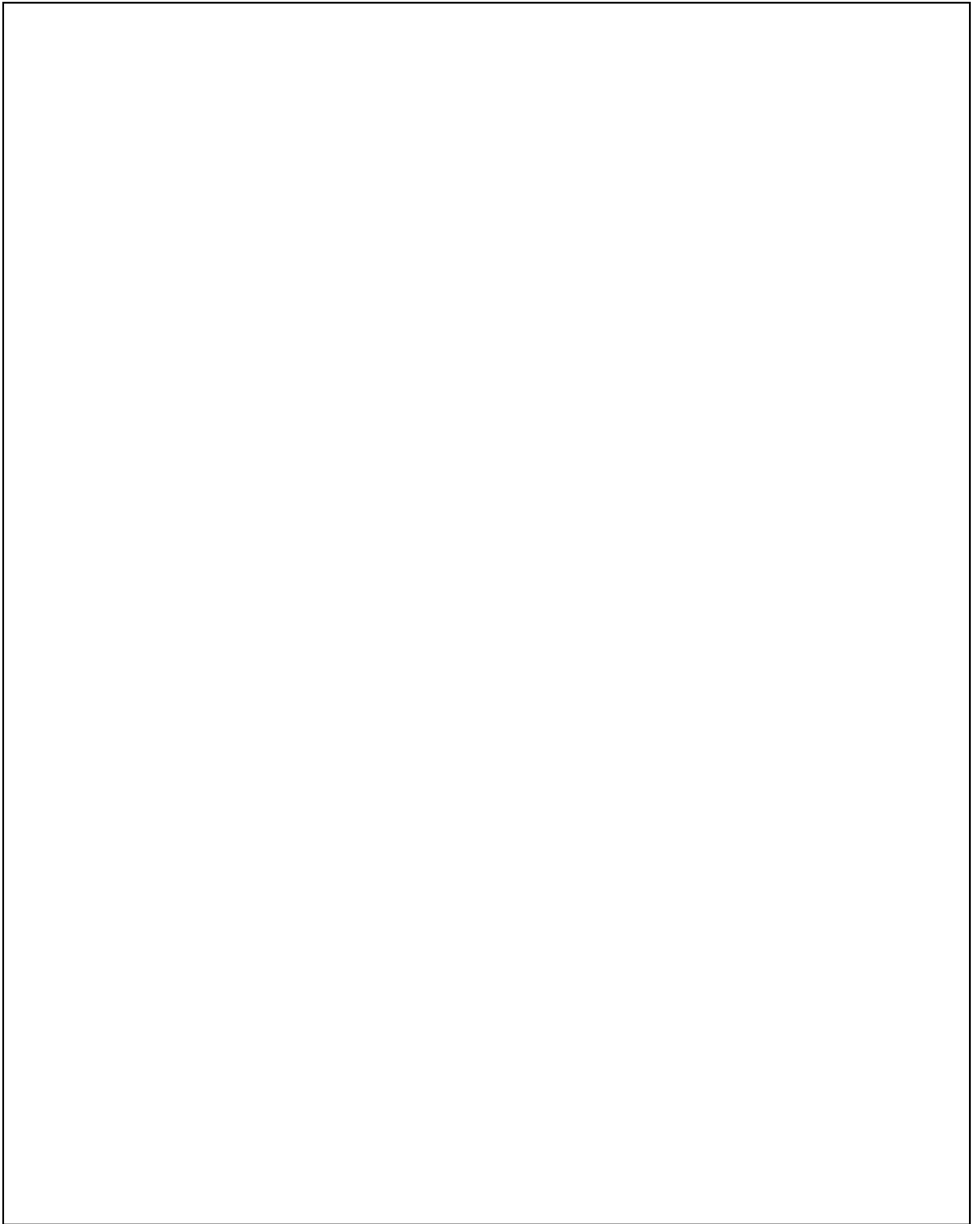
September 1

303 E. State St. , Ste. C

Traverse City, MI 49684

231-922-2050

dda.downtowntc.com





**Minutes of the
Downtown Development Authority for the City of Traverse City
Regular Meeting
Friday, August 16, 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: Chairperson Gabe Schneider, Board Member Peter Kirkwood, Board Vice Chair Scott Hardy, Board Member Jeff Joubran, Board Member Todd McMillen, 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: Board Member Hillary Ascroft

Chairperson Schneider presided at the meeting.

(a) **CALL TO ORDER**

The meeting was called to order at 9am

(b) **ROLL CALL**

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

(1) That the board approve the Agenda as presented.

Moved by Scott Hardy, Seconded by Ed Slosky

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

Absent: Jeff Joubran and Hillary Ascroft

CARRIED. 9-0-2 on a recorded vote

(d) **PUBLIC COMMENT**

The following addressed the board:
Tim Werner
Jim Carruthers

(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 July 19, 2024 DDA Regular Meeting (approval recommended)
- (2) Consideration of approving the minutes from the August 2, 2024 Downtown Development Authority Study Session (approval recommended)
- (3) 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)

Motion to approve the Consent Calendar as presented

Moved by Amy Shamroe, Seconded by Todd McMillen

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

Absent: Jeff Joubran and Hillary Ascroft

CARRIED. 9-0-2 on a recorded vote

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

(g) **OLD BUSINESS**

- (1) Moving Downtown Forward TIF and Development Plan (approval recommended)

The following addressed the board:
Harry Burkholder
Gabe Schneider
Scott Hardy
Amy Shamroe
Gary Howe
Ed Slosky

Pete Kirkwood

Mike Powers

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

Moved by Amy Shamroe, Seconded by Scott Hardy

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

Absent: Jeff Joubran and Hillary Ascroft

CARRIED. 9-0-2 on a recorded vote

(h) **NEW BUSINESS**

(1) Executive Director Employment Agreement (approval recommended)

The following addressed the board:

Harry Burkholder

Scott Howard

Gabe Schneider

Amy Shamroe

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.

Moved by Ed Slosky, Seconded by Scott Hardy

Yes: Gabe Schneider, Peter Kirkwood, Todd McMillen, Ed Slosky, Amy Shamroe, Shelley Spencer, Gary Howe, and Mike Powers

Absent: Jeff Joubran and Hillary Ascroft

CARRIED. 8-0-2 on a recorded vote

(2) Service Agreement For Trash Collection (approval recommended)

The following addressed the board:

Harry Burkholder

Mike Powers

Pete Kirkwood

Ed Slosky

Amy Shamroe

Scott Hardy

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

Moved by Gary Howe, Seconded by Amy Shamroe

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

Absent: Jeff Joubran and Hillary Ascroft

CARRIED. 9-0-2 on a recorded vote

(3) Mobility Action Plan (approval recommended)

The following addressed the board:

Harry Burkholder
Shawn Winter
Gary Howe
Pete Kirkwood
Scott Hardy
Gabe Schneider
Ed Slosky
Amy Shamroe
Scott Howard

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

Moved by Gary Howe, Seconded by Amy Shamroe

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

Absent: Jeff Joubran and Hillary Ascroft

CARRIED. 9-0-2 on a recorded vote

(i) **EXECUTIVE DIRECTOR REPORT**

(1) Executive Director Report

The following addressed the board:

Harry Burkholder

* Todd McMillen and Ed Slosky left the board meeting at 10:35am.

(j) **BOARD MEMBER REPORTS**

(1) Arts Commission Report

The following addressed the board:
Harry Burkholder

(k) **STAFF REPORTS**

(1) Director of Events and Outreach Report

The following addressed the board:
Sara Klebba

(2) Parking and Mobility Director Report

The following addressed the board:
Nicole VanNess

(l) **RECEIVE AND FILE**

(1) July 11, 2024 DTCA Meeting Minutes

(m) **PUBLIC COMMENT**

The following addressed the board:

Gabe Schneider announced his resignation as Chair of the DDA Board of Directors.

Scott Hardy

Pete Kirkwood

Amy Shamroe

(n) **ADJOURNMENT**

The meeting was adjourned by Chair Schneider at 10:55am.

Harry Burkholder, Interim Traverse
City DDA CEO

Trial Balance

As of August 31, 2024

	Debit	Credit
1000 Fifth Third Checking - 3112	578,074.18	
1010 Fifth Third Savings - 6740	210,205.52	
1200 Accounts Receivable	87,389.54	
1101 Due From APS (City of TC)		144.84
1104 Due From Other Funds		462.92
1300 Pre-Paid Expense	1,152.00	
2000 Accounts Payable		41,442.94
2153 Credit Card		1,917.59
2202 Payroll Liabilities:Accrued Payroll Liabilities		11,081.49
2203 Payroll Liabilities:Accrued Salaries		37,361.89
2205 Payroll Liabilities:457b Payable		4,639.59
2215 Payroll Liabilities:Health, Dental, Vision Insurance Payable		29,847.81
2220 Payroll Liabilities:Life & Disability Insurance Payable		865.09
2245 Payroll Liabilities:Wage Garnishment Payable		143.56
2301 Deposits Payable:Double Up Food Bucks	1,090.39	
2303 Deposits Payable:NCF Reimbursements	469.00	
2304 Deposits Payable:Prescriptions for Health		1,845.64
2305 Deposits Payable:Project Fresh		764.00
2306 Deposits Payable:Senior Project Fresh	1,564.00	
2407 GRANTS:MEDC (Civic Square)		100,000.00
2600 Deferred Income		22,510.83
Buy Local Give Local Campaign		1,698.37
3000 Opening Bal Equity		107,606.27
3900 Retained Earnings		421,277.84
4101 TAXES:Property Taxes		114,080.10

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

5/15

	Debit	Credit
4212 GRANTS & CONTRIBUTIONS:EGLE Grant-State Street West-End Mixed Use		1,485.00
4302 REIMBURSEMENTS:Administrative Services		179,682.00
4303 REIMBURSEMENTS:Parking Services		94,534.92
4306 REIMBURSEMENTS:Farmer's Market Booth Rental Income		26,194.00
4501 INTEREST INCOME:Interest & Dividends		1,470.09
5101 SALARIES:Salaries & Wages	100,982.47	
5102 SALARIES:Hourly Wage Expense	79,260.31	
5201 FRINGE BENEFITS:Health Insurance	31,438.92	
5202 FRINGE BENEFITS:Disability Insurance Benefits	1,398.12	
5203 FRINGE BENEFITS:Life Insurance Expense	383.94	
5204 FRINGE BENEFITS:457 Company Matching	13,695.31	
5208 FRINGE BENEFITS:Social Security Tax Expense	11,595.49	
5209 FRINGE BENEFITS:Medicare Tax Expense	2,711.82	
5210 FRINGE BENEFITS:SUTA Tax Expense	319.69	
5400 PROFESSIONAL SERVICES	1,005.00	
5401 PROFESSIONAL SERVICES:Contract Services	2,500.00	
5402 PROFESSIONAL SERVICES:Legal	5,325.00	
5403 PROFESSIONAL SERVICES:Professional/Contractual	51,577.07	
5404 PROFESSIONAL SERVICES:Insurance, Bonds & Taxes	288.00	
5405 PROFESSIONAL SERVICES:Community Promotion	1,175.00	
5409 PROFESSIONAL SERVICES:Grant exp EGLE cornwell bldg	495.00	
5418 PROFESSIONAL SERVICES:SNAP Food Assistance Expense	480.00	
5419 PROFESSIONAL SERVICES:EGLE Grant-State Street West-End Mixed Use	220.00	
5420 PROFESSIONAL SERVICES:Farmers Market Administrative Expense	525.00	
5421 Marketing	9,000.00	
5601 REPAIRS AND MAINTENANCE:Repairs & Maintenance	189.80	
5301 OFFICE SUPPLIES AND UTILITIES:Office Supplies	797.60	

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

6/15

	Debit	Credit
5302 OFFICE SUPPLIES AND UTILITIES:Utilities	908.54	
5303 OFFICE SUPPLIES AND UTILITIES:Operation Supplies	332.94	
5305 OFFICE SUPPLIES AND UTILITIES:Dues, Subscriptions and Memberships	2,989.76	
5306 OFFICE SUPPLIES AND UTILITIES:Printing & Publishing	343.98	
5307 OFFICE SUPPLIES AND UTILITIES:Communications	400.00	
5308 OFFICE SUPPLIES AND UTILITIES:Miscellaneous Expense	773.39	
TOTAL	\$1,201,056.78	\$1,201,056.78

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

7/15

Trial Balance

As of August 31, 2024

	Debit	Credit
1001 CASH AND CASH EQUIVALENTS:Fifth Third Checking - 8026	9,223,924.54	
1210 Deposits-Security Deposit	4,500.00	
2000 Accounts Payable		55,002.98
3000 Opening Bal Equity	21,200.00	
3900 Retained Earnings		6,347,200.52
4101 TAXES:Property Taxes		3,363,856.26
5302 OFFICE SUPPLIES AND UTILITIES:Utilities	441.38	
5306 OFFICE SUPPLIES AND UTILITIES:Printing & Publishing	1,530.43	
5308 OFFICE SUPPLIES AND UTILITIES:Miscellaneous Expense	10.79	
5309 OFFICE SUPPLIES AND UTILITIES:Bank Charges	117.42	
5400 Professional Services	182,917.99	
5500 Contributions to District Construction Projects	331,417.21	
TOTAL	\$9,766,059.76	\$9,766,059.76

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

4/11

Trial Balance

As of August 31, 2024

	Debit	Credit
1001 Fifth Third Checking - 0650	1,926,809.44	
2000 Accounts Payable		436,351.41
3900 Retained Earnings		804,471.11
4101 Property Taxes		735,417.15
5302 OFFICE SUPPLIES & UTILITIES:Utilities	164.42	
5400 PROFESSIONAL SERVICES	49,265.81	
TOTAL	\$1,976,239.67	\$1,976,239.67

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

4/7

TC Downtown Development Authority (DDA)

Board Financial Report - Dashboard

8/31/2024

Financial Position	YTD as of 8/31/2024	Prior Year as of 6/30/2024 *	Change
Total Cash and Cash Equivalents	\$ 788,280	\$ 811,754	\$ (23,474)
Other Assets	87,934	163,169	(75,235)
Total Assets	\$ 876,213	\$ 974,923	\$ (98,709)
Current Liabilities	\$ 43,361	\$ 306,391	\$ (263,031)
Total Other Liabilities	207,635	170,528	37,107
Total Liabilities	250,995	476,919	(225,924)
Fund Balance	625,218	498,003	127,215
Total Liabilities and Fund Balance	\$ 876,213	\$ 974,923	\$ (98,709)

