

# TRAVERSE CITY MASTER PLAN

Shaping  
Our Future

**A COMPREHENSIVE PLAN FOR THE CITY OF TRAVERSE CITY**

**AUGUST 2024**

*Aerial view of downtown Traverse City waterfront.*



**CITY OF TRAVERSE CITY  
GRAND TRAVERSE COUNTY, MICHIGAN**

**CITY OF TRAVERSE CITY PLANNING COMMISSION  
RESOLUTION ADOPTING THE  
CITY OF TRAVERSE CITY MASTER PLAN 2024**

WHEREAS, the Michigan Planning Enabling Act (MPEA), 2008 PA 33, MCL125.3801 et seq. requires municipal planning commissions to prepare a "master plan" pertinent to the future development of the municipality; and

WHEREAS, the City of Traverse City Planning Commission has prepared a draft Master Plan for the City, to update and replace its previous Master Plan; and

WHEREAS, the City of Traverse City authorized the distribution of the draft Master Plan to the general public and the various entities as required by the MPEA, for review and comment purposes on June 4, 2024; and

WHEREAS, the proposed Master Plan was made available to the various entities and the general public as required by the MPEA, and a public hearing thereon was held by the Planning Commission on August 7, 2024 pursuant to notice as required by MPEA; and

WHEREAS, the Planning Commission finds the proposed Master Plan as amended after the public hearing is desirable and proper, and furthers the land use and development goals and strategies of the City;

NOW, THEREFORE BE IT RESOLVED, that the City of Traverse City Planning Commission hereby adopts the City of Traverse City Master Plan as submitted for the public hearing held on August 7, 2024, with edits, subsequently identified by the Planning Commission, including the Future Land Use Map, Mobility Action Plan, and Supplemental Report along with all the text, charts, tables, maps, and descriptive and other matter therein intended by the Planning Commission to form the complete Master Plan.

Motion by: Shea O'Brien Seconded by: Anna Dituri

Roll Call Vote:

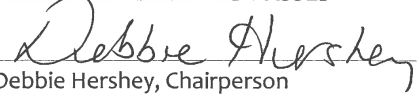
Ayes: Debbie Hershey, Anna Dituri, Shea O'Brien, David Knapp, Jerry Swanson, Jess Heller

Nays: Jackie Anderson

Absent: Mitch Treadwell

Abstain: None

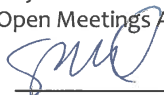
**RESOLUTION DECLARED PASSED**

  
Debbie Hershey, Chairperson  
City of Traverse City Planning Commission

8/28/2024  
Date

**CERTIFICATE**

I hereby certify the foregoing resolution is a true and correct copy of the resolution that was approved by a majority of the City of Traverse City Planning Commission by a roll call vote at a special meeting of the Commission held on August 20, 2024 in compliance with the Open Meetings Act.

  
\_\_\_\_\_  
Shea O'Brien, Secretary  
City of Traverse City Planning Commission



# ACKNOWLEDGEMENTS

Thank you to the community members who took the time to participate in this process. This is your plan!

## City Commission

Mayor Amy Shamroe  
Mayor Pro Tem Mark Wilson  
Mi Stanley  
Mitch Treadwell  
Jackie Anderson  
Tim Werner  
Heather Shaw  
Mayor Richard Lewis\*  
Ashley Walter\*  
Linda Kolbert\*

*\*Indicates past member*

## Planning Commission

Debbie Hershey, Chair  
Anna Dituri, Vice Chair  
Shea O'Brien, Secretary  
Jackie Anderson, City Commission Liaison  
Mitch Treadwell, City Commission Liaison  
Jerry Swanson, City Manager Appointee  
Brian McGillivray  
Jess Heller  
David Knapp  
Madeleine George, Student Liaison  
Chief Jim Tuller\*  
Topher Martin\*  
David Hassing\*  
Heather Shaw\*

## Master Plan Leadership Team

Mary Mills, Citizen\*  
Claire Karner, Citizen\*  
Jeanine Easterday, Citizen\*  
Ted Arnold, Planning Commission - Student Liaison\*  
Debbie Hershey, Planning Commission\*  
David Hassing\*  
Mi Stanley, City Commission\*  
Mitch Treadwell, City Commission\*  
Colleen Paveglio, City Communications Manager\*  
Art Krueger, City Utilities Director  
Frank Dituri, City Public Services Director  
Harry Burkholder, DDA CEO\*  
Shawn Winter, City Planning Director\*

## Mobility Action Plan Leadership Team

Amy Hartzog, TART Trails  
Gary Howe, Norte\*  
Kelly Dunham, BATA  
Mi Stanley, City Commission\*  
Mitch Treadwell, City Commission\*  
Anna Dituri, Planning Commission\*  
David Hassing, Planning Commission\*  
Nicole VanNess, City Parking & Mobility Director\*  
Colleen Paveglio, City Communications Manager\*  
Harry Burkholder, DDA CEO\*  
Shawn Winter, City Planning Director\*

*\*Indicates City resident*







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01

# EXECUTIVE SUMMARY



## WHAT IS A MASTER PLAN?

A Master Plan is a community's policy document used to guide decisions that affect its land, people, and structures. It is often thought of as a long-term "roadmap" to guide officials and decision-makers when they are faced with difficult land use and infrastructure decisions that have long-term impacts on the community. The Master Plan inventories several systems to identify how they work together, how trends have affected these systems over time, and what improvements a city can make to strengthen these systems to positively influence residents' quality of life. The following are among the major features discussed in this Master Plan:

- » Demographics,
- » Housing,
- » Natural Features,
- » Community Facilities and Services,
- » Open Space and Recreation,
- » Transportation Systems,
- » Economic Development, and
- » Land Use.

The plan then lays out "where we should go" based on a combination of residents' priorities and findings drawn from the inventory process. These priorities are the basis for actions that community leadership can pursue through policy; particularly through zoning ordinance updates.

The Michigan Planning Enabling Act (PA 33 of 2008) enables municipalities to create master plans to do the following:

- » Guide the use of limited resources efficiently;
- » Promote public health, safety, and general welfare;
- » Preserve the quality of the environment in the City; and
- » Guide zoning decisions.

The plan is designed to be comprehensive, future-oriented, and accessible to the public, after all, it is a reflection of the community's aspirations. That way, busy city officials do not get swept



*Aerial view of downtown waterfront.*

up in short-term gains at the expense of long-term progress. The Traverse City Master Plan includes three components: the roadmap, the supporting documentation, and the appendix. The roadmap outlines the guiding principles, future land use, and action plan. This is the portion of the document that will be used by elected officials and leaders to guide their decision making. The supporting documentation is all of the research, narrative, and recommendations that helped form the roadmap. These sections serve as additional resources to expand on specific elements for the future of Traverse City (housing, neighborhoods, etc.). Finally, the appendix includes the Mobility Action Plan and other documentation for the Master Plan.

## GUIDING PRINCIPLES

The following guiding principles are the community's priorities for the future development and management of Traverse City. They were used as the basis for the formation of the Master Plan. The guiding principles started as a collection of statements from other planning work the City has done and were then combined into 10 statements. These statements were presented to the community through an online survey which provided the opportunity for the community to state if they felt that the guiding principles, as presented, were important to Traverse City. Based on the initial feedback, the original 10 guiding principles were revised down to six. Those six principles were then presented to the community at an open house. During the open house the community was given the opportunity to give opinions on what they liked, disliked, and/or found confusing with these revised guiding principles. These principles were then revised a final time, resulting in what's outlined on the next two pages.



1



## **Steward and cherish our natural resources and green spaces.**

Traverse City's natural assets, which include the shores of Lake Michigan, the Boardman-Ottaway River, Kids Creek, and the quality of the trees, parks, water and air are vital to the character and well-being of everyone in the community.

## **Honor our community heritage and create a welcoming environment for all people.**

The area, which the City of Traverse City now encompasses, has a rich historical and cultural heritage. This heritage dates back millennia as the homeland and waters of Indigenous Nations that were settled by European immigrants in the early 1800s. Our community's challenges and successes are the result of the sacrifice, work, and ingenuity of individuals from all walks of life and with diverse experiences. City policy should respect, preserve, and incorporate this heritage into our community fabric and provide opportunity for people of all backgrounds, abilities, and experiences to live here and help make Traverse City the wonderful community that it is.



3



## **Encourage development and vibrancy in our commercial districts and corridors.**

The City of Traverse City is an economic and cultural asset to the Grand Traverse region and is where public infrastructure is most densely available. City land policy should encourage development and infill/redevelopment in commercial areas of the city to support businesses, provide additional housing, increase the city tax base, and maximize the use of existing public infrastructure. This will encourage community vibrancy and connection, preserve the provision of high-quality public services within our city, and provide opportunity for healthy and balanced growth within our commercial core.



## Maintain and connect our neighborhoods.

City land use policy should encourage well maintained properties and infrastructure in residential neighborhoods as well as easy access within and between neighborhoods to goods, services, and city amenities. City leaders should regularly seek feedback from neighborhoods regarding what is needed and/or desired within their unique area.



# 5

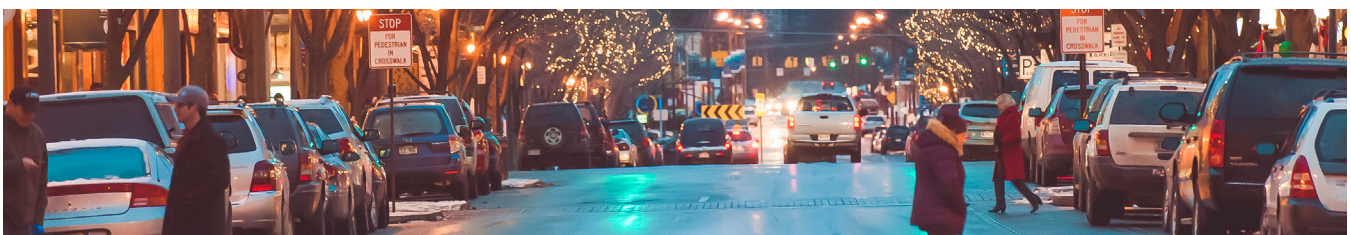
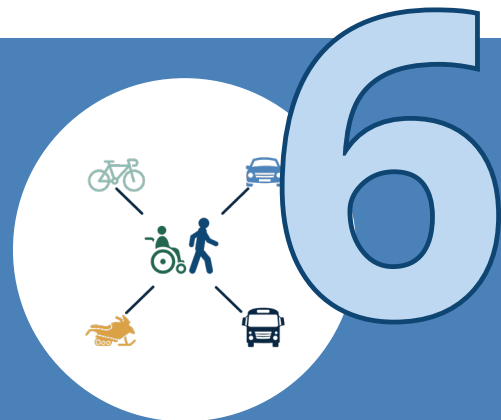


## Encourage quality housing in locations of the city with access to nonmotorized and public transportation.

City land use policy should encourage a variety of quality housing types that local workers, young families, and retirees can afford, in locations which are easily accessible by foot, bike, wheels, or bus.

