

ECONOMIC ELEMENT

Section One: Identification of Action Items

	Action Item Title	General Description	Cost to Implement (if known)
A	Development office	Establish one stop dept/office	
B		for economic development	
C			
D			
E			
F			
G			
H			
I			
J			
K			
L			
M			
N			
O			
P			
Q			
R			
S			
T			
U			
V			
W			
X			
Y			
Z			

Natural Resource Element Implementation

Priority	Timeline	Cost	Element
H ++	1 y	\$25,000 +	Conduct an extensive natural features inventory (NFI), including flora, fauna, soil types, air quality, and water quality, to establish baseline criteria. After the completion of a NFI, specific priorities, goals and standards can be developed.
			Protect surface and ground water quality, wetlands and shoreline zones. Objective 1: Reduce nutrients and sediments entering all waters bodies.
M	Cont	\$10,000<	Educate City residents about the impacts from the misuse of outdoor fertilizers on water quality.
H	Cont	\$10,000< for testing; \$25,000+ for implementation	Conduct water quality testing, identify water quality problems, prioritize remediation, and implement water quality treatments for stormwater outfalls into Grand Traverse Bay, Boardman Lake, Boardman River and Kids Creek.
M	6 m	\$10,000< (partially completed)	Inventory erosion sites and develop specific sediment reduction goals for the human-caused erosion on Grand Traverse Bay, Boardman Lake, Boardman River, and Kids Creek.
L	Cont	\$10,000<	Continue to monitor for illicit drain connections.
			Objective 2: Manage stormwater quality and quantity on site.
H +	1 y	\$10,000 - \$25,000	Design and implement a stormwater management program to ensure that new development or redevelopment projects use industry-accepted standards for better environmental and health performance to improve the water quality of stormwater before it leaves the site and to reduce the need for hard infrastructure.
H	6 m	\$10,000<	Review impervious cover standards by each neighborhood type for lot coverage and parking lot size to reduce stormwater runoff and protect water quality.
H	6 m	\$10,000<	Review the "Site Plan and Site Development Standards" ordinance to ensure that sufficient information about stormwater management, protection of vegetated buffers, trees, other natural features, and natural drainage patterns are provided in the site plan review process.
			Objective 3: Work with private landowners to protect and

Natural Resource Element Implementation

			restore natural vegetation around all water bodies, including rivers, streams, lakes, and wetlands.
H	Cont	\$10,000<	Educate residents and property owners about the importance of riparian areas to water quality protection, erosion control, and wildlife habitat conservation.
H	Cont	\$10,000 - \$25,000 (depending on incentives offered)	Encourage and incentivize the establishment of natural vegetation buffers on all sites adjacent to water bodies and wetlands to increase nutrient filtering, erosion control, wildlife habitat and property values.
H+	6 m	\$10,000<	Identify and prioritize shorelines that need vegetated buffers
H	6 m	\$10,000<	Codify the existing stormwater control ordinance guidelines protecting vegetated buffers starting above the ordinary high water mark of any wetland, lake or stream.
M	6 m	\$10,000<	Based on the NFI, set a standard for maintaining and possibly increasing wetlands.
H	6 m	\$10,000<	Require new buildings to be set back from the shoreline and the use of vegetative buffers where possible, rather than engineered walls and stone revetments.
M	6 m	\$10,000<	Based on the NFI, set a standard for limiting and/or mitigating hardened shoreline on Boardman Lake, Boardman River, Kids Creek and Grand Traverse Bay.
			Objective 4: Manage the City's public lands, right-of-ways, and facilities to protect water quality.
M	6 m	\$10,000<	Limit the use of outdoor fertilizers on City properties to only those properties where soil testing indicates a need for additional nutrients. (NOTE: not as worried about fertilizers since passage of state law limited nutrient loads; more worried about pesticides and herbicides)
H	Cont	\$10,000< (implementation of new controls could be expensive)	Maintain excellent wastewater treatment control measures.