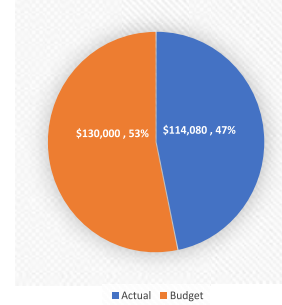
* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 114,080	\$ 130,000	87.8%
Grants & Contributions	1,485	1,875,000	0.1%
Reimbursements	300,411	743,728	40.4%
Rental Income	-	51,000	0.0%
Interest	1,470	2,000	73.5%
Total Revenue	\$ 417,446	\$ 2,801,728	15%

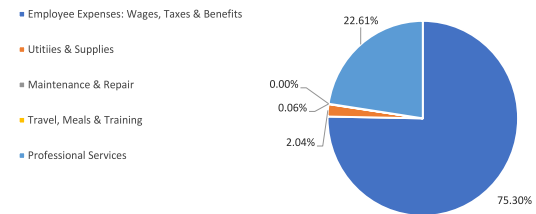
Expenses	YTD	Annual Budget	% of Budget
Employee Expenses: Wages, Taxes & Benefits	\$ 241,786	\$ 541,113	45%
Office Supplies & Utilities	6,546	80,000	8%
Maintenance & Repair	190	0	0%
Travel, Meals & Training	-	30,000	0%
Professional Services	72,590	377,800	19%
Rental Expense	-	-	0%
Total Expenses	\$ 321,112	\$ 1,028,913	31%

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

Prop. Tax YTD Compared to Budget



% of Total Expenses



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

8/31/2024

Financial Position	YTD as of 8/31/2024	Prior Year as of 6/30/2024 *	Change
Total Cash and Cash Equivalents	\$ 9,223,925	\$ 6,109,666	\$ 3,114,258
Other Assets	4,500	251,557	(247,057)
Total Assets	\$ 9,228,425	\$ 6,361,223	\$ 2,867,202
Current Liabilities	\$ 55,003	\$ 10,673	\$ 44,330
Total Other Liabilities	-	-	-
Total Liabilities	55,003	10,673	44,330
Fund Balance	9,173,422	6,350,549	2,822,872
Total Liabilities and Fund Balance	\$ 9,228,425	\$ 6,361,223	\$ 2,867,202

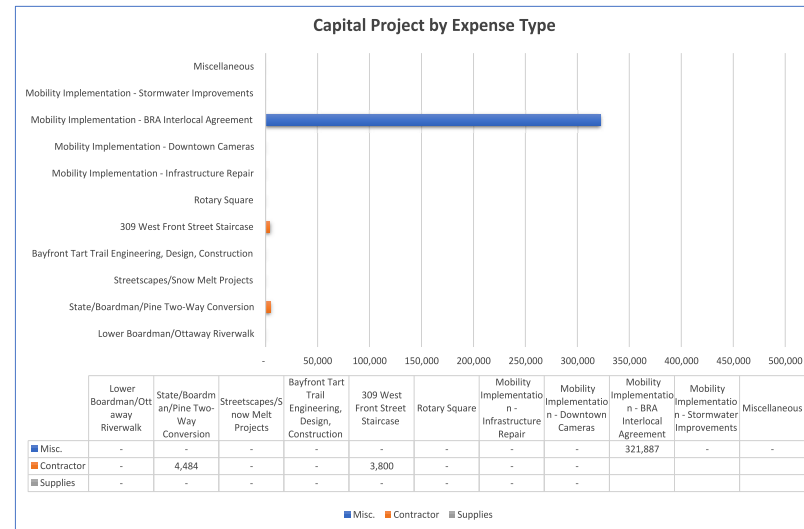
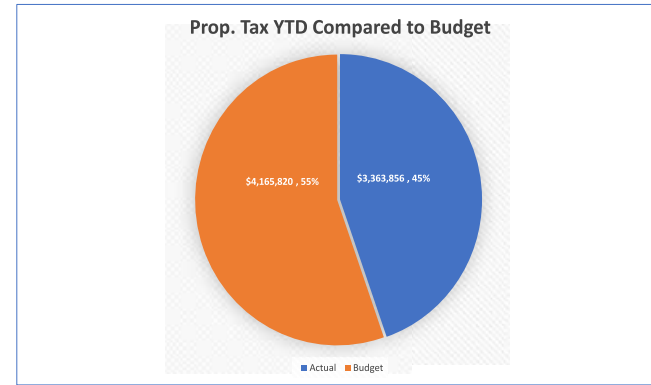
* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 3,363,856	\$ 4,165,820	80.7%
Grant Revenue	-	-	N/A
Reimbursements	-	-	N/A
Interest	-	4,500	0.0%
Total Revenue	\$ 3,363,856	\$ 4,170,320	81%

Expenses	YTD	Annual Budget	% of Budget
Office Supplies & Utilities	\$ 2,100	\$ 20,000	11%
Professional Services	175,164	1,427,215	12%
Rent Expense	9,000	50,000	0%
Repair & Maintenance	-	250,000	0%
Capital Projects	330,171	3,034,367	11%
Debt Service	-	913,720	0%
Taxes & Transfers	-	-	0%
Total Expenses	\$ 516,435	\$ 5,695,302	9%

Capital Project Expenses:	YTD	Annual Budget	% of Budget
Lower Boardman/Ottaway Riverwalk	-	1,000,000	0%
State/Boardman/Pine Two-Way Conversion	4,484	500,000	1%
Streetscapes/Snow Melt Projects	-	400,000	0%
Bayfront Tart Trail Engineering, Design, Construction	-	200,000	0%
309 West Front Street Staircase	3,800	100,000	4%
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	\$ 330,171	\$ 3,034,367	11%

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



Old Town Tax Increment Financing
Board Financial Report - Dashboard

8/31/2024

Financial Position	YTD as of 8/31/2024	Prior Year as of 6/30/2024 *	Change
Total Cash and Cash Equivalents	\$ 1,926,809	\$ 1,192,161	\$ 734,649
Other Assets	-	28,265	(28,265)
Total Assets	\$ 1,926,809	\$ 1,220,425	\$ 706,384
Current Liabilities	\$ 436,351	\$ 490	\$ 435,862
Total Other Liabilities	-	-	-
Total Liabilities	436,351	490	435,862
Fund Balance	1,490,458	1,219,936	270,522
Total Liabilities and Fund Balance	\$ 1,926,809	\$ 1,220,425	\$ 706,384

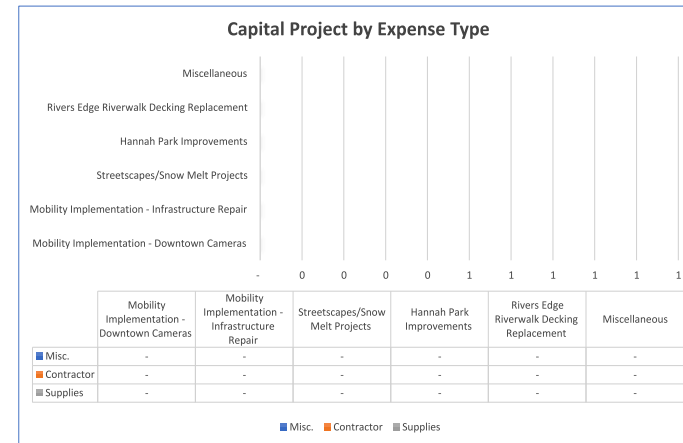
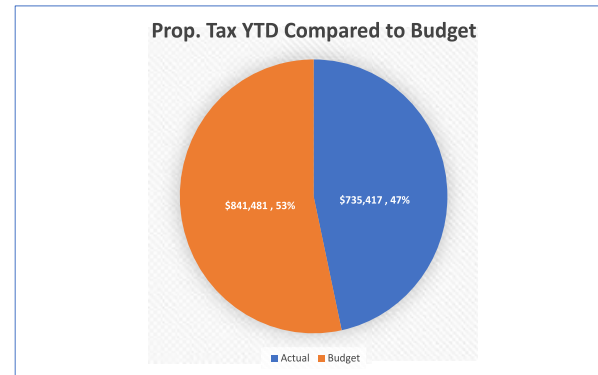
* Prior year balances are pre-audit and subject to change

Revenue	YTD	Annual Budget	% of Budget
Property Taxes	\$ 735,417	\$ 823,427	89.3%
Interest	-	100	0.0%
Total Revenue	\$ 735,417	\$ 823,527	89%

Expenses	YTD	Annual Budget	% of Budget
Utilities	\$ 164	\$ -	N/A
Professional Services	49,266	303,383	16%
Other: Printing/Publishing, Supplies	-	100	0%
Repairs & Maintenance	-	60,000	0%
Capital Projects	-	378,120	0%
Total Expenses	\$ 49,430	\$ 741,603	7%

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



GL NUMBER	DESCRIPTION	2024-25YTD BALANCE		ACTIVITY FOR			% BDGT USED
		UNDEDED BUDGET	08/31/2024	MONTH 08/31/24	ENCUMBERED EAR-TO-DATE	ENCUMBERED BALANCE	
Fund 107 - PUBLIC ARTS COMMISSION FUND							
Revenues							
Dept 000 - NON-DEPARTMENTAL							
107-000-664.000	INTEREST & DIVIDEND EARNIN	1,000.00	0.00	0.00	0.00	1,000.00	0.00
107-000-675.000	CONTRIBUTIONS-PUBLIC SOUR	15,000.00	0.00	0.00	0.00	15,000.00	0.00
107-000-692.000	PRIOR YEARS' SURPLUS	20,000.00	0.00	0.00	0.00	20,000.00	0.00
107-000-699.000	TRANSFERS IN	30,000.00	0.00	0.00	0.00	30,000.00	0.00
Total Dept 000 - NON-DEPARTMENTAL		66,000.00	0.00	0.00	0.00	66,000.00	0.00
TOTAL REVENUES		66,000.00	0.00	0.00	0.00	66,000.00	0.00
Expenditures							
Dept 000 - NON-DEPARTMENTAL							
107-000-801.000	PROFESSIONAL AND CONTRAC'	64,000.00	0.00	0.00	3,337.93	60,662.07	5.22
107-000-930.000	REPAIRS AND MAINTENANCE	2,000.00	0.00	0.00	0.00	2,000.00	0.00
Total Dept 000 - NON-DEPARTMENTAL		66,000.00	0.00	0.00	3,337.93	62,662.07	5.06
TOTAL EXPENDITURES		66,000.00	0.00	0.00	3,337.93	62,662.07	5.06
Fund 107 - PUBLIC ARTS COMMISSION FUND:							
TOTAL REVENUES		66,000.00	0.00	0.00	0.00	66,000.00	0.00
TOTAL EXPENDITURES		66,000.00	0.00	0.00	3,337.93	62,662.07	5.06
NET OF REVENUES & EXPENDITURES		0.00	0.00	0.00	(3,337.93)	3,337.93	100.00



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: September 15, 2024
Re: Two-Way Circulation Pilot Project

Introduction

As you recall, in November of 2022, the DDA and City implemented a two-year pilot project to convert State Street, Pine Street and Boardman Avenue to two-way traffic. As noted at the time of implantation, converting one-way streets to two-way operation has the potential to reinforce a “to” mobility strategy for downtown versus a “though” strategy.

In moving forward with the project, DDA and City staff reiterated that the two-way pilot project would follow an iterative process. That is, after the initial modifications were made to the street network, the DDA and City would make additional modifications to the street network based on regular observations from DDA and City staff as well community feedback and the results of a formal data collection process. To that end, a handful of modifications have been implemented at key locations (mostly along State Street) over the last two years.

In general, the two-way traffic conversion has been generally well received and is functional, but not without a handful of issues that have been more recently exacerbated by the reconstruction of Grandview Parkway.

The two-year pilot project is set to expire in October. Therefore, the DDA and City need to determine next steps, which essentially includes three options: (1) end the pilot project and convert the three streets back to one-way traffic; (2) make the traffic conversion permanent (with or without some additional modifications); or (3) extend the pilot by another year, with some immediate modifications at key intersections and explore the possibility of additional modifications in 2025.

Suzanne Schultz, from Progressive AE, will be at our meeting on Friday to provide an overview of the project, as well as the data collected over the past year and potential next steps.

Project Background and Observations

In June of 2022, the DDA hired Progressive AE to investigate and study downtown circulation and the feasibility of potentially converting one-way streets in downtown to two-way operation. Like many downtowns (and cities) across the country, the DDA had been reconsidering the circulation pattern of several of its downtown streets, especially as the role of pedestrians and automobiles in downtown have evolved over recent years. This reconsideration of circulation patterns was further enhanced by a seasonal conversion to two-way traffic on a portion of State Street in 2020 when Front Street was closed to vehicles in response to the COVID-19 pandemic.

In moving forward with the Circulation Study, the DDA noted that converting one-way streets to two-way operation (specifically State Street) had the potential to reinforce a “to” mobility strategy for downtown (versus a “through” strategy) and help realize a long-held vision to create more walkable and active streets throughout all of downtown – similar to the pedestrian-friendly character and commercial vitality of Front Street.

In addition, converting one-way streets to two-way operation has the potential to slow vehicular speeds and increase pedestrian safety, help enhance the public realm, encourage private investment of underdeveloped commercial areas and provide better connectivity to the existing grid-system.

Then, in November of 2022, with approval from both the DDA Board and City Commission, the DDA and City partnered to convert traffic on State Street, Pine Street and Boardman Avenue from one-way traffic to two-way traffic under a two-year pilot. As noted at the time of implantation, the two-way pilot follows an iterative process. That is, based on observations from DDA and City staff as well community feedback, we would make small modifications to the pilot conversion.

To that end, over the course of the last two years, we added additional signage along State Street, bagged a handful of meters/parking spots at key locations and painted new directional arrows and lane markers at the Cass Street intersection.