## Create safe and enjoyable transportation and recreation options year-round.

People of all ages and abilities move around Traverse City for work, shopping, school, recreation, and exercise during all four seasons. Traverse City land use and transportation policy should promote safe, convenient, and enjoyable connections for all modes of transportation and recreation year-round.



East Front Street, Downtown Traverse City.





02

## ACTION PLAN



## ACTION PLAN

The intent of the Action Plan is to be a guiding document that details items for the City to accomplish over the next five years. While there may be action items that are accomplished many years in advance, it is important to create a list that is feasible with the current capacity of the various departments and commissions.

The Action Plan should be reviewed every five years with the required Master Plan review under the Michigan Planning Enabling Act. At the review, items that have been accomplished should be removed, and remaining items should be evaluated to determine if they are still relevant. New items should be added to the list that will further the implementation of the Master Plan.

The development of the Action Plan was an iterative process, based on community engagement with key stakeholders. It is important to ensure that the proper partners are involved to ensure completion of action items. Staff generated an initial Action Plan considering items that would implement the goals and objectives of the Master Plan. This list was then reviewed by stakeholders at various meetings organized by topic. Stakeholders were asked to rank the action items and add items that may be missing. Stakeholders also offered where they could partner with the City to move action items forward. Following the stakeholder meetings, the Planning Department met with City Staff to determine if items were consistent with other City Plans and feasible under current funding and operational plans.

A draft Action Plan was presented to the Leadership Team for consideration and refinement before the Planning Commission and City Commission reviewed the items during the approval process of the Plan.

### ON-GOING PLANNING DEPARTMENT ACTIVITIES

1

Continue to support the objectives of City Departments by providing necessary funding and staff capacity.

4

Provide an exceptional level of service in the maintenance of all city infrastructure.

2

Continue to staff and support the Grand Traverse Commons Joint Planning Commission, Traverse City Planning Commission, Traverse City Commission, Traverse City Board of Zoning Appeals, and Historic Districts Commission.

5

Continue to be responsive to public and citizen questions and concerns regarding planning, zoning, land use, and community development in Traverse City.

3









Continue to perform timely review of city applications.

6








Continue to provide staff liaisons to city neighborhood associations.

- Action items marked with a blue circle relate to equity.
- Action items marked with a green circle relate to climate change.












Action		Timeframe	Category	Responsible Party	Supporting Parties	Guiding Principle(s)
1	Explore zoning amendments related to a thru f below.					
a	Establish an appropriate cap for vacation home rentals in all commercial zoning districts.	1-3 years	Zoning	Planning & Zoning Department, Planning Commission	DDA, City Administration	
b	Allow triplexes, quadplexes, and ADUs with a duplex in the R-2 zoning district through pre-approved plan sets (i.e. pattern book homes).	1-3 years	Zoning	Planning & Zoning Department, Planning Commission	DDA, City Administration, Housing North, Homestretch, TC Housing Commission	
c	Expand the current water's edge riparian buffer zone to all portions of the city, potentially using police power ordinance.	1-3 years	Zoning	Planning & Zoning Department, Planning Commission	DDA, City Administration, Engineering, Public Services	
d	Consider electric vehicle infrastructure in private site plan approval process.	1-3 years	Zoning	Planning & Zoning Department, Planning Commission	DDA, City Administration	
e	Create zoning standards that require parking areas for new commercial and multiple family developments to be EV ready.	1-3 years	Zoning	Planning & Zoning Department, Planning Commission	DDA, City Administration	
f	Evaluate current standards for drive thrus and other auto-centric uses to determine if uses are in proper zoning districts with appropriate standards.	1-3 years	Planning	Planning & Zoning Department, Planning Commission	DDA, City Administration, Engineering	
2	Implement the Mobility Action Plan:					
a	Recommendations related to universal accessibility, land use policy, traffic calming programming, design team, and near-term mobility improvements.	1-3 years	Planning	Engineering and Planning & Zoning Departments, DDA	City Administration, Departments of Public Services and Municipal Utilities	
b	Coordinate recommendations from the Mobility Action Plan into street reconstruction and maintenance projects.	1-3 years	Planning	Engineering and Planning & Zoning Departments, DDA	City Administration, Departments of Public Services and Municipal Utilities	











Action		Timeframe	Category	Responsible Party	Supporting Parties	Guiding Principle(s)
c	Identify funding to begin implementing the "low-hanging fruit" recommendations from the Mobility Action Plan, independent of street projects.	1-3 years	Planning	Engineering and Planning & Zoning Departments, DDA	City Administration, Departments of Public Services and Municipal Utilities	
3	Audit, prioritize and address existing city infrastructure with the Public Rights of Way Accessibility Guidelines to ensure accessibility for all.	1-3 years	Planning	Department of Public Services	Engineering, City Administration, DDA	
4	Create a street improvement plan based on annual asset management evaluation and community engagement.	1-3 years	Planning	Departments of Public Services, Engineering	City Administration	
5	Support redevelopment of public property for affordable housing and commercial infill development.	1-3 years	Special Projects	DDA, Planning & Zoning Department	Engineering, City Administration, Planning Commission	
6	Create a proactive plan for utilizing tools and tax incentives to support additional single and multi-family housing supply, including identifying available tax incentives and their purpose/application; where specific incentives are appropriate; criteria to approve or deny incentives; and metrics to quantify incentives' impact.	1-3 years	Special Projects	City Administration, Planning & Zoning Department	DDA, Treasury and Assessing Departments	
7	Create a development dashboard to publicly track new development progress.	1-3 years	Special Projects	GIS, Planning & Zoning	City Administration, Engineering	
8	Continue the discussion of establishing a funding mechanism for stormwater infrastructure development and maintenance and prioritize use of green and nature-based infrastructure in stormwater management.	1-3 years	Funding	City Administration	City Attorney, Engineering, Municipal Utilities, Treasury	










	Action	Timeframe	Category	Responsible Party	Supporting Parties	Guiding Principle(s)
9	Identify and prioritize opportunities that support decarbonization (e.g. purchase of electric vehicles, building electrification, solar infrastructure on public buildings, etc.) into the design and review of projects for the Capital improvement Plan (CIP).	1-3 years	Funding	Planning & Zoning, TCLP	DDA, City Administration, Engineering, Public Services, Municipal Utilities, Green Team	
10	Continue to inform and engage the public on existing/current zoning and enforcement policy and process to prevent blight, deterioration, and other nuisance issues in the city to help educate the community around the existing safeguards in place.	1-3 years	Communications & Engagement	Planning & Zoning, Clerk's Office	City Administration, Planning Commission	 
11	Use inclusive language when discussing the housing crisis in Traverse City and actively counter narratives that are not inclusive, for example, statements/assumptions about home renters vs. home owners.	1-3 years	Communications & Engagement	Planning & Zoning, Clerk's Office	City Administration, Planning Commission	 
12	Research and articulate the difference between affordable, workforce, and market rate housing within the Traverse City market.	1-3 years	Communications & Engagement	Planning & Zoning Department	TC Housing Commission, City Administration, Planning & Zoning	
13	Promote the Traverse City Tree Fund, which can receive donations from the public.	1-3 years	Communications & Engagement	Clerk's Office, Public Services	City Commission	
14	Prioritize subsequent tree planting in areas to reduce urban heat islands in the city.	1-3 years	Communications & Engagement	Clerk's Office, Public Services	City Commission	
15	Identify locations on existing or future public property for EV charging stations.	1-3 years	Special Projects	Planning & Zoning Department, Planning Commission	DDA, City Administration, TCLP	