Natural Resource Element Implementation

<u>H+</u>	Cont	\$25,000+ (for implementation of practices/ new equipment)	Regularly review street cleaning and salt/sand application procedures for best management practices to protect water quality.
H	Cont	\$10,000<	Protect existing naturalized shorelines on surface water bodies and wetlands with a vegetative buffer or other low impact development practices above the ordinary highwater to limit erosion, trap nutrients, and provide fish and wildlife habitat and identify additional shoreline areas that could be naturalized.
<u>H+</u>	Cont	\$25,000+	Incorporate green infrastructure approaches into street, sidewalk, path, and other city projects where possible to improve water quality before stormwater enters the stormwater system.
M	1 y	\$10,000<	Identify environmentally sensitive areas on City properties and protect them as natural preserves or for passive recreation.
			Objective 5: Protect the City's water resources from other threats to water quality.
H	Cont	\$10,000< for testing; \$25,000+ for implementation	Monitor identified sites where toxins, pathogens, and thermal impacts have been found above accepted water quality standards and work with all interested parties to implement remediation when standards are exceeded.
M	Cont	\$10,000< if protections take form of regulations	Protect groundwater quality and surface waters from toxic contamination, pathogens, and thermal impacts including the potential impacts of underground injection wells.
<u>H+</u>	1 y +	\$25,000+	Implement measures to ensure that all public swimming areas meet or surpass health standards for <i>E.coli</i> .
M	1 y +	\$25,000+	Develop and implement programs to stop Great Lakes aquatic invasive species from being introduced to the City's water bodies, including adoption of boat washing ordinances and installation of boat washing facilities at City boat launches.
L	Cont	\$10,000< Other partners already working on this	Educate institutions, businesses and residents on the proper way to dispose of pharmaceutical byproducts through public education and pharmaceutical drop off programs.
M	Cont	\$10,000<	Track the remediation of leaking underground storage tanks within

Natural Resource Element Implementation

			the City limits.
			Objective 6: Exemplify sustainable water use.
M	Cont	\$10,000<	Review the need for and scheduling of irrigation on City properties.
M	Cont	\$10,000 - \$25,000 Depending on practices implemented	Adopt practices and policies to conserve water resources to become a model of water conservation for the Grand Traverse region.

Priority	Timeline	Cost	Element
			Protect Natural Forms and Topography
			Objective 1: Protect land forms and topography
M	1 y	\$5,000<	Review restrictions on development of sites with slopes of greater than twenty percent.
L	1y	\$5,000<	Encourage clustering of residential units.
L	1y	\$5,000<	Encourage the design of buildings that fit into sloping sites to minimize alteration of the topography and natural vegetation.
H	1yr	\$5,000<	Adopt an ordinance to require non-regulated floodplain capacity lost due to proposed development design to be replaced with storage capacity elsewhere.
			Objective 2: Develop infrastructure standards that protect topography and preserve viewsheds
H	1 y	\$5,000<	Avoid loss of scenic natural resources.
M	Cont.	\$	Design roads, driveways, and sidewalks to minimize excessive cutting and filling.
M	1y	\$5,000<	Minimize driveway surface area and encourage common driveways.
M	Cont.		Route utilities away from terrain that requires excessive cutting and filling.

Priority	Timeline	Cost	Element
----------	----------	------	---------

Natural Resource Element Implementation

			Protect and Enhance Indigenous Biological Diversity
			Objective 1: Protect and/or improve ecosystem services and biological diversity.
H	Cont.	10,000< <i>Note: need to inventory</i>	Encourage the protection of, restoration, creation, and management of native wetlands.
H	Cont.	10,000<	Prioritize protection and restoration of natural drainage patterns in review of projects.
M	6 m	10,000<	Identify fish habitat areas and implement restoration and protection measures for those areas.
M	6 m	0	Adopt a “no net loss” tree policy on City properties.
H			Develop a strategic plan for invasive species education, prevention, and mitigation that includes eliminating the presence and use of High Priority Non-invasive Species on City properties.
<u>H+</u>	Cont.		Plant non-invasive canopy trees in City easements to filter rainfall, slow traffic, reduce light trespass and provide neighborhood landscaping.
			Objective 2: Partner with other organizations to protect, maintain, and manage natural areas and open spaces on both public and private lands.
<u>H+</u>	18 mos.	25,000<	Adopt a management plan for City parklands and natural areas that protects and improves the diversity, quality, and integrity of terrestrial and aquatic ecosystems.
H	Cont.	10,000<	Assist regional efforts to connect, consolidate and increase public holdings and the protection of unfragmented habitat
H	Cont.	10,000<	Coordinate and support biodiversity protection measures with regional and neighboring communities.
M	Cont.	10,000<	Update City Forestry Plan once a Natural Features Inventory is completed.