In an effort to better understand the impacts of the two-way conversion with the community, the DDA created a unique email for this project to more directly solicit comments and suggestions throughout the project and also worked with City staff to facilitate an on-line survey of the Boardman Neighborhood. In general, over the course of the pilot the comments had been fairly positive, with complaints accompanied with suggestions for minor tweaks. However, over this past summer (and especially after Phase Two of the Grandview Parkway Reconstruction Project started), we have received numerous calls and emails concerned about the traffic flow along State Street (including specific frustrations about the lack of left-hand turning opportunities at the

Union and Cass intersections as well a traffic flow around the Front Street and Pine Street intersection.

Over the course of the pilot project, the DDA and City convened many meetings with a committee made up of DDA Staff, City Staff (including planning, public works, streets communications and engineering) as well as staff from BATA to discuss how the two-way conversion is working (in both the summer and winter) and address other concerns.

In addition, over the course of the pilot, the DDA and City has worked with Progressive AE to formally monitor, track and evaluate the two-way conversion. This effort included tracking vehicular movement at ten downtown intersections, as well as pedestrian movement, vehicle speed, traffic volume, bicycle activity, parking utilization, and vehicular crashes. Data was collected over a 24-hour period, Thursday through Saturday during the last first week of March, mid-May, late July and late October of both 2023 and 2024 (the last data collection activity is scheduled for October 24th – 26th).

Again, Suzanne Schultz, from Progressive AE, will be at our meeting to provide an overview of the data collection process and results. Over the course of the two-year pilot, the data has demonstrated that:

- The average vehicle speed is slightly slower
- Traffic volumes are higher – eastbound volumes are higher than westbound (note, there are three westbound lanes in downtown if we include Front Street versus one eastbound lane).
- Pedestrian volumes are higher

In addition to the data collected through Progressive AE, it has been noted that:

- Winter maintenance concerns were less pronounced in 2023 than expected (with lack of heavy snow)
- The number of vehicular crashes has decreased
- Parking utilization along State Street has increased

What's Next

As previously mentioned, the two-way pilot is set to expire in October. Therefore, the DDA and City need to determine next steps, which includes three options: (1) end the pilot project and convert the three streets back to one-way traffic; (2) make the traffic conversion permanent (with or without some additional modifications); or (3) extend the pilot by another year, with some immediate modifications at key intersections and explore the possibility of additional modifications in the spring of 2025. Each of these options would require additional funding, which the DDA has allocated for in our 2024-2025 budget.

I can report that the city's *Design Team* (an internal team of city department heads that meet every week to discuss and make decisions and then recommendations to the City Commission on city projects and includes the DDA Executive Director), has not formally made a recommendation about how to proceed with the end of the two-year pilot, but

will be weighing all options upon additional review of data. The third option – to extend the pilot by another year, with some immediate signalization modifications at key intersections and explore the possibility of additional modifications in the spring of 2025 has been discussed most recently. To that end, we have secured cost estimates to add left hand turn arrows (for westbound traffic) at the State and Cass Street intersection and State and Union Street intersection. We believe this potential modification will address some of the more immediate concerns and complaints related to traffic flow at these intersections. An additional year of the pilot could also provide an opportunity to study the possible expansion of two-way circulation to Front Street. This opportunity would include another, more formal, round of public engagement – the results of which may or may not demonstrate support for such a conversion. As previously mentioned, each of these options would require additional funding support from the DDA.

National Context

In the post-war era and beyond, the goals of improved throughput for vehicles and easy access in and out of downtown job centers guided transportation and land use policy. However, this philosophy has changed. While vehicular circulation remains an important element, pedestrian and bicycle movement in now leading transportation and land use (as well as placemaking and economic) policy in many downtowns, including Traverse City. Writing in 2018, urbanist Jeff Speck cited 78 major U.S. cities that have converted one-way streets back to two-way operation. In Michigan, cities like Kalamazoo, Lansing and Detroit are currently working to convert long-dedicated one-way streets back to two-way operation.

The current one-way street configuration in Traverse City was established in 1967 under similar rationale. As noted above, the DDA and City facilitated a seasonal conversion to two-way operation on a portion of State Street in 2020 when Front Street was closed to vehicles during the pandemic. Despite limited infrastructure investments for the seasonal conversion, vehicular disruptions were minimal, traffic speeds were slower and the DDA generally received positive feedback from the community.

Discussion and Feedback

At this time, I am not asking the DDA for a formal recommendation, but rather some discussion and feedback about the pilot project and the three options moving forward. As previously noted, we still do not have a formal recommendation from the city's Design Team and the final decision on which option to move forward with will be made by the City Commission.

Two-Way Data Collection

City Design Team

AUGUST 20, 2024

AGENDA

1. Background
2. Initial Observations
3. Improvements After Implementation
4. Ongoing Traffic Data Collection
5. 2023/2024 Data Comparison

BACKGROUND

BACKGROUND AND SCHEDULE

- **October 2022** - Initiated engineering of two-way conversion of State Street
- **November 2022** – State Street converted to two-way
- **March 2023 – October 2023** – Year 1 traffic data collection
- **June 2023** – Minor adjustments – signs, pavement markings, dynamic message signs
- **March 2024 – October 2024** – Year 2 traffic data collection



INITIAL OBSERVATIONS

INITIAL OBSERVATIONS

- **Northbound Pine Street Curve**
Northbound curve narrows, resulting in removal of parking spaces
- **Eastbound State Street – Cass Street Intersection**
Lane assignments at intersection are misinterpreted between through/turn lanes
- **Painted Bulb-Outs**
Implementation of bulb-outs with flexible posts at Front Street – Boardman Avenue and Front Street – Pine Street
- **Front Street – Pine Street Sign Relocation**
Sign relocated from center median to side of street



IMPROVEMENTS FOLLOWING IMPLEMENTATION

IMPROVEMENTS MADE FOLLOWING IMPLEMENTATION

- *Temporary Message Board Installed at State Street – Cass Street*
- *Eastbound lane assignment signs installed*
- *Parking westbound bagged per the Fire Department on curve to NB Pine*
- *Parking westbound bagged just west of Cass per the request of a local business*
- *Centerline striping for eastbound vehicles at Cass to promote lane shift*



ONGOING TRAFFIC DATA COLLECTION

ONGOING TRAFFIC DATA COLLECTION

- *Propose collecting traffic data at ten (10) locations along Front Street and State Street*
- *Data collected using radar units and Miovision cameras*
- *Data has been collected during the following timeframe:*

2023 – Year 1

- March 2023
- May 2023
- July 2023
- October 2023

2024 – Year 2

- March 2024
- May 2024
- July 2024
- October 2024 – **Scheduled for Oct 24-26**



TRAFFIC DATA COLLECTION LOCATIONS

Ten (10) locations selected for traffic data collection:

- Front Street – Hall Street
- Front Street – Pine Street
- Front Street – Union Street
- Front Street – Cass Street
- Front Street – Park Street
- Front Street – Boardman Avenue
- State Street – Union Street
- State Street – Cass Street
- State Street – Park Street
- State Street – Boardman Avenue



YEAR 1 DATA RESULTS

2022 DATA AND OBSERVATIONS

■ **Vehicle Speed (segments averaged):**
October 85% 26 Average 22

■ **Vehicle Volume (average for segment):**

State Street									
Location	L1			L2			Combined		
	Counts	Average (mph)	85 th (mph)	Counts	Average (mph)	85 th (mph)	Counts	Average (mph)	85 th (mph)
Between Pine & Union	2372	23.3	28	1570	21.6	26	3942	22.5	27
Between Union & Cass	-	-	-	-	-	-	3481	22	26
Between Cass & Park	-	-	-	-	-	-	-	-	-
Between Park & Boardman	1599	22.3	29	2845	20.1	24	4445	20.9	26

AFTER CONVERSION DATA RESULTS

2023 - 2024 DATA AND OBSERVATIONS

2023 Vehicle Volume (average for segment):

Location	Eastbound				Westbound				Combined			
	March	May	July	October	March	May	July	October	March	May	July	October
State Street												
Between Pine St & Union St	3992	3883	3707	4020	1150	1430	1372	1623	5142	5313	5079	5644
Between Union St & Cass St	4657	2193	5541	1582	1339	4207	1778	1582	5996	6399	7319	5815
Between Cass St & Park St	4039	4900	4177	1165	954	1276	1212	1165	4993	6176	5389	5459
Between Boardman Ave & Wellington St	1188	1496	1667	1575	489	784	926	949	1677	2279	2593	2524
Front Street												
Between Union St & Cass St	-	-	-	-	-	6399	5834	4168	-	6399	5834	4168
Between Boardman Ave & Wellington St	-	1398	1394	3726	-	3808	4167	1108	-	5206	5561	4834

2024 Vehicle Volume (average for segment):

Location	Eastbound				Westbound				Combined			
	March	May	July	October	March	May	July	October	March	May	July	October
State Street												
Between Pine St & Union St	3060	3676	4118		1356	2954	3470		4416	6630	7587	
Between Union St & Cass St		3015	6083			4466	3328			7481	9411	
Between Cass St & Park St	5464	4957	6457		1907	3145	3031		7372	8102	9487	
Between Boardman Ave & Wellington St		4121	3022			2040	3885			6161	6907	
Front Street												
Between Union St & Cass St	-	-	-		-	4397*	4480*		-	4397	4480	
Between Boardman Ave & Wellington St	-	1522	1180		-	759	798		-	2282	1978	

* One lane volume. Tube was damaged for the second lane

2023 - 2024 DATA AND OBSERVATIONS

2023 - 85TH Percentile Vehicle Speed (average for the segment):

Location	Eastbound				Westbound				Combined			
	March	May	July	October	March	May	July	October	March	May	July	October
State Street												
Between Pine St & Union St	25	24	23		27	27	27		25	25	25	
Between Union St & Cass St	25	24	23		24	22	22		25	23	23	
Between Cass St & Park St	26	26	25		25	25	25		26	26	25	
Between Boardman Ave & Wellington St	25	26	26		25	23	24		25	25	26	
Front Street												
Between Union St & Cass St	-	-	-	-	-	17	17		-	17	17	
Between Boardman Ave & Wellington St	-	25	24		-	22	22		-	23	23	

2024 - 85TH Percentile Vehicle Speed (average for the segment):

Location	Eastbound				Westbound				Combined			
	March	May	July	October	March	May	July	October	March	May	July	October
State Street												
Between Pine St & Union St	25	24	22		26	27	25		25	25	24	
Between Union St & Cass St		24	24			26	22			25	23	
Between Cass St & Park St	25	24	24		26	23	22		25	24	23	
Between Boardman Ave & Wellington St		22	21			26	26			24	25	
Front Street												
Between Union St & Cass St	-	-	-		-	20	19		-	20	19	
Between Boardman Ave & Wellington St	-	24	23		-	25	24		-	25	24	

2023 - 2024 DATA AND OBSERVATIONS

Pedestrian Volume - 2023

Intersection	March - 2023				May - 2023				July - 2023				October - 2023			
	AM	PM	Friday Peak	Saturday Peak	AM	PM	Friday Peak	Saturday Peak	AM	PM	Friday Peak	Saturday Peak	AM	PM	Friday Peak	Saturday Peak
State Street at:																
Union Street	9	60	102	137	26	72	137	109	66	118	250	348	33	64	93	394
Cass Street	39	81	104	256	57	95	169	347	95	192	363	670	33	76	96	450
Park Street	13	61	79	134	32	80	130	159	76	159	300	242	39	35	71	193
Boardman Avenue	20	37	41	62	18	35	44	63	39	75	100	110	26	30	45	165
Front Street at:																
Hall Street	10	42	45	130	24	53	85	129	58	67	133	271	16	23	75	185
Pine Street	29	20	30	72	81	145	85	138	88	116	143	224	54	55	79	264
Union Street	29	127	212	575	82	281	395	630	123	382	950	1283	38	115	154	978
Cass Street	26	231	381	1028	38	474	749	1104	81	465	1185	1023	46	277	405	1082
Park Street	53	203	195	416	37	258	456	636	91	971	1863	2524	35	122	237	863
Boardman Avenue	5	29	53	124	7	84	193	324	27	132	328	527	14	31	46	196

Pedestrian Volume - 2024:

Intersection	March - 2024				May - 2024				July - 2024				October - 2024			
	AM	PM	Friday Peak	Saturday Peak	AM	PM	Friday Peak	Saturday Peak	AM	PM	Friday Peak	Saturday Peak	AM	PM	Friday Peak	Saturday Peak
State Street at:																
Union Street	23	66	120	171	29	125	151	232	55	234	315	465				
Cass Street	27	29	68	182	35	122	157	373	86	280	359	816				
Park Street	18	41	75	157	24	152	170	175	49	142	190	185				
Boardman Avenue	11	33	40	82	-	113	67	-	35	121	98	135				
Front Street at:																
Hall Street	-	-	-	-	26	69	96	149	-	138	142	89				
Pine Street	44	39	44	158	33	39	79	167	-	151	103	206				
Union Street	15	83	201	710	40	184	420	655	65	534	768	893				
Cass Street	17	178	494	1369	41	436	786	1078	105	1168	1630	1820				
Park Street	33	147	191	720	44	265	534	526	95	603	693	811				
Boardman Avenue	3	42	39	133	21	86	305	320	19	196	383	206				

2023 - 2024 DATA AND OBSERVATIONS

Bicycle Volume – July 2023 Vs July 2024:

Intersection	July 2023						July 2024					
	AM			PM			AM			PM		
	7-8	8-9	Total	4-5	5-6	Total	7-8	8-9	Total	4-5	5-6	Total
State Street												
Union Street	7	11	18	21	28	49	11	21	32	37	38	75
Cass Steet	4	9	13	22	26	48	9	16	25	22	35	57
Park Street	8	13	21	21	28	49	4	11	15	35	30	65
Boardman Avenue	10	16	26	31	34	65	7	14	21	33	39	72
Front Street												
Hall Street	8	14	22	18	16	34	-	-	-	23	62	85
Pine Street	7	10	17	15	9	24	-	-	-	26	30	56
Union Street	3	8	11	4	5	9	6	5	11	17	38	55
Cass Street	6	14	20	21	22	43	4	11	15	24	35	59
Park Street	5	19	24	12	25	37	8	7	15	8	18	26
Boardman Avenue	8	7	15	4	8	12	3	4	7	19	25	44

OBSERVATIONS

■ *The conversion has been generally well received by the public.*

■ *Speeds were slightly higher in October 2022 than two-way volumes in October 2023. We will compare this with October 2024 data.*

■ *Vehicle Speed (segments averaged) continues to be:*

<i>March</i>	<i>85%</i>	<i>25</i>	<i>Average</i>	<i>21</i>
<i>May</i>	<i>85%</i>	<i>25</i>	<i>Average</i>	<i>20</i>
<i>July</i>	<i>85%</i>	<i>25</i>	<i>Average</i>	<i>20</i>

■ *Traffic volumes are higher in 2024 than in 2023. This might signify an increase useability of the segment.*

■ *Eastbound volumes are higher than Westbound in both 2023 & 2024.*

■ *Pedestrian volumes continued to be higher during Saturday traffic peak in both 2023 & 2024.*

■ *Pedestrian volumes continued to be higher during Saturday traffic peak in both 2023 & 2024.*

■ *July continues to be the month with the highest pedestrian activities.*

■ *Bicyclist activities are higher during the evening than in the morning.*

■ *Bicyclist activities were higher in July 2024 than in July 2023.*

■ *Winter maintenance concerns were less pronounced in 2023 than expected. Winter seasons did not have an abundance of significant snowfall events.*

■ *The engineering and project team continue to monitor the State Street and Cass Intersection, State Street and Union Intersection, and Pine Street and Front Street Intersection.*

progressive|ae



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

Memorandum

To: DDA Board
From: Harry Burkholder, Executive Director
Date: September 16, 2024
Subject: Traverse Connect Contract

The Downtown Development Authority has contracted and collaborated with Traverse Connect since 2020 on a variety of projects and studies to support downtown businesses, drive talent and entrepreneurial attraction efforts and ensure economic growth and community development in Downtown Traverse City and the greater Grand Traverse region.