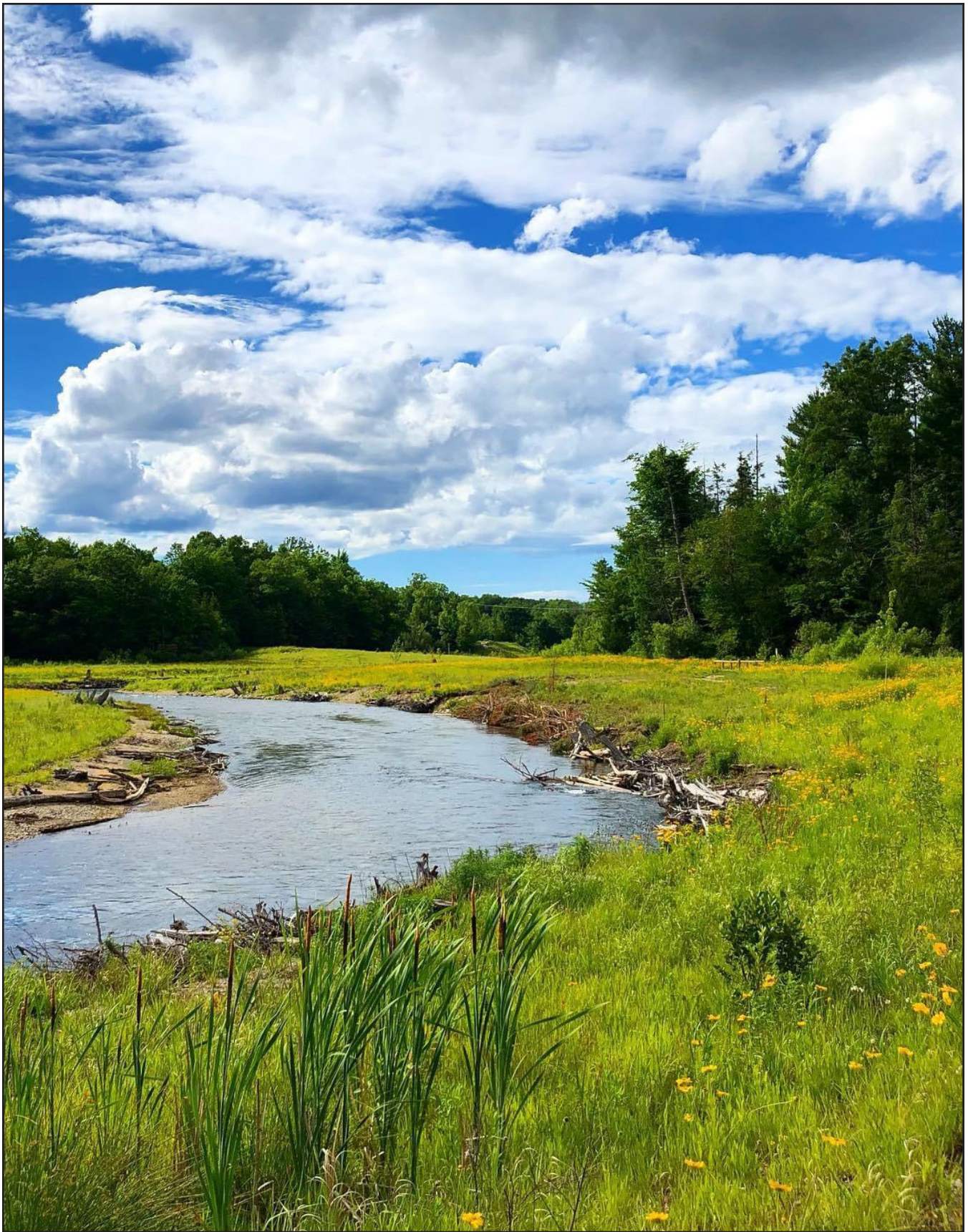


	Action	Timeframe	Category	Responsible Party	Supporting Parties	Guiding Principle(s)
16	Explore zoning amendments related to:					
a	Implementing the Master Plan	3-5 years	Zoning	Planning & Zoning, Planning Commission	City Commission, DDA	ALL
b	Evaluate zoning districts and uses allowed to determine if they continue to meet the needs of the community	3-5 years	Zoning	Planning & Zoning, Planning Commission	City Commission, DDA	
c	Increase neighborhood-scale healthcare and food-related goods and services to provide a 15 minute walking radius for neighborhoods.	3-5 years	Zoning	Planning & Zoning, Planning Commission	City Commission, DDA	
d	Rezone the 300, 400, and 500 blocks of S. Union St. to C-4a to better reflect the existing development pattern and to create a stronger connection downtown.	3-5 years	Zoning	Planning & Zoning, Planning Commission, DDA	City Commission	
e	Rezone the West Front Street (west of Pine to Division, Not currently zoned D) to C-4a	3-5 years	Zoning	Planning & Zoning, Planning Commission	City Commission	
f	Establish a Development (D) Zone along Fourteenth St. allow for more vibrant development and redevelopment opportunities.	3-5 years	Zoning	Planning & Zoning, Planning Commission	City Commission	
g	Explore creating building design standards for new commercial development.	3-5 years	Zoning	Planning & Zoning, Planning Commission	DDA	
17	Establish locations for community and economic hubs along corridors and/or intersections to better meet the day-to-day needs of residents in adjacent neighborhoods.	3-5 years	Planning	Planning & Zoning, Planning Commission	City Administration, DDA	
18	Explore implementation of the community land trust model in Traverse City. Local examples include The Frankfort Area Community Land Trust in Frankfort, MI and Peninsula Housing in Leelanau County, MI.	3-5 years	Special Projects	Planning & Zoning, City Administration	TC Housing Commission	



	Action	Timeframe	Category	Responsible Party	Supporting Parties	Guiding Principle(s)
19	Develop a climate progress dashboard to educate the public about the City's climate initiatives, strategies, and metrics, including related to waste water processing, EV infrastructure, electrification of city fleet and buildings, urban heat islands, and related topics.	3-5 years	Special Projects	Planning & Zoning, TCLP	GIS/IT, City Administration, Green Team	 
20	Increase annual financial support for Arts Commission (currently at 30k per year, split evenly between the City and DDA).	3-5 years	Funding	City Commission, DDA	City Administration	
21	Audit the city's public participation plan to ensure diversity, equity, inclusion, and belonging best practices are included.	3-5 years	Communications & Engagement	Planning & Zoning	Clerk's Office	
22	Create an overlay district applicable to specific legacy redevelopment sites, which would eliminate the Planning Commission site plan approval process and allow for staff administrative review for uses permitted in the underlying zoning district if development/ redevelopment occurs.	5-10 years	Zoning	Planning & Zoning, Planning Commission		
23	Explore amending the City Charter to create a proactive rental safety inspection program to ensure one- and two-family residential rental properties are safe and well-maintained for the welfare of occupants. Michigan examples include Bay City, Ludington, and Midland.	5-10 years	Zoning	Planning & Zoning	Planning & Zoning, Clerk's Office, City Attorney	 





*Boardman/Ottaway River restoration project.*



The future land use plan is the community's agreed upon development pattern; a visual guide to future growth. It should serve as a guide for any updates to the zoning map or any rezoning of individual properties. The Traverse City Future Land Use plan is intentionally fluid. Future land use districts are not drawn at a parcel boundary but instead follow general land use patterns and trends which leaves the specificity of future land use decisions to the Planning Commission and Planning Staff. Additionally, the future land use categories themselves are fluid as multiple uses and land use types are appropriate in multiple future land use categories. This future land use plan prioritizes the function and atmosphere of land use over discrete classification. When looking at land uses, parcel size, and traffic generated, the districts from least intensity to greatest intensity are as follows:

Recreation/Conservation

Public/Quasi-Public

Contemporary Neighborhood

Traditional Neighborhood

Transitional Neighborhood

Institutional

Neighborhood Center

Commercial Gateway

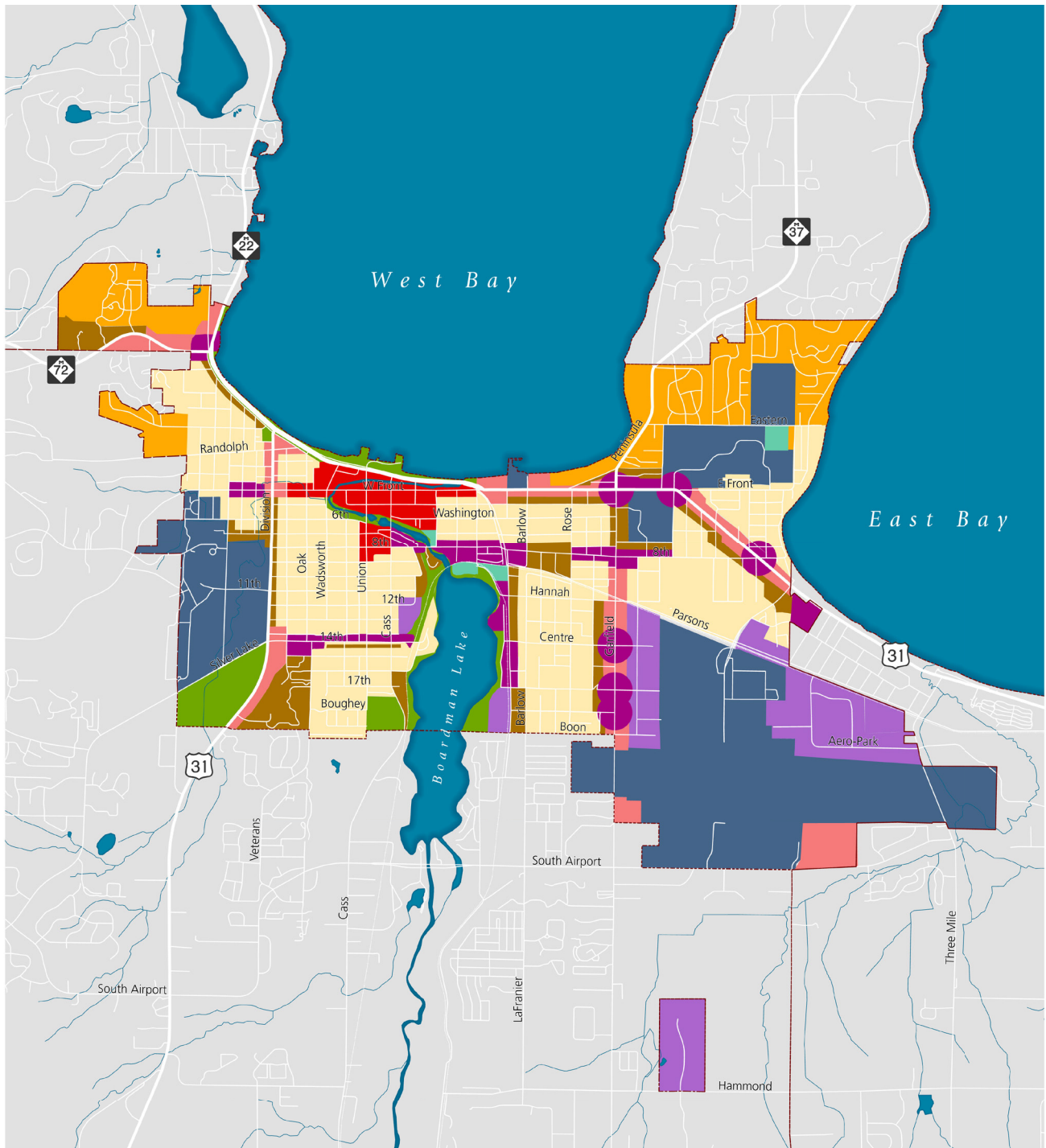
Commercial Core

Innovation, Production, and Technology



# 03 FUTURE LAND USE





## Future Land Use Framework

Sources: Michigan Open Data Portal, City of Traverse City

0.5 Miles  
Beckett & Raeder, Inc.

- |  |   |
|--|---|
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #f08080; border: 1px solid black; margin-right: 5px;"></span> Commercial Gateway        | <span style="display: inline-block; width: 15px; height: 15px; background-color: #800080; border: 1px solid black; margin-right: 5px;"></span> Innovation, Production, and Technology |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #800080; border: 1px solid black; margin-right: 5px;"></span> Neighborhood Center       | <span style="display: inline-block; width: 15px; height: 15px; background-color: #191970; border: 1px solid black; margin-right: 5px;"></span> Institutional                          |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #ff0000; border: 1px solid black; margin-right: 5px;"></span> Commercial Core           | <span style="display: inline-block; width: 15px; height: 15px; background-color: #4682b4; border: 1px solid black; margin-right: 5px;"></span> Public/Quasi-Public                    |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffdab9; border: 1px solid black; margin-right: 5px;"></span> Traditional Neighborhood  | <span style="display: inline-block; width: 15px; height: 15px; background-color: #32cd32; border: 1px solid black; margin-right: 5px;"></span> Recreation/Conservation                |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffa500; border: 1px solid black; margin-right: 5px;"></span> Contemporary Neighborhood |   |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #8b4513; border: 1px solid black; margin-right: 5px;"></span> Transitional Neighborhood |   |