Priority	Timeline	Cost	Element
			Protect local and regional human and ecosystem health by meeting or exceeding the National Ambient Air Quality Standards in the Grand Traverse Bay Region.
			Objective 1: Recognize our responsibility for Climate Change and take rectifying action.
H	1-2 yrs	\$10,000+	Continue to work on a formal local action plan for reducing greenhouse gas emissions with the specific goals and timelines consistent the US Mayors’ Climate Protection agreement adopted by the City Commission in 2007 and seek funds for implementation.
			Objective 2: Establish criteria for local air pollutants.

Natural Resource Element Implementation

M	1-1.5 yrs	\$50,000?	Implement a baseline air quality study of the region including the 6 criteria air pollutants as determined by the EPA.
M			Create an action plan to address the results of the baseline air study.
H+		\$10,000?	Work with area energy providers to create an energy plan that balances our demand for electricity with a supply of energy resources that have the lowest possible net-use of fossil based carbon fuels.

Priority	Timeline	Cost	Element
			Protect Human Habitat
			Objective 1: Preserve the night sky by limiting outdoor lighting that is misdirected, excessive or unnecessary while permitting reasonable uses of outdoor lighting for safety, security and enjoyment.
M	1y		Set maximum illumination levels and lighting hours for each neighborhood type and recreational areas based on best scientific practices.
M	1y	\$<5,000	Review and establish height and shield lighting standards by neighborhood types.
M	1y<	\$5,000	Require site lighting plans for new construction
L	Cont		Set lighting curfews for commercial businesses during closed hours
M	1y	\$5,000<	Set standards to limit hours and minimize the use of electric signage.
L	1 y<	\$5,000<	Encourage the use of motion detector lights to encourage conservation and provide safety and security when necessary
L	Cont.	\$5,000<	Educate the public on appropriate and safe levels of lighting.
M	Cont		Work to shield high intensity municipal lights to eliminate light trespass.
L	1y	\$5,000 <	Allow for provisions for holiday lighting and special events.

Natural Resource Element Implementation

			Objective 2: Reduce the impact of excessive noise on our living environment
M	1-2 yrs	\$10,000	Set noise levels based on best scientific practices by neighborhood type.
L	Cont.	\$5,000<	Educate citizens on current noise ordinance.
			Objective 3: Reduce the amount of visual pollution within Traverse City
M	Cont.		Work in conjunction with utility providers to place utilities underground with a focus on areas of high density when feasible.
M	Cont.		Work to reduce and limit signage in major corridors.

Costs for any continual activities are estimated annual amounts

Master Plan-Parks & Recreation Element

1. Design and protect the bay as open space for residents and tourists
2. Develop the Boardman.
3. Continue strong recreation program
4. Pedestrian access
5. Encourage cooperative relationships for financing, development, operations, and maintenance of facilities and programs
6. Upgrade and maintain before considering new
7. New development as supported by the residents especially park deficient and along waterfronts
8. Maximize existing use.
9. Work with schools

Element Design

Goal #1: Prioritize phases of the Bayfront Plan

Short term improvements that tie in w/ future plans

Goal #2: Boardman Lake-Support public access points and recreational area on west

Goal #3: Support seniors

Enhance Hickory Hills

Support Commons recreational activities

Goal #4: Extend, repair, and replace sidewalks as part of infrastructure upgrading program

Improve transportation choices that improve recreational access

Implement universal accessibility

Goal #5: Continue TC-Garfield Rec Authority

Financial support for Hickory Hills

Goal #6: Consistent wayfinding and name recognition of parks

Repair and replace amenities

Goal #7: Boardman Lake trail top priority

Community park in Traverse Heights neighborhood adjacent to Traverse Heights Elementary

Goal #8: Develop a marketing plan

Use high school and senior center tennis courts for city residents pickle ball lessons

Goal #9: Work with TCAPS

Support Safe Routes to School Program

Support year round use of Thirbly field

Charter Chapter 277 Park & Recreation Commission

Duties: Advisory to CC

Annual report to CC and Planning Commission

Annual CIP budgt submission and CIP

Zoning Code: Chapter 1328 OS-Open Space District

Uses allowed (buildings < 3,000 sq ft) includes airport clear zones, athletic fields, boat houses/liveries, cultural facilities, community gardens, playgrounds, gold courses, marinas, outdoor swimming pools.

Use allowed by SLUP includes buildings > 3,000 sq ft essential services

Setbacks and Encroachments and Accessory buildings May want to review for applicability per goals.