For example, emerging from the COVID-19 pandemic, the DDA contracted with Traverse Connect to assess the needs and barriers for downtown businesses and evaluate the overall economic environment of the downtown. The resulting survey and report from this assessment called for bold experimentation with a focus on speed, innovation, and creativity to address the uncertainty and difficulty of the post-COVID recovery. Recommendations included experimenting with ways to reduce financial uncertainty and providing more direct mentoring and support services for businesses to jump-start economic growth.

To address these recommendations and the existing DDA strategic plan goals, the DDA established objectives for an additional contract with Traverse Connect, which included a marketing plan for professional business attraction, continued talent attraction efforts, collecting vacancy rate data, and the development of a retail incubator concept. From this effort, the DDA took steps to develop the move forward the Cass Street retail incubator.

More recently, Traverse Connect has helped to disseminate information, convene workshops, and provide support for the TIF tool and the Moving Downtown Forward TIF Plan.

In addition to these direct support efforts, Traverse Connect has supported their efforts to enhance the competitiveness of the region by helping to lead collaboration between private and public sectors, address workforce needs and support business attraction and retainment efforts.

Traverse Connect has also been updating the DDA with their growth barometer, ecosystem, and annual reports.

Moving Forward

Traverse Connect has proposed a new professional services contract for a term of one year (2024 – 2025), for a compensation of \$42,000, with an option to renew for future years.

This past April, Traverse Connect President and CEO Warren Call presented to the DDA Board - outlining and discussing some of our previous collaborative efforts and highlighting the scope of work and deliverables of their proposed service contract (see attached). Noting the value and important relationship of the partnership, the DDA Board allocated and approved \$42,000 of professional services from Traverse Connect in the 2024/2025 Budget (\$37,000 from TIF-97 and (\$5,000 from Old Town TIF).

Warren Call will be at our meeting on Friday, should you have additional questions.

RECOMMENDED MOTION

That the DDA Board enter into a one-year contract with Traverse Connect for \$42,000, \$37,000 coming from TIF-97 and \$5,000 coming from Old Town TIF, subject to approval as to its form and substance by the DDA Attorney.



PROFESSIONAL SERVICES CONTRACT

Between Traverse City's Downtown Development Authority and Traverse Connect

THIS AGREEMENT is entered into this 1st day of October, 2024, by and between Traverse City's Downtown Development Authority, hereinafter referred to as "DDA" and Traverse Connect, a non-profit corporation, qualified to do business in the State of Michigan, hereinafter referred to as "Connect."

RECITALS

WHEREAS, DDA desires to encourage the commercial and economic development of DDA and surrounding region, the retention, expansion and attraction of employment opportunities within DDA and region, and increase the property tax base of DDA; and

WHEREAS, Traverse Connect is the economic development organization for the Grand Traverse Region and exists to drive economic growth by providing business expansion, talent development, and business attraction efforts, and supporting development and infrastructure enhancements; and

WHEREAS, Connect advocates, promotes, and facilitates activities which support the growth and expansion of existing business and attraction of new primary sector business, by providing targeted lead generation and support to business prospects; maintaining a repository of data on the region's economy; undertaking regional marketing through publications and media; and

WHEREAS, DDA and Connect, as partners in economic development, wish to support one another in building a stronger regional economy and increasing family-sustaining jobs, property tax base, and economic diversification;

NOW THEREFORE BE IT RESOLVED by DDA and Connect that in consideration of the mutual promises set forth herein, it is agreed as follows:

1. The Parties Agree on the following purpose:

- a. The purpose of this agreement is to enter into a partnership for the planning and implementation of economic development strategies as outlined in the Traverse Connect Strategic Plan, including leading regional economic development strategy, providing business expansion services, managing talent attraction, and implementing business attraction programs, as well as supporting entrepreneurship and innovation,

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community development, and public sector development and infrastructure.

- b. DDA will provide oversight and coordination as may be required to support the objectives of this agreement and will provide funding for the services as detailed below.

2. The Parties Agree on the following scope of services:

A. **Economic and Community Development Leadership:** Connect will work to enhance the competitiveness of the Grand Traverse regional economy by leading collaboration between private and public sector partners.

- I. Connect shall act as the lead convenor for the region, engaging partners and investor organizations of all sizes by holding regular meetings with municipal officials and public sector partners, the development of industry cluster forum groups, and regional economic strategy and policy events to foster local business growth and a supportive entrepreneurial ecosystem.
- II. Connect shall support DDA's efforts to drive regional collaboration by coordinating with the County and other local municipalities and partner organizations on economic development projects, public policy initiatives, community programs, regional infrastructure plans, and workforce support related to training, housing, and childcare in Grand Traverse County and across the region.

B. **Talent-Oriented Economic Development:** Connect will work to address workforce needs and labor shortages by addressing specific workforce challenges including workforce development, talent attraction, housing solutions, childcare availability, placemaking initiatives, and employee training programs.

- I. Connect shall oversee talent attraction and development in the region by partnering with education and training providers to grow our workforce, work with employers to address wage/cost of living gaps, promote existing family-sustaining wage opportunities in the Grand Traverse Region, and promote the development and expansion of apprenticeship and internship programs for local employers.
- II. Connect shall coordinate workforce training and communications strategy with professional services, health sciences, manufacturing, and skilled trades industry professionals, educators, training organizations to promote the attractiveness of local employment opportunities.
- III. Connect shall feature the Grand Traverse Region's (including DDA), businesses, education, cultural, and infrastructure assets in the Michigan's Creative Coast national placemaking and marketing program. Engage potential business owners,

employees, and entrepreneurs to promote the region as a year-round economic, lifestyle, natural resources, and cultural destination. Continue and broaden reach of Michigan's Creative Coast recruiting resources to promote job board, internship portal, regional resources, and Northern Navigators welcome program.

C. **Targeted-Industry Business Attraction:** While the overall Michigan's Creative Coast program appeals to a broad spectrum of businesses in innovation and professional services, it is also valuable to outline specific sectors for recruitment. This will drive investment and encourage business formation and the development of additional 'anchor' companies located in our region.

- I. Identify and define the types of businesses to recruit to the region and outline the features and benefits that are most attractive and decisive for these firms. Connect shall foster industry cluster development by attracting companies, researchers, studies, and conference events that draw upon our region's existing economic, educational, and geographic assets and engage higher education institutions to initiate research and technology transfer for industries such as manufacturing, marine technology, blue economy, rural health innovation, and unmanned aerial systems.
- II. Outline the unique value proposition, talking points, and messaging to appeal to target market businesses. Feature existing businesses, infrastructure, and cultural assets in a tailored plan that promotes our comprehensive entrepreneurial ecosystem. Continue digital marketing campaign to actively market the regional business environment via web and digital media. Provide reporting on marketing data, target company analytics, and campaign reach with recommendations for expanding firm recruitment over time.

D. **Programs and Resources for Regional Businesses:** Connect will provide direct support for the expansion and retention of established businesses, early-stage companies, and key non-profit employers across the County and the region.

- I. Connect shall provide targeted outreach, customized data, and tailored resources to address industry-specific needs and barriers to support business and job growth focused on manufacturing, skilled trades, technology, value-added agriculture, institutional employers, and early-stage growth companies. Connect shall collaborate with partner organizations, including Networks Northwest, Michigan Works, the Small Business Development Corporation, Venture North, 20Fathoms, TCNewTech, and the Michigan Economic Development Corporation to coordinate development and to conduct annual site visits.
- II. Connect shall market, promote, and assist in the deployment of local economic

development tools and incentives, including Brownfield, Renaissance, Landbank, Pace Financing, Pilot Programs, and Tax-Exempt Revenue Bonds.

3. Progress and Outcome Reporting:

- A. Connect shall publish a regional data dashboard, economic development metrics, and periodic reports as the central point of contact for communication regarding economic growth and prosperity in the Grand Traverse Region. Data that is collected and housed by Traverse Connect will inform strategy development and be shared with DDA and other public sector partners.
- B. Connect shall make available to DDA all the services, including economic development, government relations, professional development, chamber networking, and technical assistance, which are currently being offered by Connect or which may be offered in the future.
- C. Connect shall provide DDA with periodic reports on all activities conducted and successful outcomes achieved pursuant to this Agreement and all other pertinent economic development project activities that may affect DDA. Connect shall also attend meetings upon request of DDA Staff and Board of Directors to present such verbal or written reports on its activities. The reports include;
 - *Quarterly Growth Barometer Report*
 - *Bi-Annual Economic Ecosystem Report*
 - *Annual Regional Data Dashboard Update*
 - *Traverse Connect Annual Report*

4. Term:

The term of this Professional Services Agreement shall be for the period of October 1, 2024, through September 30, 2025, with the option to renew for future years. It is understood that this Professional Services Agreement requires the review and approval of the DDA Board. Traverse Connect's attainment of private sector funding shall be viewed favourably by the DDA Board in any deliberations to extend the Professional Services Agreement and extend existing, or increased, City funding contributions to Connect in 2024 and subsequent budget years.

5. Compensation:

DDA shall pay forty-two thousand dollars (\$42,000) to Connect in a single payment no later than October 31, 2024 for the first year of this contract. Compensation for future years of this agreement, if applicable, shall be increased by three percent (3%) annually commencing on the one-year anniversary date. Connect shall be responsible for its expenses, including out of pocket expenses, in providing services to DDA.

6. Independent Contractor Status:

The relationship of Connect to DDA is that of an independent contractor and in accordance therewith, the Consultant covenants and agrees to conduct itself consistent with such status and that neither it nor its employees, officers or agents will claim to be an officer, employee or agent of DDA or make any claim, demand or application to or for any rights or privileges applicable to any officer or employee of same, including but not limited to worker's compensation coverage, unemployment insurance benefits, social security coverage, or retirement membership or credit. The parties do not intend the services provided by the Consultant to be a joint venture. Traverse Connect shall be deemed to be an independent contractor with full control over the manner and method of its performance hereunder.

7. Written Amendment Required:

No amendment, modification, or waiver of any condition, provision or term shall be valid or of any effect unless made in writing signed by the party or parties to be bound, or a duly authorized representative, and specifying with particularity the extent and nature of such amendment, modification or waiver. Any waiver by any party of any default of another party shall not affect or impair any right arising from any subsequent default. Except as expressly and specifically stated otherwise, nothing herein shall limit the remedies and rights of the parties thereto under and pursuant to this Agreement.

8. Severability Clause:

Each provision, section, sentence, clause, phrase, and word of this Agreement is intended to be severable. If any provision, section, sentence, clause, phrase, and word hereof is held by a court with jurisdiction to be illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of this Agreement.

9. Agreement Binding on Successors:

This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective personal representatives, successors and assigns.

10. Michigan law Applies:

This Agreement shall be controlled by the laws of the State of Michigan, and any action brought as a result of any claim, demand or cause of action arising under the terms of this Agreement shall be brought in an appropriate venue in the State of Michigan.

11. Dispute Resolution:

If any party has a dispute with another regarding the meaning, operation, or enforcement of any provision of this Agreement, the disputing parties agree to meet and confer to negotiate a resolution of the dispute. All meetings, hearings and actions to resolve the dispute shall be in Grand Traverse County. They further agree if they are unable to resolve the dispute themselves and before formally instituting any other dispute mechanism, they shall utilize the services of a

mutually acceptable neutral mediator, who meets the qualifications of MCR 2.411, to bring them together in at least one mediation session.

12. Termination:

Whenever DDA determines that termination of this Agreement in whole or in part is in the best interest of DDA or in the event that termination is required by any state or federal agency, DDA Manager may terminate this Agreement by written notice to Connect specifying the services terminated and the effective date of such termination, which shall not be less than one hundred twenty (120) days from the date notice is given to Connect. Upon termination, Connect shall be entitled to and DDA shall pay the costs actually incurred in compliance with this Agreement until the date of such termination. At the date of such termination, DDA shall be reimbursed a pro-rated amount of the initial payment.

13. 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.

IN WITNESS WHEREOF, the parties have executed this Professional Services Contract as of the day and year first above written.

TRAVERSE CITY DOWNTOWN DEVELOPMENT AUTHORITY:

Harry Burkholder, Executive Director

TRAVERSE CONNECT:

Warren Call, President & CEO



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

Memorandum

To: DDA Board
From: Harry Burkholder, Executive Director
Date: September 16, 2024
Subject: Rehmann Contract

Last year, the Downtown Development Authority began working with *Rehmann* to facilitate a number of financial and accounting services for the DDA. Rehmann is a professional accounting and business solutions firm, with associates in three states and an office in Traverse City.