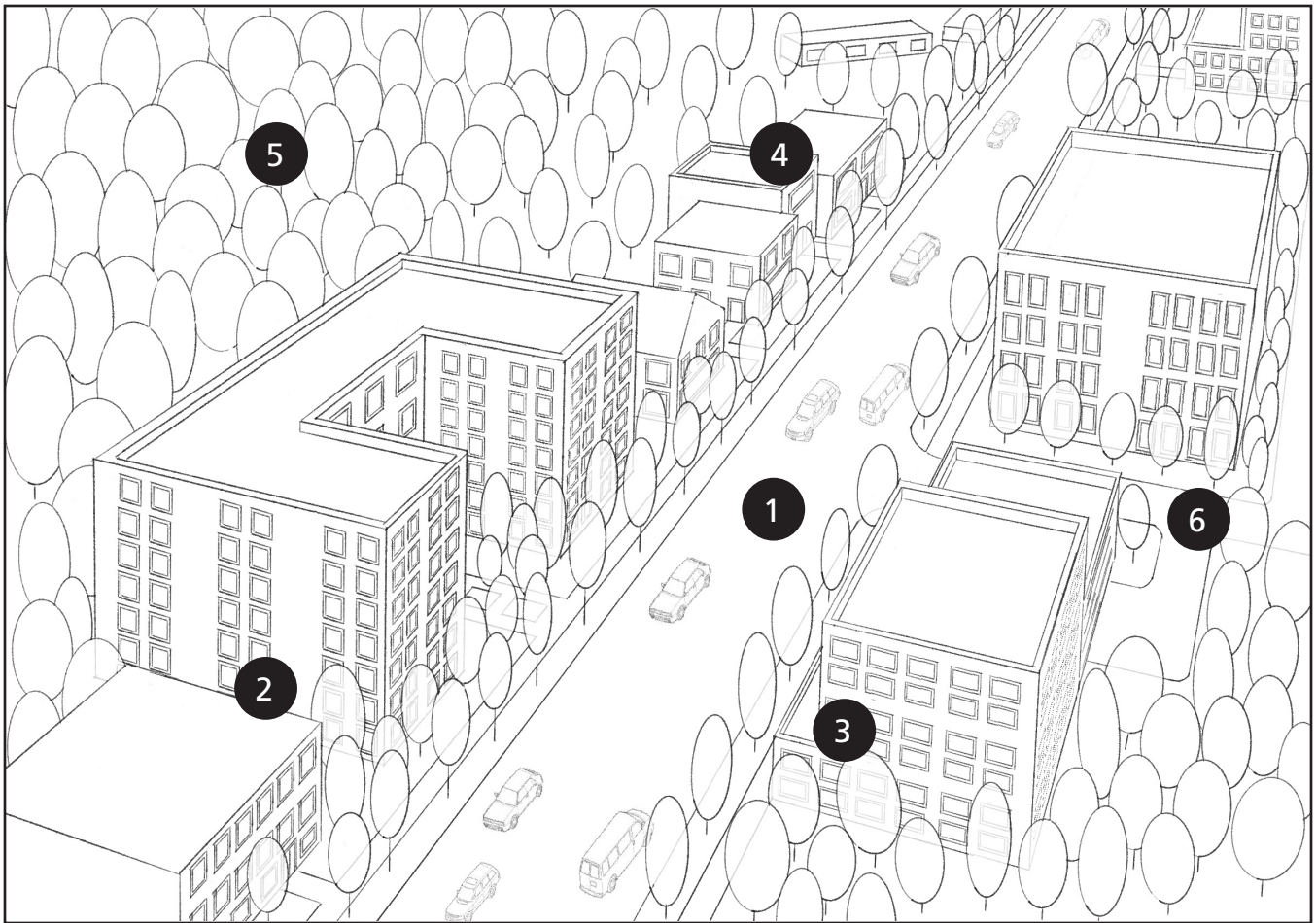


# COMMERCIAL GATEWAY



As Traverse City grew and expanded beyond the downtown, strip commercial development became ubiquitous along the major corridors of the city. Currently, the existing sprawl strip development is not functioning at its highest and best use. However, these Commercial Gateways provide value as regional commercial destinations and act as entryways into the denser parts of Traverse City. The Commercial Gateways are primarily located along the major corridors in Traverse City: US-31 from the city boundary to the Parkway, Division Street from the city boundary to the 14th Street intersection, Division Street from the West Front Street intersection to the Parkway, and along M-72 and M-22. The Commercial Gateways are intended to function as regional commercial destinations with uses that generate higher volumes of automotive traffic than local commercial business. The Commercial Gateways also provide the opportunity for dense development as moderate- to high-rise commercial and mixed-use development are well suited for this future land use designation. While this future land use designation accommodates uses that generate higher volumes of automotive traffic, these areas are intended to support all modes of transportation.





- 1 Major thoroughfares,
- 2 High density,
- 3 Multi-family and mixed-use,
- 4 Regional commercial,
- 5 Tree canopy,
- 6 Pedestrian/non-motorized access.

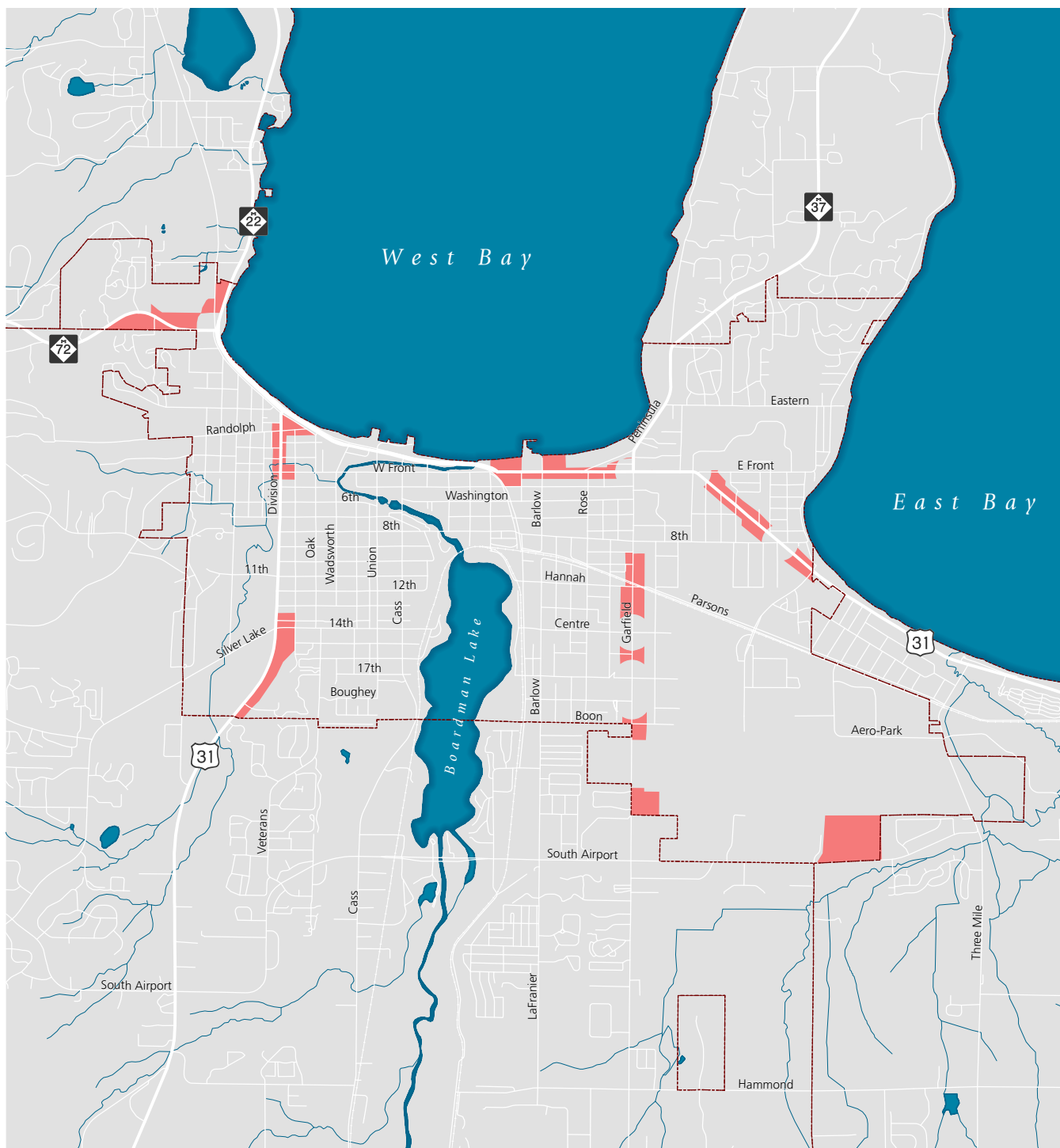
## Housing and Neighborhoods

While housing is not a primary element of a Commercial Gateway, the higher-density nature of the Commercial Gateway does suit larger multi-family developments. Additionally, mixed-use developments in the Commercial Gateways are strongly encouraged to have a residential component. The commercial uses, while intended to serve a broader regional consumer base, support neighborhoods nearby by providing goods and services.