Building Height Maximum 45 feet May want to review (steeples, towers, parapet walls)

Parking and Driveways Requirements for maintenance of grassy areas seems sufficient
Chapter 1330 RC-Residential Conservation District Doesn't really apply?

FY 2014 Budget: 2014 budget includes costs for maintenance only. No capital improvements included.

2011-2015 Parks and Recreation Plan

Goal #1: Aligns with goal #1

- Develop safe, at grade pedestrian crossing

Goal #2: Aligns with Goal #6

- Advocate for regional millage or BBTF to develop capital improvement fund

- Work with neighborhood associations, community groups, foundations, and organizations

- Clancy Park-Master Plan

- Hanna Park-Art Park

- Triangle Park (Rose & Boyd)-Develop master plan

- Lay Park-Revise site plan

- Dog Park-

Goal #3 GT Commons: All goals align with goals of Garfield-TC Rec Authority

Goal #4: Sustainable Performance Landscape Guidelines

- Storm water management, capture carbon emissions, native not invasive species

Goal #5: Develop transportation plan to support recreational opportunities

- Complete streets

- Transportation plan

- Standards and locations for bike facilities and pedestrian walkways

- Evaluate multi-modal options when streetscape planning

- Build sidewalks near parks

- Improve connecting recreational facilities

- Utilize other planning efforts (TART, townships, Conservancy)

- Universal accessibility design standards

- Safe Routes to School

Goal #6: Aligns with goal #6

- Improve identity and name recognition of city parks

- Develop sign program and design intent drawings

Goal #7: Aligns with goal #2 and goal #7

- Provide mixed-use recreation

- Collaborate with local agencies to achieve trail around Boardman Lake

- Design riverwalk downtown to BL connection

- Encourage associated business

Goal #8: Operation and Maintenance

- Annual efficiency review

- Develop cooperative inter-governmental financial agreements

- Performance Landscape Guidelines

- Adjust user fees

- Implement parks recycling program

Goal #9: Aligns with goal #3:

- Develop strong programming through evaluation, partnerships, affordability, and value

Goal #10: Hickory Hills aligns with goal #5

- Collaborate with stakeholder groups

- Develop site master plan

Consider short term improvements to positively affect future efforts

Goal #11: Brown Bridge Quiet Area

- TC to BBQA bike trail

- Embrace changes to dam removal (bottomlands plan)

Goal #12: Senior Center aligns with goal #3

- Source funding

- Increase membership

- Innovative programming

Goal #13: Aligns with goal #8

- Promote awareness of benefits of physical activity

- Online presence

- Liaison to City Commission

Goal #14: Aligns with goal #9

- Develop and promote programs with and through school system

Goal #15: Aligns with goal #

- Easements lease or use agreement for Traverse Heights Elementary

Goal #16: CIP

- CIP

- BBTF

- Recreational millage

- User fees, donations, foundations

Goal #17: Park Use

- Staff time

- Usage fees for events

- Number, duration of events

In order to advance the Transportation Elements section of the Master Plan, the following are key objectives to consider in the near term:

1. Review and ultimately recommend the adoption of the NACTO Urban Street Design Manual as a policy. (Preview linked here-PDF). The final guide is free and will be released this September. (Recommended fall of 2013)
 - a. Including in this is an opportunity to create additional policy/direction to integrate the approach of Complete Streets with a Green Streets approach.

Why? This will help to advance the objectives under the Street Form and Function section of the Transportation Elements. It will also guide effective long-term investment in transportation infrastructure that will help ensure funding is spent to provide most cost effective way to provide safe, comfortable multi-modal transportation options.

2. Adopt a completed Active Transportation Plan that covers policy, infrastructure and program recommendations. Simultaneously, create a Complete Streets Advisory Committee/Active Transportation Advisory Committee, to advise on projects, project design, and policy (Evaluation and Engineering). Other roles of the committee may include programming related to Education, Enforcement, and Encouragement of Active Transportation. (Recommended fall of 2013)

Why? This will advance the Active Transportation section of the TE and continue the City on a path of improving as Bicycle Friendly community.

3. Adopt one or two corridors from the Corridor Master Plan to further plan and design as part of the 2014 Capital Improvement Plan. These projects are an opportunity to also develop transferable tools to better measure improvements in:
 - a. Accessibility
 - b. Economic value
 - c. Social value
 - d. Environmental protection

Why? These can be demonstrative projects for the Transportation Elements as well as other parts of the Master Plan. The corridors also represent under performing streets that are focal points of the community.