Rehmann's work has proven to be exceptional and very helpful in budget development, as well as day-to-day, monthly and annual financial accounting services. As you may be aware, Rehmann provides the financial report and matrix for each DDA Board meeting, among other services.

The DDA's previous agreement has expired and Rehmann has proposed a new professional services contract (please see engagement letter attached) for a term of one year and for a not-to-exceed cost of \$83,160. Funding for these financial and accounting services are accounted for in our budget. The proposed scope of services is included in *Appendix A* of the engagement letter, and lists accounting and advisory services which include, but may not be limited to:

- Weekly Accounts Payable
- Preparation of 1099's and the 1096
- Monthly credit card transactions – data entry and coding
- Monthly banking activity – data entry and coding
- Monthly posting of journal entries – depreciation, amortization, credit card charges
- Monthly balance sheet account reconciliations – bank account and credit card reconciliations
- Preparation of payroll tax returns
- Annual year-end accounting adjustments and closing of books

- Monthly accounting services management – balance sheet, income statement, accounts receivable, and accounts payable
- Budgeting and Forecasting
- As needed assistance and monthly management reporting and consultation

RECOMMENDED MOTION

That the DDA Board enter into a one-year contract with Rehmann for a not-to-exceed amount of \$83,160, subject to approval as to its form and substance by the DDA Attorney.



June 24, 2024

Harry Burkholder
Traverse City Downtown Development Authority
303 E. State St.
Traverse City, MI 49684

This letter is to confirm our understanding of the terms and objectives of our engagement and the nature and limitation of the Accounting and Advisory Services we will provide. At your request and under your direction, we will perform the following services:

- Accounting and advisory services as described in Appendices A and B

Our work in connection with this engagement is not intended to result in the submission or issuance of financial statements as defined by the AICPA's *Statements on Standards for Accounting and Review Services*.

A successful working relationship requires a significant commitment on our part, as well as yours. You are responsible to make staff available during our ongoing work with you, provide timely responses to questions and calls for decisions, and devote the resources necessary to achieve the objectives of the engagement. If the information you provide is not submitted in a timely manner or is incomplete or unusable, we reserve the right to charge additional fees and expenses for services required to correct the problem and/or update your accounting records upon receipt of past-due information. If this occurs, we will contact you to discuss the matter and the anticipated delay in performing our services. We reserve the right to suspend or terminate our work, with 10 days prior notice, except in the event of nonpayment or other material default on your part, in which case we may suspend or terminate our work immediately upon notice to you. Upon suspension or termination, we will use commercially reasonable efforts to transfer any information in our possession to the Company or its designated representative.

Hardware and Software Warranties

During the course of the engagement, we may recommend a purchase and installation of computer or technological hardware, software, communications, or services by your company. Warranties, to the extent they exist, are provided only by the manufacturer/developer/vendor of those computer or software products. We will do our best to provide appropriate recommendations when available, but the final decision and responsibility to purchase any computer or software products is at your sole discretion.

Computer Consulting

This engagement does not include consulting work on your network, computer hardware, windows configuration, mapping of drives or any other computer related issues. It is your obligation to ensure that you have access to the internet in order to work with the software solutions and other "cloud-based" applications that we will use as a core part of the services we provide to you. We can, as a separate engagement, assist you with managed IT services to ensure that you have assistance available when technology needs arise.

Corporate Transparency Act/Beneficial Ownership Reporting

Assisting you with your compliance with the Corporate Transparency Act ("CTA"), including beneficial ownership information ("BOI") reporting, is not within the scope of this engagement. You have sole responsibility for your compliance with the CTA, including its BOI reporting requirements and the collection of relevant ownership information. We shall have no liability resulting from your failure to comply with CTA. If you wish to engage Rehmann to assist with these services, and we determine it is appropriate, a separate engagement letter will be provided detailing the scope of the project.



Harry Burkholder
Traverse City Downtown Development Authority
June 24, 2024
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Information regarding the BOI reporting requirements can be found at <https://www.fincen.gov/boi>. Consider consulting with legal counsel if you have questions regarding the applicability of the CTA's reporting requirements and issues surrounding the collection of relevant ownership information.

Your Investment

Your financial investment in your ongoing services with us as well as the scope of our services with you is outlined in Appendix B of this agreement. Fees will be analyzed on a quarterly basis. If the volume of ongoing transaction processing, the complexity of the services you request, or other matters change relating to the services we are providing to you, we will communicate any related change in our fees to you by providing a minimum of 30 days written notice.

Requests for Additional Services – Change Order

We believe it is our responsibility to exceed your expectations and as part of that goal we want to ensure that you are never surprised by the price for any service we provide. Therefore, we have adopted a Change Order Policy. If you request that we provide services beyond those outlined in this agreement we will be happy to provide you with a Change Order outlining the scope of that request, our fees, and anticipated timeline for those services. Although we strive to meet your needs, we reserve the right to decline a request for additional services that is outside the scope of services we provide, our expertise or for any other reason. A Change Order Request form is provided in Appendix C. Any such requests will be considered addendums to this agreement.

While we will update our engagement letter on an annual basis, it is understood that the scope and terms of this letter will remain in effect until the subsequent year's letter is signed and returned to us.

This engagement letter, including the attached Rehmann Accounting Services Engagement Letter Terms and Conditions which are incorporated herein by reference as if set forth within the body of this engagement letter in their entirety, reflect the entire understanding between us relating to the accounting services covered by this agreement. It replaces and supersedes any previous proposals, correspondence, and understandings, whether written or oral. The agreements of the Company and Rehmann contained in this document shall survive the completion or termination of this engagement. If any term hereof is found unenforceable or invalid, this shall not affect the other terms hereof, all of which shall continue in effect as if the stricken term had not been included.

We appreciate the opportunity to be of service to **Traverse City Downtown Development Authority** and believe this letter accurately summarizes the significant terms of our engagement. If the Company has any questions, please let us know. If the Company agrees with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.



Stephen M. Peacock, CPA
Principal, Rehmann

Harry Burkholder
Traverse City Downtown Development Authority
June 24, 2024
Page 3

This letter correctly sets forth the understanding of *Traverse City Downtown Development Authority*.

ACKNOWLEDGED AND ACCEPTED:

Officer Signature

Printed Name

Title

Date

Rehmann Accounting and Advisory Services Engagement Letter Terms

INFORMAL ADVICE - As part of our engagement we may provide advice on operating and other matters that come to our attention. Informal advice is not considered to be a consulting service unless we have entered into a separate engagement.

ACCURACY AND COMPLETENESS OF INFORMATION - Management agrees to ensure that all information provided to us is accurate complete, and consistent in all material respects, contains no material omissions and is updated on a prompt and continuous basis. Rehmann shall be entitled to rely on all information provided by and decisions and approvals of the Company in connection with our work. Rehmann will not be responsible if any information provided by the Company is not complete, accurate, consistent, or current.

TERMINATION OF SERVICES - We reserve the right to suspend or terminate services for reasonable cause such as failure to pay our invoices on a timely basis or failure to provide adequate information in response to our inquiries necessary for successful performance of our review services. Our engagement will be deemed to be completed upon written notification of termination, even if we have not completed the engagement. The Company is obligated to compensate us for the time expended to that point and to reimburse us for all out-of-pocket expenditures through the date of termination.

We acknowledge the Company's right to terminate our services at any time, and the Company acknowledges our right to withdraw at any time, including, but not limited to, for example, instances where, in our judgment, (a) the conditions in the preceding paragraph exist, (b) we can no longer rely on the integrity of management, or (c) management fails to reasonably support our efforts to perform the engagement in accordance with what we believe is necessary to comply with professional standards, subject in either case to our right to payment for charges incurred to the date of termination or resignation.

In the event that we determine to resign, and the Company seeks damages allegedly resulting from such resignation, our maximum liability to the Company in the event we are held liable because of such resignation shall be limited to the fees actually paid to us for current year procedures performed up to the date of resignation.

EMAIL - The Company acknowledges that (a) Rehmann, the Company and others, if any, participating in this engagement may correspond or convey documentation via Internet e-mail unless the Company expressly requests otherwise, (b) no party has control over the performance, reliability, availability, or security of Internet e-mail, and (c) Rehmann shall not be liable for any loss, damage, expense, harm or inconvenience resulting from the loss, delay, interception, corruption, or alteration of any Internet e-mail due to any reason beyond Rehmann's reasonable control.

OFFERS OF EMPLOYMENT - Neither party shall, during the term of this engagement letter and for one (1) year after its termination, solicit for hire as an employee, consultant or otherwise any of the other party's personnel without such other party's express written consent. If the Company desires to offer employment to a Rehmann associate and the associate is hired in any capacity by the Company, a market-driven compensation placement fee may apply.

ADDITIONAL SERVICES - Management may request that we perform additional services not addressed in this engagement letter. If this occurs, we will communicate with management regarding the scope of the additional services and the estimated fees. We also may

issue a separate engagement letter covering the additional services. In the absence of any other written communication from us documenting such additional services, our services will continue to be governed by the terms of this engagement letter.

CHANGES IN STANDARDS, LAWS AND REGULATIONS - We perform services for the Company based on present professional standards, laws and regulations. While we may on occasion be able to communicate with management with respect to changes in professional standards, laws and regulations, as a general principle we cannot undertake with clients to advise them of every change that may occur. The Company can always obtain reassurance in this regard by contacting us for an updated review of the Company's situation.

BILLING POLICIES - In accordance with our Firm policies, work may be suspended if the Company's account becomes 30 days or more overdue and will not be resumed until the account is paid in full or we have a definitive payment agreement approved by our Firm administrator in Saginaw, Michigan. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed even if we have not completed accounting services. The Company will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket expenditures through the date of termination.

Our terms and conditions impose a late charge of 1.5% per month, which is an annual percentage rate of 18%. Balances not paid within 30 days of the receipt of invoice are past due and a late charge of 1.5% will be applied to the entire past due amount.

Rehmann charges a 3% convenience fee on credit card payments.

MAXIMUM LIABILITY - The Company agrees that our maximum liability to the Company for any negligent errors or omissions committed by us in the performance of the engagement will be limited to the amount of our fees for this engagement, except to the extent determined to result from our gross negligence or willful misconduct.

CLAIMS - Because there are inherent difficulties in recalling or preserving information as the period after an engagement increases, the Company agrees that, notwithstanding the statute of limitations of any particular State or U.S. Territory, any claim for accounting or financial preparation service engagement must be filed within 12 months after performance of our service, unless management has previously provided us with a written notice of a specific defect in our services that forms the basis of the claim.

The Company shall indemnify and hold harmless Rehmann and its personnel from and against any payment, loss, cost or expense (including reasonable attorneys' fees) paid or incurred by Rehmann at any time and in any way (a) relating to claims by any Company employees or former employees and (b) attributable to misrepresentations of the Company. The foregoing indemnity is intended to apply to the extent not contrary to applicable law. This paragraph shall survive the termination of this agreement for any reason.

THIRD PARTY PROCEEDINGS - As a result of our prior or future services to the Company, we might be requested or subpoenaed to provide testimony, information or documents to management, a regulatory authority, a court, a trier of fact, or an other third party in a legal, investigative, administrative, mediation, arbitration, or similar proceeding in which we are not a party. If this occurs, our

Rehmann Accounting and Advisory Services Engagement Letter Terms

efforts in complying with such requests will be billable to the Company as a separate engagement. We shall be entitled to compensation for our time at our standard or special hourly rates and reasonable reimbursement for our expenses (including our legal fees) in complying with this request. For all requests, we will observe the confidentiality requirements of our profession and will notify management promptly of the request. This paragraph will survive the termination of this agreement for any reason, and will be binding upon successors to the Company.

PROMOTIONAL MATERIALS - The Company consents to Rehmann's use of your Company name and a factual description of the services to be performed by Rehmann under this agreement in Rehmann's advertising and promotional materials and other proposal opportunities.

CLIENT RECORDS - Rehmann does not keep any original client records; we will return those to you at the completion of services rendered under this engagement. When records are returned to you, it is your responsibility to retain and protect your records for possible future use, including but not limited to, potential examination by any government or regulatory agencies. Our records and files, including our engagement documentation, whether kept on paper or electronic media, are our property and are not a substitute for your own records. Our firm policy requires records and engagement documentation to be destroyed according to specified record retention periods, after which time items will no longer be available.

CONFIDENTIALITY - Rehmann agrees to take reasonable steps to protect all Confidential Information and to use the Confidential Information only in connection with performing the services hereunder. For purposes of this agreement, Confidential Information shall mean any and all information which is private and not in the public domain about the Company that is provided, obtained, or produced in connection with the services in written, oral, digital or other tangible form.

You acknowledge that the proprietary information, documents, materials, management techniques, and other intellectual property we use are a material source of the services we perform and that these were developed prior to our association with you. Any new forms, software, documents, or intellectual property we develop in this engagement for your use shall belong to us, and you shall have the limited right to use them solely within your business. All report templates, manuals, forms, checklists, questionnaires, letters, agreements (including this one), and other documents, which we make available to you, are confidential and proprietary to us. Any and all new documents created as a result of this engagement will automatically become our property. Neither you, nor any of your agents, will copy, electronically store, reproduce, or make available to anyone other than your personnel, any such documents. This agreement will apply to all materials whether in digital or "hard copy" format.

MEDIATION - If any dispute arises among the parties hereto, the parties agree first to try in good faith to settle the dispute by mediation administered by the American Arbitration Association under its Rules for Professional Accounting and Related Services Disputes before resorting to litigation. Costs of any mediation proceeding shall be shared equally by all parties.

GOVERNING LAW - This Agreement shall be governed by and construed in accordance with the laws of the State of Michigan, without regard to the principles of conflicts of law thereof.

Appendix A Services to be Provided

The following is a list of professional services available from Rehmann Robson LLC ("Rehmann"). We hope to better meet your expectations of services from our Firm by clearly identifying the particular services requested and their frequency. The services will be provided to *Traverse City Downtown Development Authority* for your June 30, 2024 year end.