## Transportation and Mobility

Currently, Commercial Gateways are dominated by automotive travel. As these are the main corridors in the city, people traveling around or through the city often do it along the Commercial Gateways. However, future transportation planning should focus on holistic mobility, equally balancing all forms of travel while still maintaining the function of these corridors as main thoroughfares. Many of the Commercial Gateways are identified in the Mobility Action Plan as parts of the bike network.







Additionally, BATA runs fixed routes throughout all Commercial Gateways. BATA's continued service to these Commercial Gateways is essential for providing multi-modal transportation options.

### Infrastructure and Energy

As Commercial Gateways are intended to have some of the highest densities in the City, they have some of the highest infrastructure and energy needs. Infrastructure should be planned and built to support high-density development. Additionally, rooftop renewable energy installations are appropriate in Commercial Gateways.

### Land Use

Commercial Gateways are a mix of regional commercial, local commercial, mixed-use, multi-family, and institutional uses. Regional commercial uses are the commercial uses that generate high volumes of traffic and have a regional consumer base such as clothing outlets, furniture stores, drive-throughs, hotels, motels, and banks. Local commercial uses are those that have a smaller geographic consumer base such as bakeries, healthcare offices, personal care businesses, and small-scale retailers. Mixed uses are those that have a combination of regional commercial, local commercial, and residential uses. Commercial Gateways are intended to support moderate-to-high-density development so large multi-family developments like high-rise apartments or condos are appropriate in the Commercial Gateway. Institutional uses, such as schools and churches, are appropriate in the Commercial Gateway in limited quantities.

### Sustainability, Resiliency, and Natural Systems

With high-density development and high traffic volumes comes a higher impact on the natural systems of Traverse City. Therefore, development and redevelopment in the Commercial Gateway should be done with appropriate controls regarding the impact on the natural environment, including stormwater management strategies, low-impact development techniques, and sustainable building materials and design.

### Health, Safety, and Wellness

Many medical and health-oriented businesses are located in the Commercial Gateways. As the healthcare industry continues to expand across the region and nationwide, this pattern is expected to continue. Additionally, locating these types of uses in Commercial Gateways will help improve healthcare access, especially for those who do not have convenient access to healthcare options, as the Commercial Gateways are the main transportation routes in the city.

### Art, Culture, and Recreation

Compared to other future land use designations art, culture, and recreation are not intended to be a central element of the Commercial Gateway. However, the businesses and uses within the Commercial Gateway can support the arts, culture, and recreation sectors. Several beloved parks and beaches are located adjacent to the Commercial Gateway and green spaces provide a respite in areas of high activity.

### Economic Development

Commercial Gateways provide some of the best redevelopment opportunities and support some of the highest densities in the city. As development pressure continues to grow in the City, the land along these corridors will transform. As multiple city priorities (transportation, economic development, etc.) are centered around the transformation of these corridors, the strategic use of TIF mechanisms can help leverage the increasing value from redevelopment and reinvest it into the Commercial Gateways.

### Existing Zoning Districts

Several zoning districts are applicable to the Commercial Gateway: HR: Hotel Resort, C-1: Office Service, C-3: Community Center, and R-3: Multiple Family Residential. Many permitted commercial uses overlap between the zoning districts but the permitted height and building size, as specified by these zoning districts, do not achieve the intended function of the Commercial Gateway.

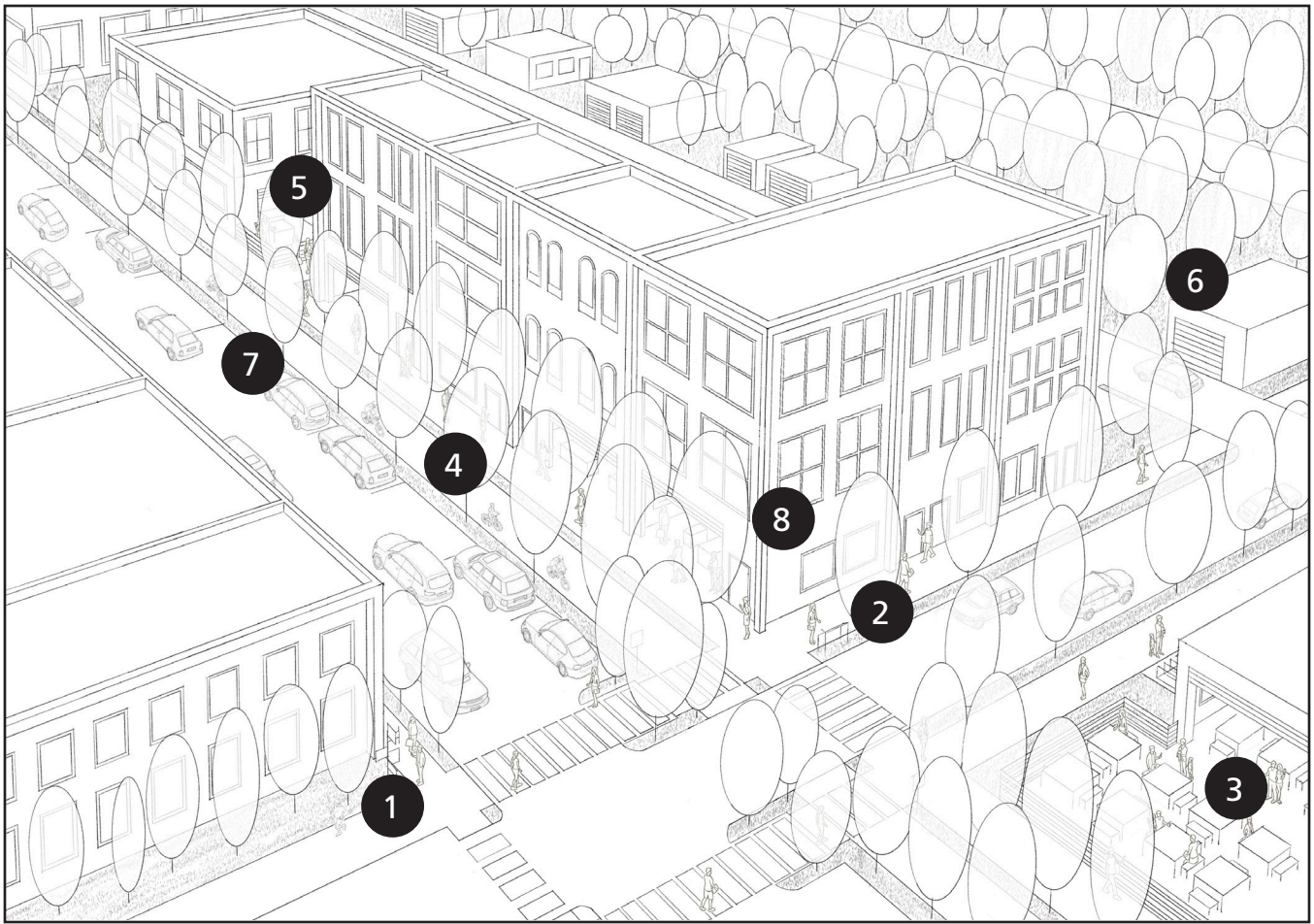




# NEIGHBORHOOD CENTERS

One of the major land use recommendations of this Master Plan is the development of distinct Neighborhood Centers. Neighborhood Centers are nodes of local activity with businesses, services, and community spaces that are intended to serve the immediate surrounding neighborhoods. Unlike the other commercial-oriented future land use designations which serve a more regional audience, the Neighborhood Centers are inherently local-oriented spaces. By allowing for a mix of uses and services, Neighborhood Centers provide essential goods and services within a 15-minute walking distance of most residential neighborhoods in the city. Neighborhood Centers also alleviate pressure on the commercial core by providing retail and entertainment options outside of the downtown.





- 1 Wayfinding,
- 2 Public art,
- 3 Outdoor seating/outdoor uses,
- 4 Non-motorized infrastructure,
- 5 Moderate density,
- 6 Rear vehicle access/parking,
- 7 Street parking,
- 8 Mixed-use.