4. Review and make recommendations to alter the current Infrastructure Policy to better advance the Transportation Elements of the Master Plan (Recommended for 2014).

Why? To further ensure that the direction of capital improvements go beyond maintenance and that each infrastructure project is measured against policy that strongly reflects the Master Plan.

Submitted for consideration by Planning Commissioner, Gary Howe June 18, 2013.

Traverse City Master Plan
Plan Element Implementation

Section One: Identification of Action Items

	Action Item Title	General Description	Cost to Implement (if known)
A	TC-5 Neighborhood	Amend Chapter 1374 to not require on site parking within 500 feet of a transit center.	
B	TC-3 Neighborhood	Expand C-1 District uses in this neighborhood to allow for more neighborhood services.	
C	TC-3 Neighborhood	Rezone the parcel on the south west side of North Division and 3rd Streets from r-1b to C-1.	
D	TC-3 Neighborhood	Amend the R-1b District to allow for accessory dwelling units as a Special Land Use Permit.	
E	TC-4 Neighborhood	Amend H-1 District uses to allow for additional uses that residents and employees would find useful on a regular basis.	
F	TC-4 Neighborhood	Rezone C-1 parcels along South Garfield Avenue to C-3.	
G	TC-4 & TC-5 Neighborhoods	Amend the C-2 District to allow for larger buildings along arterial and collector streets by an Administrative Special Land Use Permit or a City Commission Special Land Use Permit.	
H	TC-4 & TC-5 Neighborhoods	Rezone the C-1 Districts along major corridors to C-2.	
I	TC-4 & TC-5 Neighborhoods	Along major Corridors additional uses should be added to the Hr District, or eliminate the HR District, rezone to C-2 and incorporate those HR District uses that are not currently in the C-2 District.	
J	TC-5 Neighborhood	The R-15 District on the east side of Boardman should be rezoned from R-15 to R-29.	
K	TC-4 Neighborhood	The R-1a & the R-15 Districts on the west side of Veterans Drive should be rezoned to R-29.	
L	TC-5 Neighborhood	Rezone D Districts to C-4 Districts once public parking deck(s) are constructed.	

M	TC-1 Neighborhood	The C-3 District located at the south east corner of Franke Road and Silver lake Road could be rezoned to OS.	
N	TC-1 Neighborhood	The Future Land Use Map for the Burger King Parking lot at the southern City limits should be changed from TC-1 to TC-4	
O	TC-3 Neighborhood	The R-1b District should be amended to allow for more opportunities for neighborhood services.	
P	TC-3 Neighborhood	Amend the R-1b District to allow for a cottage overlay district.	
Q	TC-3 Neighborhood	The R-29 District located on the north and south side of Seventh Street near Elmwood Ave should be rezoned to R-15.	
R	TC-2 Neighborhood	Rezone the R-15 Parelts to R-9	
S	TC-2 Neighborhood	Change the underlying zoning for the R-1b/MU District to R-1a.	
T			
U			
V			
W			
X			
Y			
Z			

Section Two: Prioritization of Action Items

Instructions: Based on the criteria listed below, compare two action items at a time. A versus B, A versus C, etc. by replacing the letter (A, B, C, etc) of the higher prioritized project in the comparison cell. Continue until every project has been compared with every other project. No need to total, we'll do that.

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	Total	
A																											
B																											
C																											
D																											
E																											
F																											
G																											
H																											
I																											
J																											
K																											
L																											
M																											
N																											
O																											
P																											
Q																											
R																											
S																											
T																											
U																											
V																											
W																											
X																											
Y																											
Z																											

Section Three: Criteria

1. Mandate or Safety: extent to which (a) project meets existing or new mandate or (b) project eliminates, prevents or reduces an immediate hazard to safety.
2. Quality of life: Community impact, diversity of uses and population served, walkability & bikeability, vitality, recreational impact
3. Economic Impact: extent to which project enhances economic development in the City or directly/indirectly adds to the tax base
4. Significant Outside Funding: extent to which project can be financed with non-city revenue sources
5. Protect/Maintain Existing Facility/Service: extent to which project is necessary to protect/maintain City facility(s) from deterioration or maintain necessary service
6. Enhance Public Service and Access: extent to which project enhances current services or increases access to current services.