<i>Traverse City Downtown Development Authority</i>	Frequency
Description of Services	
Monthly Technology Bundle – This is required for all Rehmann Accounting and Advisory Services Clients	Monthly
New/Returning Client Setup, Consultation, and Procedures Documentation	One-Time Only
Accounting Data File Analysis – One Time/Initial (required to initiate all other services if an existing accounting file will be used)	One-Time Only
Accounts Payable: Bill.com <input checked="" type="checkbox"/> Check Processing <input type="checkbox"/>	As Needed
Assistance with vendor communications to obtain W-9s. (Rehmann will provide assistance in this area but we do not assume responsibility for the completeness/accuracy of the W-9 information we receive from you and/or from your vendors).	As Requested
Preparation of 1099s and 1096	Annually
Credit Card Transactions: Download and Code <input checked="" type="checkbox"/> Data Entry and Coding <input type="checkbox"/>	Monthly
Banking Activity: Download and Code <input checked="" type="checkbox"/> Data Entry and Coding <input type="checkbox"/>	Monthly
Allocation of revenue to professional service class	Monthly
Accounts Receivable: * Set-up New Customers <input type="checkbox"/> Prepare Invoices <input checked="" type="checkbox"/> Apply Payments and Record Deposits <input checked="" type="checkbox"/> Record Deposits <input checked="" type="checkbox"/> * Client is responsible for obtaining exemption certificates; exemption certificates provided to Rehmann will be retained in the customer profile	As Needed
Posting of monthly journal entries (Depreciation, Amortization, Other)	Monthly

Rehmann

Appendix A Services to be Provided

Description of Services	Frequency
Balance Sheet Account Reconciliations: Bank Account Reconciliations <input checked="" type="checkbox"/> Credit Card Reconciliation <input checked="" type="checkbox"/> Loan Account Reconciliation <input type="checkbox"/> Line of Credit Reconciliation <input type="checkbox"/> Other <input type="checkbox"/> List: Click or tap here to enter text.	Monthly
Implementation of ASC 842 <i>Lease Accounting Standard</i>	Choose an item.
Payroll Processing	Bi-Weekly
Preparation of payroll tax returns. (Rehmann will provide assistance in this area but we do not assume responsibility for the payment of payroll tax liabilities).	TruPay – Quarterly
Preparation of W-2's	TruPay - Annually
Year –end accounting adjustments and closing of books	Annually
Accounting Services Management Reports Balance Sheet <input checked="" type="checkbox"/> Income Statement Current Month <input checked="" type="checkbox"/> Income Statement-YTD <input checked="" type="checkbox"/> Accounts Receivable Aging <input checked="" type="checkbox"/> Accounts Payable Aging <input checked="" type="checkbox"/> Up to 2 Custom Reports Click or tap here to enter text. Basis of Accounting: GAAP <input type="checkbox"/> Income Tax Basis <input type="checkbox"/> Other Click or tap here to enter text.	Monthly
Budgeting and/or Forecasting	As Requested
Managing Banking Relationships	N/A
Telephone conference with Rehmann accountant to answer any questions specifically related to transaction processing, open service orders and other work in progress.	As Requested
Monthly management reporting and consultation with you Rehmann accountant	Monthly

**Appendix A
Services to be Provided**

Sales Tax Return Preparation List States: Click or tap here to enter text.	N/A
Property Tax Return Preparation	N/A
Corporate Income Tax Preparation [and/or other tax returns as appropriate]. Our tax services will be outlined in a separate agreement even if the fees for those services have been included in your Accounting and Advisory Services agreement.	N/A

Rehmann

Appendix B

Service Level Agreement, Financial Policies, and Fees

Your Rehmann Accounting Team

Initially, our services with you will be provided by the following Rehmann team members:

Betsy Schnell, Senior
Adrianna Moore, Senior
Tanya Laprade, Senior
Chris Ruszel, Senior Manager
Stephen M. Peacock, CPA

Additional/alternate staff may be assigned to you where appropriate as this engagement progresses.

Your Processing, Meeting, and Reporting Schedule

In order to ensure timely and accurate ongoing services, we will work with you to develop a monthly schedule for transaction processing. It is important that you provide us with your ongoing transactions and other information in accordance with the agreed upon schedule.

Your Investment

The monthly fee for services outlined in this agreement will be billed at \$6,930/month beginning July 1, 2024 through June 30, 2025.

Our fees are based on anticipated cooperation from Company personnel and the assumption that unexpected circumstances will not be encountered during the work performed. If significant additional time is necessary, we will discuss the related circumstance with management and arrive at a new fee estimate before we incur the additional costs.

The Company will also be billed for out-of-pocket costs such as report production, postage, travel, etc. and an allocation of our technology overhead costs.

Our invoices for these fees will be rendered each month as work progresses and are payable on presentation.

While we will update our engagement letter on an annual basis, it is understood that the scope and terms of this letter will remain in effect until the subsequent year's letter is signed and returned to us.

We will communicate with you often, making recommendations to help you build a better business and to develop a win-win, long-term relationship with you. We naturally expect you to communicate with us frequently, too.

We look forward to working with you!

Appendix C
Change Order Request – Engagement Letter Addendum

Rehmann

EXAMPLE CHANGE ORDER

Client: *Traverse City Downtown Development Authority* (the “Company”)

Date:

Project Description (and estimated completion date, if appropriate):

Estimated Additional Fees: \$_____

We believe it is our responsibility to exceed the Company's expectations. This Change Order is being prepared because performance by us of the above project and/or additional service efforts was not anticipated in our original Agreement dated June 24, 2024. The estimated fees for the above project have been mutually agreed upon by the Company and Rehmann. It is our goal to ensure that the Company is never surprised by the price for any Rehmann service and, therefore, we have adopted the Change Order Policy. The estimated additional amount above is due and payable upon completion of the project described.

If management agrees with the above project description and the estimated fee amount, please authorize and date the Change Order below. A copy is enclosed for the Company's records. Thank you for letting us serve the Company.

Agreed to and accepted:

Officer Signature

Printed Name

Title

Date

Traverse City Downtown Development Authority
Client #464718



E-Billing Enrollment/Confirmation

Timely and easy-to-access invoices and statements will now be emailed to you. Please provide your contact information below to start taking advantage of electronic invoicing and statements.

Primary Billing Contact: _____

Billing Phone Number: _____

Email Address: _____

Comments:

If you are already taking advantage of e-Billing, we will confirm this information in our systems. Additionally, the billing contact will receive information on e-Payment options to simplify your accounts payable process.





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

Memorandum

To: DDA Board
From: Harry Burkholder, Executive Director
Date: September 16, 2024
Subject: Executive Director Job Description

At the September 3rd City Commission meeting, in which the Downtown Development Authority Executive Director's employment contract was considered and approved, several city commissioners noted a desire to see a more formal (and current) job description for the Executive Director. Working from the job description that was developed through the Executive Director search process, I have attached the proposed job description. Additional modifications to the job description could be made upon the request and approval of the DDA Board. Once approved, the job description will be forwarded on to the City Commission.

RECOMMENDED MOTION

That the DDA Board approve the Job Description for the DDA Executive Director and agrees to forward it on to the City Commission.

Traverse City Downtown Development Authority

Executive Director Job Description

Supervised by: Traverse City Downtown Development Authority (DDA) Board of Directors

Supervises: DDA Staff

Job Type: Full-time Exempt

General Summary:

The Executive Director of the Traverse City Downtown Development Authority (DDA) serves at the pleasure of the DDA Board of Directors and plays a pivotal role in realizing the vision for downtown Traverse City. The Executive Director is entrusted with the development, execution, and implementation of DDA activities within the city. This role involves collaborating closely with the Board, overseeing all DDA staff, and ensuring the successful implementation of strategic and operational plans, which may include contractual work for other entities. The ideal candidate for this position is adept at fostering relationships with city staff, and other various stakeholders, and demonstrates a passion for community development. Strong and regular communication with all stakeholders will be an important focus of this position.

Essential Duties and Responsibilities:

The Executive Director serves as a leader, visionary, champion, and bridge builder for Traverse City's downtown and related operations. The Executive Director is responsible for engagement with community interests in fulfilling the annual goals and priorities of the DDA. General responsibilities include but are not limited to:

- Build and sustain relationships with community partners and stakeholders, and most importantly, provide services and programs valued by businesses and organizations within the DDA District.
- Partnerships and collaborations ensuring all stakeholders are engaged through effective communication that focuses on consensus building.
- Strategic leadership that will advance the goals and the priorities of the DDA and provide forward thinking, innovative, and actionable recommendations. This position will prioritize annual goal setting, strategic planning, governance, and leadership development for the DDA Board and staff, aligning priorities of the DDA and the City whenever possible.
- Ensure close and consistent communication and coordination with the City of Traverse City's leadership team including, but not limited to, regular participation in city staff meetings, collaboration with the City Engineer on all capital projects, and actively engage with public safety and emergency management on all events programmed within the Downtown.
- Board management through the coordination of meetings, agenda coordination and regular communications ensuring the board is kept abreast of operational and project progress, challenges, successes, and related community relationships.
- Provide oversight of all DDA staff including hiring, training, performance management, team building and day-to-day oversight, which may include contract employees.

- Responsible for supporting the prudent fiscal management of the DDA, affiliate non-profit organization(s) and ancillary functions including budgeting, expenditure oversight, and financial reporting. Monitor revenue streams, seek revenue enhancement opportunities through grants and sponsorships, and exercise responsible fiscal decision-making. Ensure accurate financial records, prepare comprehensive financial reports, and foster open communication with the DDA Board, staff, and stakeholders regarding financial matters.
- Create and manage Tax Increment Financing (TIF) plans to support the strategic objectives of the organization and community, ensuring effective utilization of financial resources for infrastructure and economic revitalization and development efforts. The incumbent will oversee the implementation and execution of TIF plans, monitoring their impact and compliance with regulatory requirements to achieve desired outcomes.
- Supervise the development of marketing and promotional strategies aimed at enhancing the visibility and reputation of Downtown Traverse City, including traditional methods as well as maximizing social media and other digital platforms associated with the Traverse City DDA.
- Efficiently manage parking facilities within the DDA with the focus to optimize usage and ensure smooth operations. Responsibilities include overseeing maintenance, implementing effective traffic flow strategies, and addressing any issues to enhance the overall parking experience for visitors.
- Actively attract and retain businesses within Downtown Traverse City by fostering a dynamic and thriving economic environment, including developing strategies to attract new businesses, nurturing relationships with existing businesses, and providing support to ensure continued business success and growth.
- Facilitate and manage economic development and infrastructure projects within the DDA District of Downtown Traverse City, overseeing various stages from inception to completion. Responsibilities include coordinating with stakeholders and city staff, overseeing project timelines and budgets, and ensuring alignment with the district's goals and regulations.
- Manage all contractual relationships to ensure commitments and obligations are met by all parties.
- Additional responsibilities as directed by the Board of Directors.

ADDITIONAL RESPONSIBILITIES AND TASKS:

- Deliver engaging, clear, and informative presentations to officials, boards, commissions, civic groups, and the public to effectively convey the DDA's vision, initiatives, and accomplishments.
- Keep abreast of local, state, and federal legislation and regulations related to downtown development, ensuring adherence, and adjusting strategies proactively to align with changing legal landscapes.
- Actively engage in professional development activities, including workshops and conferences focused on downtown development, to facilitate ongoing learning and to stay updated on emerging trends, best practices, and innovative methodologies.
- Represent the DDA at key city/DDA functions, events, and ceremonies such as business openings, groundbreaking ceremonies, and other significant gatherings to foster strong relationships and community involvement.

Required Knowledge, Skills, Abilities, and Minimum Qualifications

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

Use of Technology

This role necessitates familiarity with diverse software applications, including Microsoft Office and G Suite. Additionally, proficiency in utilizing email and other communication tools such as Teams, Zoom, and video conferencing is essential. Mastery of social media platforms and other communication channels is also a requirement for this position.

Physical Demands and Work Environment

The Executive Director position requires a combination of office work and time outside within the DDA District. While most tasks are performed in an office setting, occasional outdoor activities may be required. This position will participate in various physical activities, including setting up event spaces, moving equipment and supplies, and coordinating with vendors and staff. The Executive Director may be required to lift and carry objects of moderate weight, such as event signage, decorations, and equipment. Standing and walking for extended periods may be necessary during event setup, coordination, and execution. Some tasks may involve bending, stooping, kneeling, or reaching to access materials or adjust event setups. Manual dexterity and hand-eye coordination are important for handling event materials, assembling decorations, and operating equipment.

This position is often dynamic and operates in fast-paced environments, including offices, event venues, construction sites and outdoor spaces. Flexibility in work hours is often required, including evenings, weekends, and holidays, to accommodate event schedules and the needs of the DDA. The work environment may involve exposure to loud noises, crowded spaces, and unpredictable situations, especially during large-scale events or festivals.

This description outlines the physical demands and work environment typical for this position and ensures compliance with ADA regulations by offering reasonable accommodations to individuals with disabilities.

Please Note: This job description is intended to outline the general nature and level of work expected of the Executive Director. It is not exhaustive and may be supplemented in the future, as needed.



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: September 15, 2024

Re: TIF-97 Budget Priorities

As you are aware, the DDA Board approved the Moving Downtown Forward TIF Plan in August and it has been sent on to the City Commission for discussion and consideration for approval (after a public hearing) at a date yet to be determined. At this time, we do not know the outcome of that potential vote. In addition, there are two voter referendums that address the future of TIF on the November ballot, which if approved, would require an affirmative vote of the citizens of Traverse City to extend and/or amend the TIF-97 Plan (i.e., Moving Downtown Forward TIF Plan).

If TIF-97 is not extended, it will formally expire in December of 2027, which means the DDA has three budget years remaining to fund and complete capital improvement projects. Although I remain optimistic about the approval and extension of the Moving Downtown Forward TIF Plan, I think it is prudent to consider scenarios in which TIF-97 is not extended. To that end, I believe it is in the best interest of the DDA to start a conversation about what capital improvement projects we want to focus on and complete over the next three years.

To reiterate, this is not to say the DDA is going to stop looking forward, beyond December of 2027. The DDA will continue to inform the community about the TIF tool, serve as an advocate and champion for the extension of TIF and help facilitate the approval of the Moving Downtown Forward TIF Plan. This conversation is only intended to help the DDA Board establish direction and priorities for the next three years, should TIF-97 not be extended. Again, our meeting on Friday is only meant to begin this conversation.