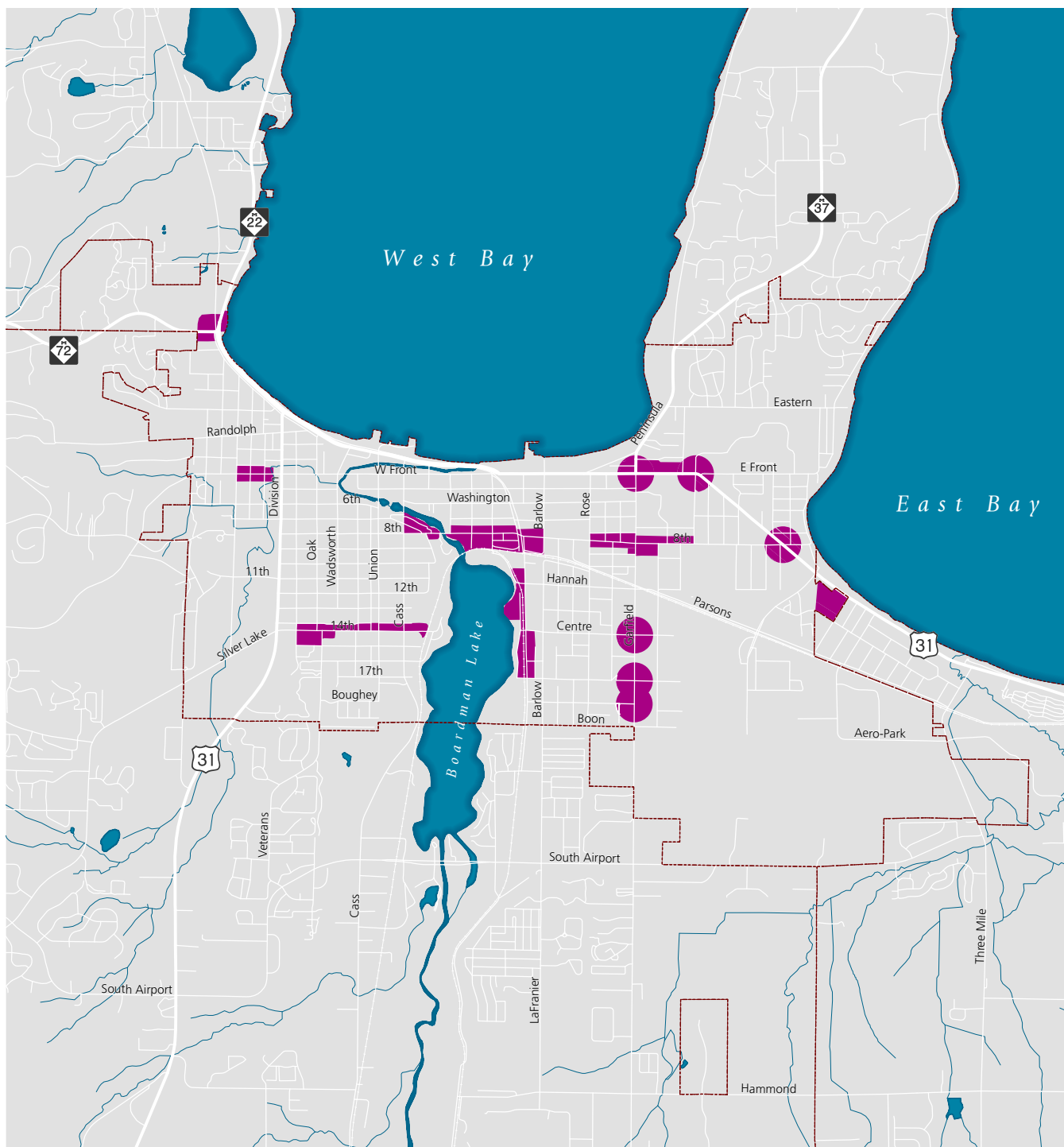
## Housing and Neighborhoods

As Neighborhood Centers are intended to be pockets of local activity within and near established neighborhoods; stand-alone residential structures are not the highest and best use of land within these centers of mixed-use. Preference should be given to live-work buildings that provide commercial or office space and contribute more to the function of the Neighborhood Center. Moderate-density residential development, such as townhomes and mid-rise apartment buildings, are appropriate as they also contribute to an active and lively space.

## Transportation and Mobility

Neighborhood Centers are hubs of internal City activity and are primarily oriented to residents and those who live near them. Therefore, transportation to and from Neighborhood Centers tends to be non-motorized. To support this mode of transportation, infrastructure in Neighborhood Centers should be geared towards the pedestrian and cyclist. Dedicated bike lanes, bike racks,







wayfinding, and pedestrian scale amenities will support the neighborhood transportation. Disincentivizing automobile traffic through no/ stringent parking standards will help promote non-motorized travel in and around the Neighborhood Centers. Additionally, coordinating with BATA to provide service to the Neighborhood Centers will provide residents with convenient access to public transportation and bring transit access into the heart of the City.

### Infrastructure and Energy

The infrastructure needs of the Neighborhood Centers are slightly higher than the surrounding residential neighborhoods as the Neighborhood Centers have commercial and office uses that are intended to have a slightly higher density than the surrounding neighborhoods. Some renewable energy installations may be appropriate in the Neighborhood Centers.

### Land Use

Neighborhood Centers are a mix of residential, retail, entertainment, office, and mixed-use land uses. The balanced mix of land uses provides a lively atmosphere that is essential for the function of the Neighborhood Centers. The Neighborhood Centers are intended to provide a variety of “third places” in Traverse City, or spaces to gather outside of an individual’s home and place of work. Third spaces are vital for the function of the social fabric of the City.

### Sustainability, Resiliency, and Natural Systems

Similar to the commercial core, Neighborhood Centers contribute to a walkable and more universally accessible city because they reduce the need for a vehicle and improve sustainability. Low-impact design, sustainable building materials, and the incorporation of native landscaping should be priorities for new development.

### Health, Safety, and Wellness

Medical offices and services are appropriate in the Neighborhood Centers, specifically on the upper floors of multi-story buildings. Providing medical services in Neighborhood Centers improves healthcare accessibility for residents by locating medical providers closer to their homes.

### Art, Culture, and Recreation

Art and culture are essential components of the Neighborhood Centers as they contribute to a vibrant and lively space. Public art installations, art studios, galleries, and instructional spaces are all highly encouraged in the Neighborhood Centers. Small public spaces and connections to non-motorized routes and trails are encouraged as well.

### Economic Development

Neighborhood Centers are primarily intended to provide an enhancement of the existing character. Many of the areas designated on the future land use map as Neighborhood Centers have a mix of commercial properties and provide neighborhood services. The Neighborhood Center future land use classification encourages slightly higher density and the incorporation of social spaces with entertainment and dining.

### Existing Zoning Districts

Traverse City’s development districts (D-1, D-2, and D-3) are most similar to the intended function of the Neighborhood Centers. While these districts were created to support the transformation of specific areas, the specific intention of the development districts is to provide a mixture of land uses. Residential uses are to be combined with shopping, restaurant, office and entertainment uses to create a village-like atmosphere. Compact, pedestrian-friendly developments which integrate well with adjacent properties are characteristic of these projects.

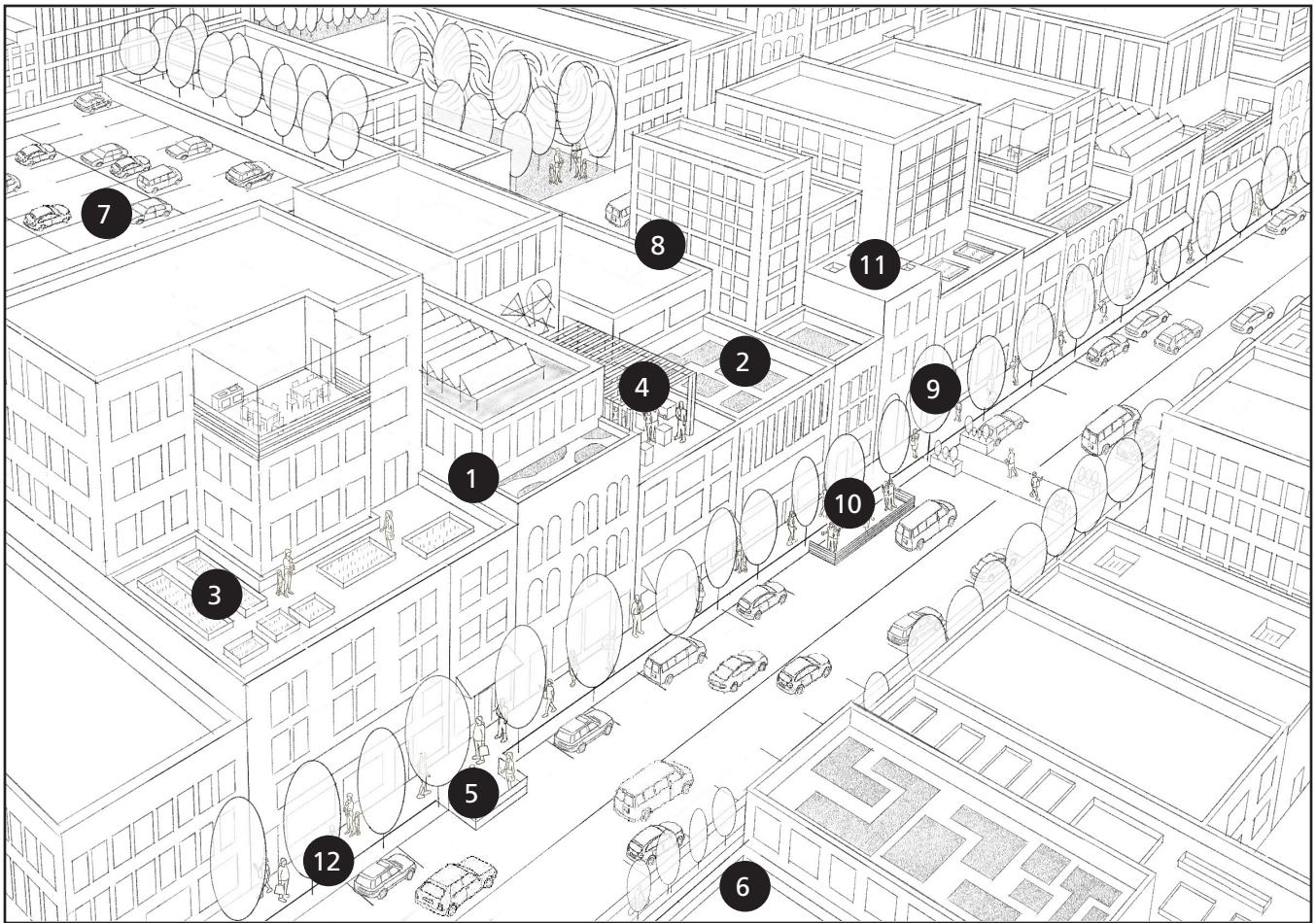


An isometric line drawing of a city street scene. The drawing shows several multi-story buildings with various window patterns. There are trees of different shapes and sizes, some with circular canopies. People are depicted walking on sidewalks and standing in small groups. A car is visible on a street. The overall style is a clean, minimalist line art.

# COMMERCIAL CORE

Downtown is the unquestioned center of Traverse City as the City's retail, entertainment, and social atmosphere are all centered around downtown Traverse City. The Commercial Core not only includes downtown Traverse City, but also extensions down East and West Front Street and into the warehouse district. Additionally, the Commercial Core is uniquely suited to support high-density mixed-use development at a scale not possible nor intended for other future land use designations. The intended function of the Commercial Core is to be a social and economic center by providing a mix of commercial, office, residential, and public uses. The Commercial Core is highly walkable and designed at the pedestrian scale with a focus on creating a lively street atmosphere. The Commercial Core should also serve as a transportation center where users can access the Commercial Core through a range of transportation options.





- 1 Building stepbacks,
- 2 Green roofs,
- 3 Roof-top gardens,
- 4 Public/quasi-public roof-top use,
- 5 Public art,
- 6 Pocket parks,
- 7 Parking decks,
- 8 High density,
- 9 Street trees,
- 10 Outdoor use,
- 11 Alternative energy,
- 12 Pedestrian/non-motorized infrastructure.