How Much Money Is Available?

One of the first questions we need to know understand is how much money does the DDA have available over the remaining three budget cycles for capital improvements projects. I am working with our team from Rehmann to develop a working “TIF Revenue and Expense Projection Sheet” (see attached) that estimates the revenue and expenditures of TIF-97 for the next three years. The numbers listed in the preliminary revenue and expense projection sheet reflect a few assumptions – mainly that the expenses for Professional Services (including Debt Service on the Hardy Parking Structure, General Expenses and Repairs and Maintenance) remains fairly consistent.

Therefore, the dollars remaining for Capital Improvement Projects for each future fiscal year is estimated to be:

- Fiscal Year 2025 – 2026: \$1,624,680
- Fiscal Year 2026 – 2027: \$1,715,190
- Fiscal Year 2027 – 2028: \$1,178,920

The total dollars remaining for capital improvements, coupled with our estimated *End of Fiscal Year 2024-2025 Fund Balance* of \$4,798,515, means that the DDA has an estimated total of \$9,317,305 to spend on Capital Improvement projects over the next three years. I will continue to work with the team from Rehmann to refine the projection sheet, but it does provide a starting point.

What Capital Infrastructure Projects Do We Want to Spend the Money On?

This question is hard to answer because there are a number of considerations and variables at play, including:

- Are there other infrastructure projects the city has planned that will require TIF funding?
- Are there city infrastructure projects that we could dovetail on with our own project?
- What projects do we already have in the works?
- What projects does the community and City Commission support?
- What projects can the DDA realistically get completed by 2027?
- What project(s) align with the Moving Downtown Forward Guiding Principles?
- What projects have the highest ROI?

Based on several years of DDA Board conversations and discussions regarding capital infrastructure projects, including community discussion from the Moving Downtown Forward planning process, the DDA have identified several capital infrastructure projects of interest:

Garland Street Improvements	Public Alley Improvements	Farmers Market Shed
Rotary Square	Board/Ottaway Riverwalk	City Opera House
Bridge Improvements	Bayfront Improvements	Heated Sidewalks
East Front Street	Downtown Cameras	Stormwater
Streetscaping Improvements	Housing (west end)	Mobility Improvements
Composting	Two-Way Streets	TART Trail Extension
General Repair	West Front Staircase	Lot G
East Front Gateway		

Based on the estimated amount of money we believe we have left in TIF-97, the number of budget cycles we have left, and the considerations mentioned above, I believe the following projects could use additional discussion and exploration for potential focus of the DDA. Given the amount of money available, it's likely that one or two (or maybe three) projects is possible. We also need to consider if the DDA should continue to budget dollars for infrastructure projects that it has traditionally supported, like streetscaping when new development occurs. Again, I believe all of the projects listed above are worth pursuing should TIF-97 be extended – this following list is just a starting point for discussion.

Rotary Square

Cost: Unknown

We are about to kick off the conceptual and schematic design process for this project and could implement “phase one” improvements within the next three years. Additional phases of improvements to Rotary Square could be implemented should TIF-97 be extended.

Farmers Market Shed

Cost: Unknown

In 2019, the DDA worked with Beckett and Reader to develop schematic designs for a permanent shed at the Farmers Market. The city has identified plans to reconstruct and reconfigure Lot B in the near future, which would provide the DDA an opportunity to implement the permanent farmers market shed at the same time. The DDA would need to work with Beckett and Reader to revisit and revise the schematic design to adhere to the reconfigured Lot B.

Boardman/Ottaway Riverwalk

Cost: Est. \$5 million

Project “One-A”: J-Smith Walkway, a new pedestrian bridge with abutment improvements on both sides of the river.

As noted in the Executive Director report, the DDA and MEDC reached a mutual understanding that the DDA would likely be unable to fulfill the obligations of the \$1 million PAR Grant and have since terminated the grant agreement. We anticipate additional grant dollars (with awards of \$1million) from MEDC for placemaking projects will become available later this year with more flexible time constraints.

We have also budgeted \$1,000,000 in this fiscal year for engineering/schematic services and I have been working with INFORM Studio to secure a cost/proposal to complete this task.

Two-Way Circulation

Cost: Unknown

As noted earlier in this meeting packet, we have nearly completed the two-year pilot project and will need to collectively decide how to proceed with the pilot project. We have budgeted \$500,000 in this fiscal year for additional modifications to the street network, as needed. Additional modifications for a permanent change in the future (whether it remains a two-way street or reverts back to a one-way street) will require additional TIF funding.

Bayfront TART Trail Improvements**Cost: \$200,000**

We have budgeted \$200,000 in this fiscal year for trail improvements/expansion along portions of the Bayfront Trail. Additional improvements/expansion through the TIF District will require additional funding, in collaboration with the City and TART. Funding could also be allocated to other non-motorized infrastructure in the downtown district, should we develop and determine a specific project(s).

Stormwater Infrastructure**Cost: Unknown**

Stormwater infrastructure has been identified as an infrastructure priority by both the DDA Board and City Commission. In fact, after additional budget discussions with the City Commission in June, the DDA included \$100,000 in the 2024-2025 budget to address this infrastructure priority. At this time, we do not have a specific stormwater project ready for implementation (I have been working with city staff to identify potential projects). Therefore, additional study and development of a project(s) would need to be facilitated, in partnership with city staff.

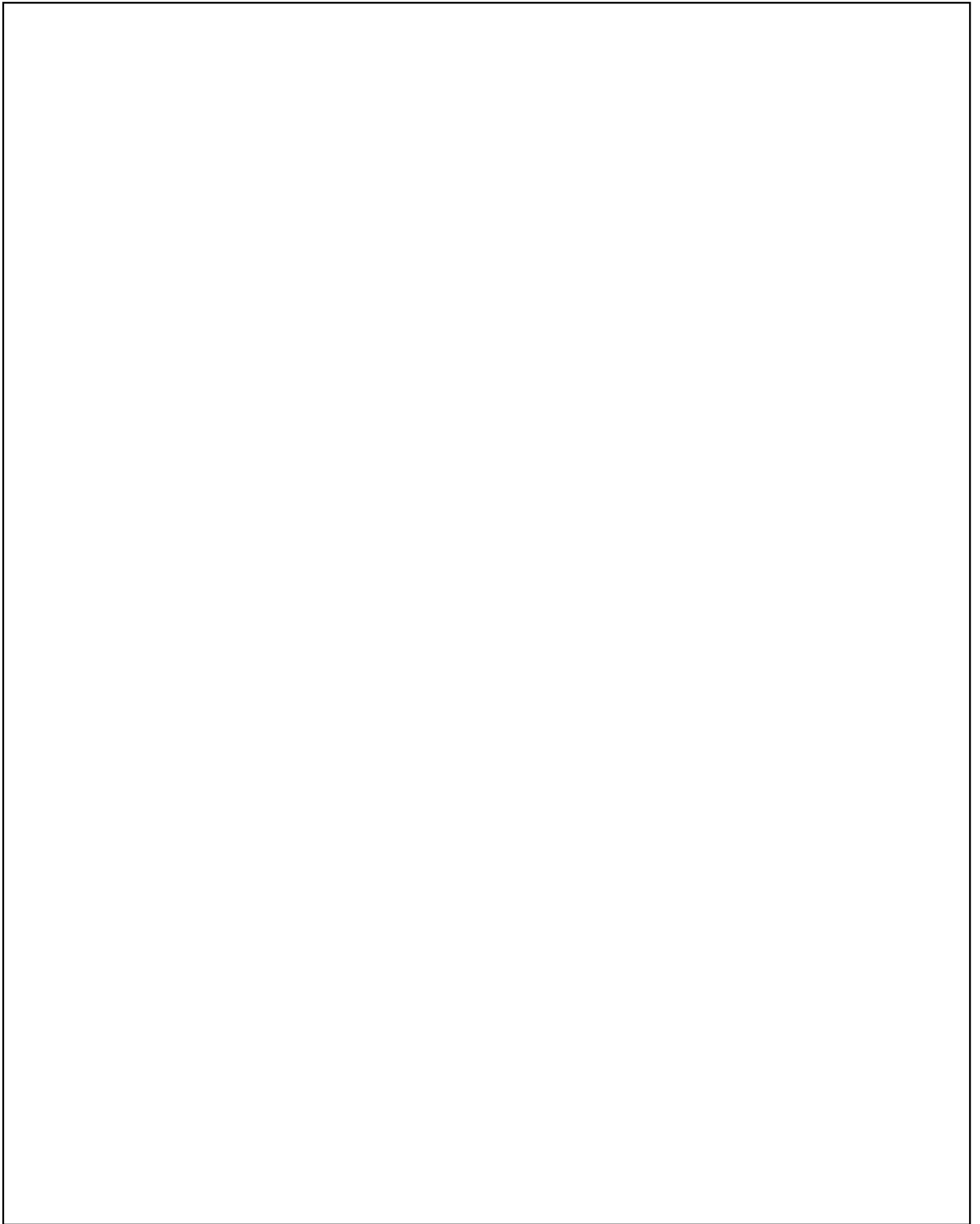
East Front Street/Gateway**Cost: Est. \$5 Million**

In 2021, we had a preliminary budget of just under \$5 million to reconstruct East Front Street (between Boardman Ave. and Grandview Parkway). Once the reconstruction of the new Grandview Parkway and East Front Street intersection is completed later this fall, I believe it will spark renewed interest in completing streetscaping along this gateway stretch of Front Street. This section of Front Street is one of the last remaining downtown streets to incorporate any streetscaping elements.

Ambassador Program**Cost: Unknown**

The day-to-day maintenance of the downtown, especially in the summer, is a challenge for the current DDA staff. Fortunately, we have been able to contract with YouthWorks to provide supplemental maintenance of downtown. While that relationship has proven to be successful, I believe it is in the best interest of Downtown if we take it up to another level and create a full-time, year-round downtown ambassador program. Funding for this kind of program could come from "services" side of the budget, but I believe it is an important next step for downtown.

I look forward to beginning this discussion on Friday and working over the course of the next several months to better define our direction for the implementation of capital infrastructure projects over the next three years.



TIF 97 REVENUE AND EXPENSE PROJECTIONS - Thru December 2027

Thru Dec.
2027 Only

FISCAL YEAR	FY 2022-2023	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028
	Audited	Unaudited	Budgeted	Estimated	Estimated	Estimated
TAXABLE REAL PROPERTY INFLATION GROWTH - (Estimated @ 1.5%)			2,725,560	2,821,988	2,916,818	2,960,570
TAXABLE REAL PROPERTY NEW TO ROLL (100%) - includes uncapping			3,500,000	3,500,000	0	0
REAL PROPERTY TAXABLE VALUE	169,530,321	181,903,974	188,132,534	194,454,522	197,371,339	200,331,910
PERSONAL PROPERTY TAXABLE VALUE	7,928,140	7,092,220	8,000,000	8,000,000	8,000,000	8,000,000
TOTAL TAXABLE VALUE	177,458,461	188,996,194	196,132,534	202,454,522	205,371,339	208,331,910
BASE TAXABLE VALUE - 1997+park place brownfield	37,530,730	37,530,730	37,530,730	37,530,730	37,530,730	37,530,730
CAPTURED TAXABLE VALUE FOR DISTRICT	139,927,731	151,465,464	158,601,804	164,923,792	167,840,609	170,801,180
Increase/Decrease	17,614,899	11,537,733	7,136,340	6,321,988	2,916,818	2,960,570
MILLAGE RATES - Actual, Projected and Estimated	FY 2022-2023 Audited	FY 2023-2024 Unaudited	Budgeted	FY 2025-2026 Estimated	FY 2026-2027 Estimated	FY 2027-2028 Estimated
TRAVERSE CITY & ACT 345 + ambulance for fye 25	14.0888	14.0888	14.9407	14.8660	14.7917	14.7177
RECREATIONAL AUTHORITY (RA)	0.1500	0.1500	0.1500	0.1463	0.1485	0.1478
RA BOND	0.3300	0.2300	0.0000	0.0000	0.0000	0.0000
NORTHWESTERN MICHIGAN COLLEGE (NMC)	2.0574	2.0574	2.0471	2.0369	2.0267	2.0166
NMC BOND	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
GRAND TRAVERSE COUNTY (GTC)	4.7268	4.7268	4.7032	4.6797	4.6563	4.6330
GTC COMMISSION ON AGING & SENIOR CNTR	0.5684	0.5684	0.5656	0.5627	0.5599	0.5571
TRAVERSE AREA DISTRICT LIBRARY	0.9044	0.9044	0.8999	0.8954	0.8909	0.8864
GTC ROAD COMMISSION	0.9734	0.9734	0.9686	0.9638	0.9590	0.9542
GTC VETERANS	0.1135	0.1135	0.1129	0.1124	0.1118	0.1112
DOWNTOWN DEVELOPMENT AUTHORITY	1.5927	1.5927	1.5847	1.5768	1.5689	1.5611
BAY AREA TRANSPORTATION AUTHORITY	0.4788	0.4788	0.4764	0.4740	0.4717	0.4693
GTC ANIMAL CONTROL	0.0370	0.0370	0.0368	0.0366	0.0364	0.0363
GTC CONSERVATION	0.0958	0.0958	0.0953	0.0948	0.0944	0.0939
TOTAL CAPTURED MILLAGE RATE	26.1170	26.0170	26.5812	25.4546	25.3571	25.2304
REVENUE & EXPENSE	FY 2022-2023 Audited	FY 2023-2024 Unaudited	FY 2024-2025 Budgeted	FY 2025-2026 Estimated	FY 2026-2027 Estimated	FY 2027-2028 Estimated
REVENUE						
TAXES - ((Captured Taxable Value / 1,000) x Total Captured Millage Rate)	3,677,904	3,832,599	4,215,820	4,203,011	4,255,958	4,309,374
ADJUSTMENTS AND TRIBUNAL REFUNDS	0	0	(50,000)	(50,000)	(50,000)	(696,406)
SUB-TOTAL TAXES	3,677,904	3,832,599	4,165,820	4,153,011	4,205,958	3,612,968
INTEREST	4,260	54,754	4,500	4,500	4,500	4,500
REIMBURSEMENTS	196,607	92,903	0	0	0	0
TOTAL REVENUE	3,878,771	3,980,256	4,170,320	4,157,511	4,210,458	3,617,468
EXPENSE						
PROFESSIONAL SERVICES	860,923	1,231,398	1,477,215	1,388,372	1,399,612	1,386,007
Downtown Development Authority Administration		427,355	555,106	577,233	587,442	597,804
Legal		18,158	20,000	20,000	20,000	20,000
Community Policing Full Time			120,420	120,420	120,420	120,420
Dedicated Engineer for Public Infrastructure			60,000	60,000	60,000	
Arts Commission - Administration			15,000	15,000	15,000	15,000
Arts Commission - Project						
Downtown WIFI						
Public Restroom (5 Private Sector downtown locations)		28,200	30,000	30,000	30,000	30,000
Service Agreement		72,420	514,689	515,718	516,750	517,783
Traverse Connect Professional Services		35,000	37,000			35,000
Retail Incubator			50,000			
Composting			25,000			
Miscellaneous		650,264	50,000	50,000	50,000	50,000
2017 DECK REFUNDING DEBT SERVICE (Hardy Deck)	972,956	953,111	913,720	874,459	825,656	782,541
GENERAL EXPENSES	195,789	161,093	20,000	20,000	20,000	20,000
REPAIRS & MAINTENANCE (Clean & Green / Youthworks) - Infrastructure Repair		24,157	250,000	250,000	250,000	250,000
CAPITAL IMPROVEMENT PROJECTS	1,117,777	830,745	3,034,367	0	0	0
North Cass Street Bridge Rehabilitation	167,979					
Park Street Bridge Repair	33,589					
South Cass Street Bridge Repair						
South Union Street Bridge Repair	114,389					
West Front Street Bridge Replacement	52,155					
Lower Boardman/Ottaway Riverwalk	167,827		1,000,000			
West End Mix-Use Development		468,248				
Lot G Parking Structure						
Stormwater Management						
Workforce Housing						
Opera House Boiler Replacement						
Grandview Parkway	181,757					
East Front Street Improvements						
State/Boardman/Pine Street Two-Way Conversion	154,321	19,266	500,000			
Healthier Drinking Culture Investment (Lights & Cameras)						
Farmer's Market						
Streetscapes/Snow Melt Projects	61,813		400,000			
Bayfront Tart Trail Engineering, Design, Construction			200,000			
309 West Front Street Staircase			100,000			
Rotary Square			100,000			
Traffic Signal Mastarms						
Tree Replacement						
East Front Street Improvements						
Mobility Implementation Components	48,000	12,517				
Infrastructure Repair			100,000			
Downtown Cameras			112,480			
BRA Interlocal Agreement			321,887			
Stormwater Improvement(s)			100,000			
Miscellaneous	135,947	330,714	100,000			
TOTAL EXPENSE	3,147,445	3,200,505	5,695,302	2,532,831	2,495,268	2,438,548
CHANGE IN FUND BALANCE	731,326	779,751	(1,524,983)	1,624,680	1,715,190	1,178,920
FUND BALANCE END OF FISCAL YEAR	\$ 5,543,747	\$ 6,323,498	\$ 4,798,515	\$ 6,423,195	\$ 8,138,385	\$ 9,317,305