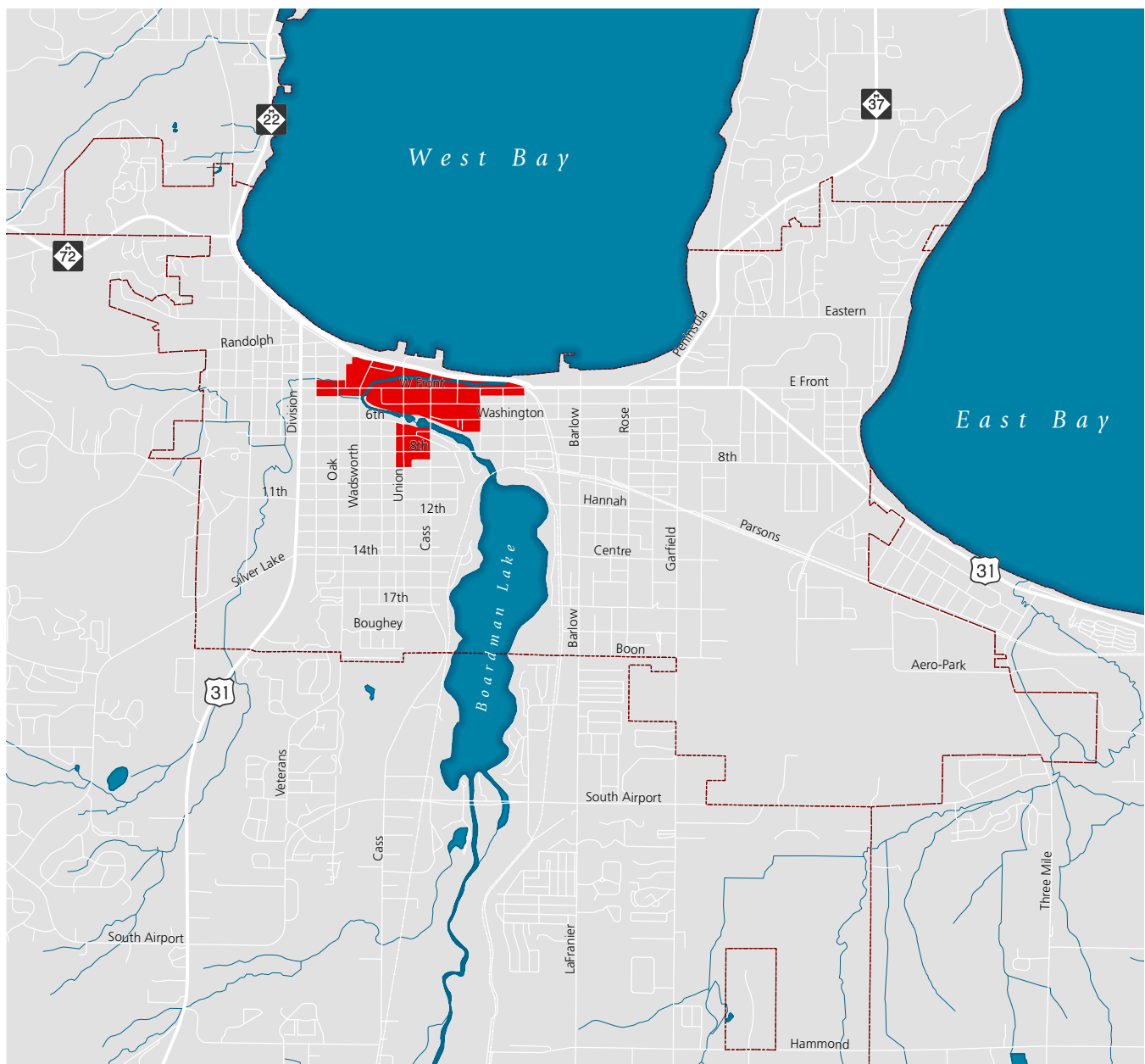
## Housing and Neighborhoods

The Commercial Core supports a variety of high-density housing types. Multi-family buildings and mixed-use developments with a residential component are highly appropriate in the Commercial Core. Because the Commercial Core is intended to contain the majority of density in Traverse City, high-density residential structures contribute to the function and scale of the Commercial Core. Low-density residential development is discouraged in the Commercial Core as these residential types are not the highest and best use of the land in this categorization.

## Transportation and Mobility

The Commercial Core is not short of transportation challenges and opportunities. A future priority for the Commercial Core is to continue to connect it with other parts of the City through non-motorized infrastructure. People walking or biking to the Commercial Core reduces the number of vehicles downtown and alleviates the perceived perception of traffic congestion and overcrowding in the district.





Additionally, reducing the number of surface parking lots and promoting vertical parking (parking decks) will create development opportunities while providing needed parking.

### Infrastructure and Energy

As one of the densest areas of Traverse City, the infrastructure and utility needs of the Commercial Core are great. Water, sewer, and stormwater systems should be designed and built to support high-density mixed-use development. Additionally, as building mass is intended to comprise the majority of lots in the Commercial Core, there is limited space for renewable energy installations (with the exception of rooftop mounted solar installations).

### Land Use

The Commercial Core has the greatest variety of land use types of all future land use designations. Retail, entertainment, other commercial, office recreation, high-density residential, public/quasi-public, and institutional are all appropriate uses in the Commercial Core. First-floor uses should be pedestrian-facing with high foot traffic and other uses that generate less foot traffic should be on the upper floors. As properties in the downtown generate the most tax revenue on a per-acre basis, non-taxable uses should be carefully balanced so the City is not sacrificing high-value taxable land.



## Sustainability, Resiliency, and Natural Systems

Dense urban environments are some of the most sustainable land use types because of the lifestyle they allow. Those living in and around the Commercial Core do not need to travel via car to access daily needs, thereby reducing vehicles on the road and their carbon emissions. Additionally, building vertically as opposed to horizontally preserves land on the fringes of urbanized areas, reducing land and natural features consumed by urban sprawl. However, the density and surfaces of the Commercial Core do generate a high degree of stormwater runoff. Therefore, development should actively consider the amount of stormwater that it is projected to generate. Additionally, sustainable building materials and design should be used where possible. Incentives for rooftop renewable energy systems are strongly encouraged.

## Health, Safety, and Wellness

Medical offices and uses are appropriate in the Commercial Core, provided they are on the upper floors of the buildings in the district. Because they do not generate high volumes of foot traffic, locating these offices on the first floor would not contribute to the primary function of the Commercial Core. Safety is a key concern in any area of the city where a high volume of people are likely to congregate. The Traverse City Police Department is headquartered just south of downtown in the municipal building, and recent policies such as the Healthier Drinking Culture are intended to improve safety and community relationships in the Commercial Core. Additionally, the Downtown Community Policing Officer was assigned to the area for the explicit purpose of managing and enhancing police services downtown.

## Arts, Culture, and Recreation

The Commercial Core is where art and culture shine. They are vital to creating a vibrant and active space, which is also an essential element of the Commercial Core. Art and culture facilities are more of the very appropriate features of the Commercial Core - the Opera House and State Theater, among others, are already located in the Commercial Core. Additionally, arts and culture organizations and offices are aligned with the office uses on the upper floors of Commercial Core buildings. Public art, murals, sculptures, and temporary installations contribute to the function of the Commercial Core, and public spaces without existing art installations should be evaluated for public art.

## Economic Development

Development pressure in the city is highest in the Commercial Core as people want to live, work, and shop in the district because it is a lively, active space with lots of amenities. However, residents adjacent to the Commercial Core do not support the horizontal development of the area. Future development in the Commercial Core should go up and in. Many of the buildings in the Commercial Core are two to three stories, moderately below Traverse City's height limitations. This creates opportunities to build up or on existing buildings. To maintain the pedestrian scale and intimate feel of the Commercial Core, buildings should "step-back" at a certain height to balance the impact on the street and provide additional space above. Furthermore, surface parking lots are not the highest and best use of land in the Commercial Core as they actively detract from the atmosphere and consume valuable land. Overtime, parking should shift from surface parking to vertical parking so that the land can be used for a purpose more aligned with the intent of the Commercial Core. The DDA is vital to the continued success of the Commercial Core. Over the past few decades, the DDA has fostered the Commercial Core, and its leadership cannot be understated.

## Existing Zoning Districts

The existing zoning district of C-4: Regional Business is most aligned with the intended function of the Commercial Core. The intent of the C-4 zoning district is to accommodate a broad variety of retail, office, and residential uses integrated with hotels, convention centers, and common parking facilities. The internal linkage between stores is encouraged. It is extremely important that new development be integrated with historically significant buildings. The first floors of buildings are primarily for retail, restaurants, and other high activity uses. Dominant and striking visual features of the central area of the City should be maintained and enhanced. The upper stories of buildings are generally to be occupied by offices, services, and residences. High-density housing is also appropriate. Portions of the land designated as the Commercial Core on the future land use map are also C-2. The Master Plan recommends an upzoning of these areas with appropriate measures to transition to lower-density land use patterns around the Commercial Core.