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: September 17, 2024
Subject: Executive Director Report

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

Bayfront TART Trail Expansion & Extension

Work continues on the new sections of the expanded TART Bayfront Trail, from Murchie Bridge to Clinch Park and Division to Hall Street. The “north” side of the trail (the trail splits near Park Street) has recently been installed and work on the “south” side of the trail will be installed soon. As a reminder, the DDA committed \$200,000 toward this project - matching funds from the City, TART and a grant from the MEDC.

Hannah Park Overlook

The contract for construction and the Old Town TIF budget adjustment (which the DDA Board approved at our July meeting) for improvements to the Hannah Park Overlook was approved by the City Commission at their September 16th meeting. As a reminder, the DDA committed \$105,000 from Old Town TIF toward this project – matching similar funding amounts from the city. We are hopeful this project could get completed by the end of the year.

West End Staircase

The RFP for the west-end (Front Street Bridge) staircase has been released by the city and bids are due on September 26th. As a reminder, the DDA committed \$100,000 from TIF-97 toward this project. Unless bids come back higher than what the DDA budgeted, we will seek City Commission approval in October.

Lower Boardman/Ottaway Riverwalk

Earlier this month, after several conversations with MEDC staff, the DDA and MEDC reached a mutual understanding that the DDA would likely be unable to fulfill the timing obligations of the \$1 million Revitalization and Placemaking (RAP) Program Grant the DDA was awarded in 2022. As a result, the grant has been terminated. As you may recall, funding for the grant came from the Federal ARPA funds (funneled through MEDC) and therefore had very strict timeline requirements – primarily that the project

had to be incurred by June of 2026 and that 50% of the eligible costs associated with the project be completed by this past July. DDA staff did inquire and discuss an extension on some of these requirements, but (largely due to the fact that we have yet to hire a firm for the schematic design and engineering activities) ultimately determined that it was in the best interest of both parties to terminate the grant. It is important to remember that at the end of the day, a grant is a relationship and partnership between the awarding agency and the awardee. With that partnership in mind, additional conversations with MEDC staff revealed that another round of Placemaking Grants from MEDC is likely to be announced later this year, with more relaxed time requirements and that we would certainly be eligible, especially if we begin the schematic design and engineering work we've been moving toward.

To that end, I was able to connect with INFORM Studio (who developed the conceptual design) and have received a proposal to completed the schematic design and engineering process for what I am calling Phase-I (A) of the riverwalk – the J-Smith Walkway, into a new pedestrian bridge, with abutment improvements on both sides of the river that address placemaking, habitat restoration and stormwater management. This project could still be implemented within the three remaining years of TIF-97 and serve as a positive “stand-alone” project - that is, still a worthy project to pursue even if no other elements of the entire riverwalk plan are implemented. As you recall, we budgeted \$1 million for this next phase of project development for this fiscal year. Moving forward with this project will require additional discussion, which is further addressed in the budget priorities memo in this packet.

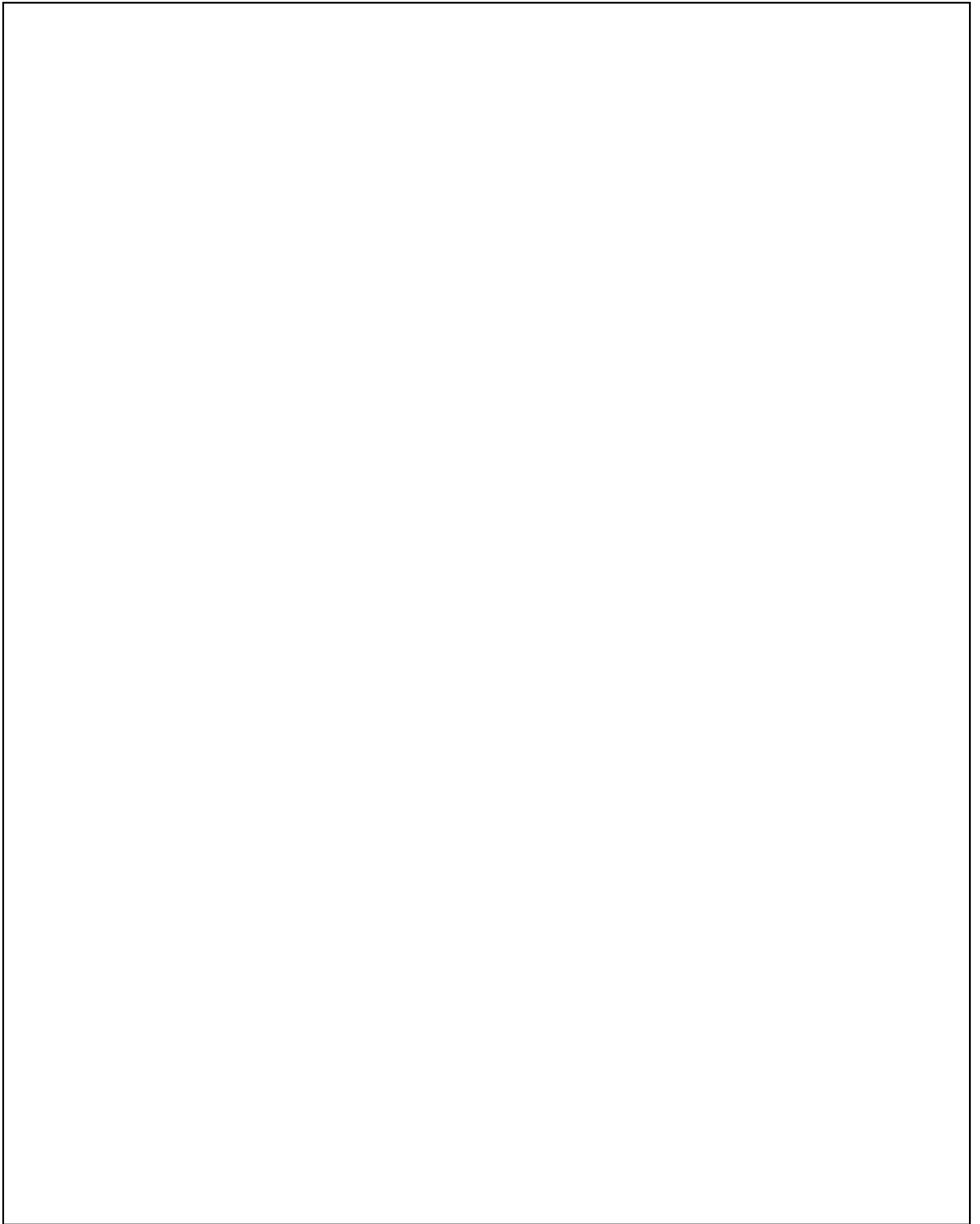
Moving Downtown Forward TIF

I am working with city staff to determine when the Moving Downtown Forward TIF Plan will be discussed and considered by the City Commission. As you recall, the City Commission still needs to conduct a public hearing prior to consideration of the TIF Plan.

DDA Administration Items

Parking Services should complete their transition to the City within the next couple of weeks. Once the transition is complete, I would like to revise the DDA Employee Handbook (and its associated policies) to reflect a smaller scope of wage and salary policies and address policies that reflect a post-pandemic office environment. The Handbook will likely be presented and discussed by the Governance Committee prior to coming before the full board.

I have been working with the previous Chair and Vice-Chair to develop short and long-term priorities and benchmarks for the Executive Director position (for this year) that will assist the DDA Board in its annual evaluation of the Executive Director (next June). The Handbook will likely be presented and discussed by the Governance Committee prior to coming before the full board.





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231-922-2050

Memorandum

To: Downtown Development Authority Board of Directors

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

Memo Date: September 15, 2024

Subject: Arts Commission Update

Rotating Art Exhibit

The remaining two statues in the *Spirit of the Forest* Rotating Art Exhibit were removed after a third statute was damaged. I am working with the Arts Commission to determine a home for the last remaining statue.

Mural Complete

The mural, by artist Catherine Corden, on the restroom building at Bryant Park is now complete. I am working with the Arts Commission to hold a ribbon-cutting ceremony for this new public art installment later this month.



Tunnel Mural

One of the mural panels, by artist Bobby Magee Lopez, in the pedestrian tunnel under Grandview Parkway, was recently removed because of vandalism. I am working with Image 360 to replace the panel.



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Memorandum

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

From: Sara Klebba, DDA Director of Events & Engagement

Date: Sept 13, 2024

Subject: DTCA Director of Events & Engagement Update

Downtown Art Fair RECAP (Sat, 8/17)

- With just about 45 minutes of rain, the DT Art Fair was a success! A good amount of foot traffic, relaxed and comfortable vibe, and positive engagements contributed to a well-received event.
- Survey highlights:
 - NPS score: 83 (Scores above 50 are amazing, and anywhere above 80 is the top percentile.)
 - Event satisfaction: 94% extremely or very satisfied; 6% somewhat satisfied
 - Well organized: 100%
 - Satisfied with staff & volunteers: 100%
 - Sales satisfaction: 61% very, 28% somewhat, 11% somewhat dissatisfied
 - Like most: volunteers/staff, load-in and -out, organized, location, crowd
 - Improvements: free/closer parking, stay open till 6

Downtown Employee Summer Send-Off RECAP (Tue, 8/20)

- Sponsors donated the meal, sweets, and soda. Musician played background music (with some crowd participation) during the event.
- Very positive atmosphere, nice set up, gorgeous weather, and full lunch.
- Leftover food donated to Goodwill Inn, TCPD & TCFD, returned, or to be used for event volunteers.
- Move to early summer next year to capture more staff.

NEW EVENT – Haunts & Harvest Window Walk Overview

- In place of Happy Apple Day, this new fall event is designed to engage downtown merchants and visitors through a window display contest. Running from October 18 to October 31, the contest will feature two themes—fall harvest and spooky season—with visitors and the DTCA board voting on displays in three categories: Most Creative, Best Overall, and Judge’s Choice (DCTA panel).
- Participating merchants will receive promotional support through DTCA’s website and social media, and winners will receive prizes: Lilies of the Alley fall bouquets and Cherry Republic gift boxes. The event aims to boost and engage foot traffic while showcasing downtown’s creativity and seasonal spirit.

Halloween Walk (Sat, 10/26)

- The Downtown Halloween Walk is scheduled for Saturday, October 26, from 10:00 to 11:30 AM. This family-friendly event invites children to trick-or-treat at participating stores throughout the downtown district, including Front Street (100-300 blocks), side streets, and State Street. Volunteers will be stationed at busy intersections and bump outs to ensure safe crossings.
- This event draws families to the downtown area, boosting foot traffic and promoting engagement with local businesses. The Halloween Walk continues to be a fun and safe way for the community to celebrate the season while engaging merchants.

Shop Your Community Day (11/9)

- We are moving forward with plans for *Shop Your Community Day*, scheduled for Saturday, November 9th. This year, 30 nonprofit organizations will be selected to benefit from the event, with 15% of sales from participating stores donated to the nonprofit of the customer’s choice. On 9/19, merchants will receive invitations to sign up, and nonprofits will simultaneously be invited to apply for a spot as a fundraiser recipient.
- We will push for robust community participation as we build on the event’s established success as well as identify the need to help nonprofit organizations in need.