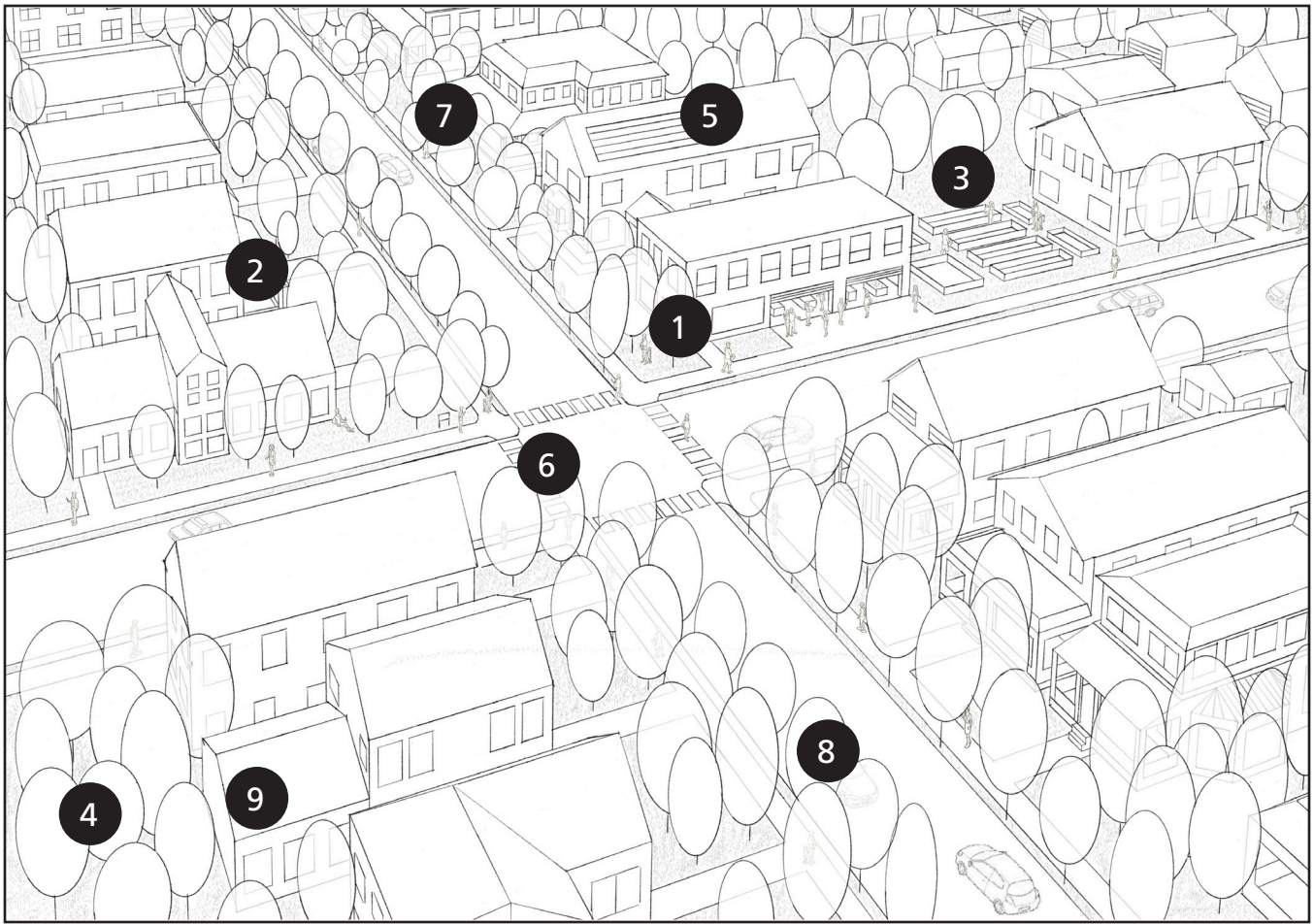




# TRADITIONAL NEIGHBORHOOD

The Traditional Neighborhood future land use designation encompasses Traverse City's historic neighborhoods. This area is defined by gridded streets, smaller lots, high walkability, and street-facing residential design. The function of the Traditional Neighborhood is to support neighborhood-scale living, with predominately residential uses with a mix of local commercial, public/quasi-public, and recreational uses throughout the neighborhood. Traditional Neighborhoods are aligned with the concept of the 15-minute city in which most everyday goods and services can be accessed within a 15-minute walk of an individual's residence. To promote the function of the Traditional Neighborhood, future land use planning and city policies should support these Traditional Neighborhoods as accessible to all people regardless of income, age, ability, or household composition.





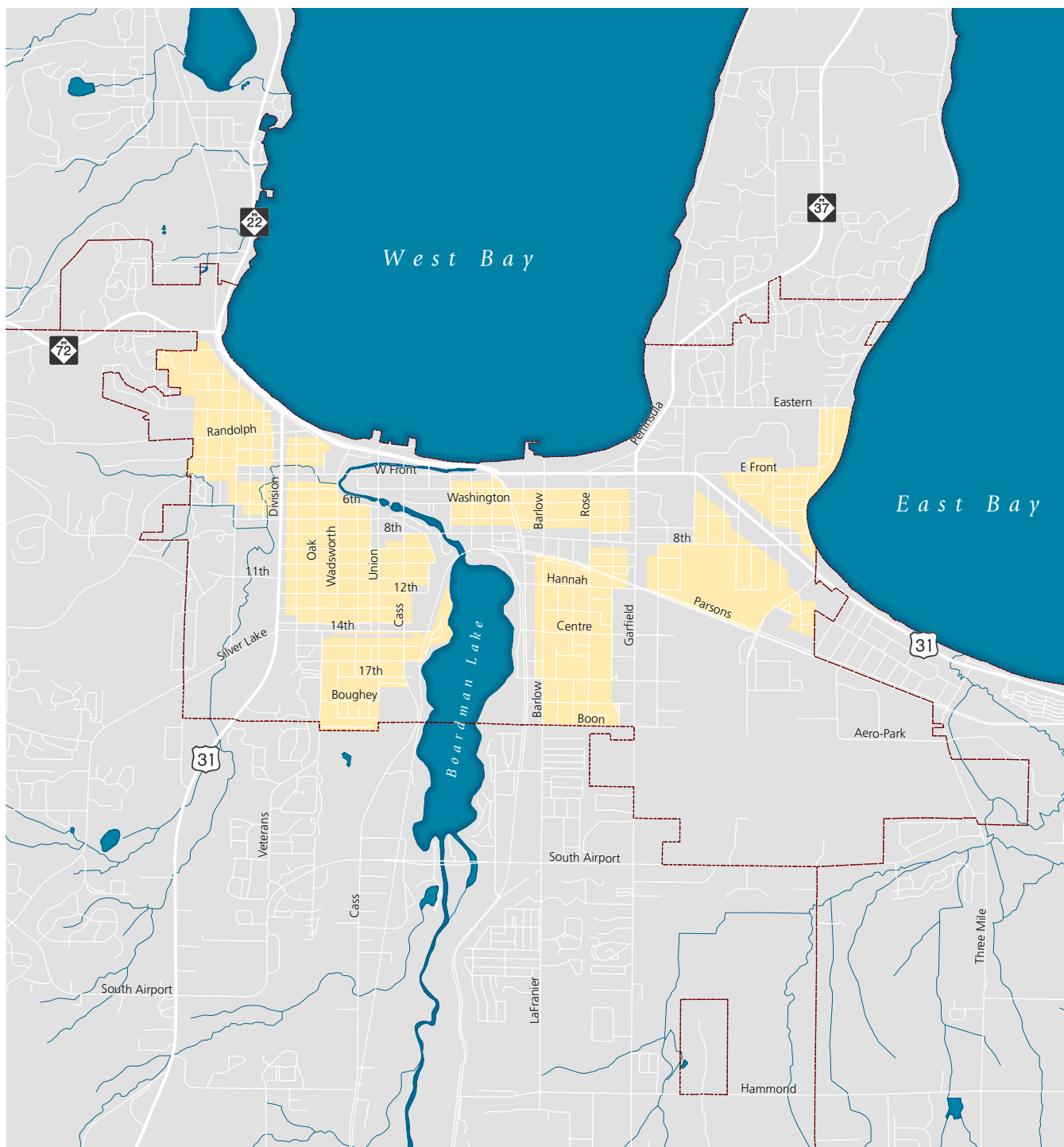
- 1 Locally oriented commercial at prominent corners,
- 2 Mixed residential density/types,
- 3 Community gardens and amenities,
- 4 Tree canopy,
- 5 Alternative energy,
- 6 Traffic calming,
- 7 Street-facing buildings and small setbacks,
- 8 Street trees,
- 9 Accessory dwelling units.

## Housing and Neighborhoods

Historically, the Traditional Neighborhoods in Traverse City contained a mix of residential styles and types. Over time, city policies caused Traditional Neighborhoods to slowly transition to predominately single-family developments. It is the intention of the Traditional Neighborhood's future land use designation to enhance these areas by encouraging a mix of residential types on appropriate lots. When allowing for a mix of residential types (single-family, duplex, subdivided single-family), it is important to ensure that new construction is compatible with the neighborhood context. A street with homes set near the sidewalk functions and feels different than a neighborhood with homes set near the rear of the property. Therefore, future land use planning and city policies in the Traditional Neighborhood designation should achieve the housing needs of the community and maintain the neighborhood scale.

Traditional Neighborhoods are considered amenity-rich, meaning that they have a high degree of access to retail, dining, entertainment, recreation, schools, and community facilities. This makes the







Traditional Neighborhood an attractive place to live for those who want convenient and quick access to daily needs, especially within walking distance. The high levels of amenities are an essential part of the function of the Traditional Neighborhood and should be planned accordingly.

### Transportation and Mobility

Many of Traverse City's Traditional Neighborhoods are incredibly walkable with low traffic speeds and volumes that are conducive to bike travel. However, deficiencies in infrastructure can persist, and all Traditional Neighborhoods should be adequately served by sidewalks. Dedicated biking infrastructure is best reserved for the major crossing streets in the traditional neighborhoods, funneling bike traffic to specific streets.

### Infrastructure and Energy

Infrastructure and energy needs in the Traditional Neighborhoods are primarily defined at the household scale. Water, sewer, and stormwater should be planned for moderate-density residential development to accommodate a mix of residential types in the Traditional Neighborhoods. Household-scale renewable energy systems are also well suited in the Traditional Neighborhoods.

### Land Use

Residential uses comprise the predominant land use in Traditional Neighborhoods and include low/moderate to moderate density residential development. Residential lots should remain small as this is a defining feature of Traditional Neighborhoods, and residential types should range from single-family to appropriately placed and scaled multi-family developments. Most missing middle housing types are well suited for this future land use designation. Local neighborhood scale commercial and public uses are also appropriate in Traditional Neighborhoods at limited quantities as these uses support the complete neighborhood function of Traditional Neighborhoods.

### Sustainability, Resiliency, and Natural Systems

As a predominantly residential district, sustainability and resiliency are planned for and achieved at the household level. The use of green building materials, energy-efficient appliances, low-impact design, and natural landscaping are household scale strategies that can help achieve the City's sustainability, resiliency, and natural systems goals.

The tree canopy and street trees are major assets to the Traditional Neighborhoods and should be maintained. Additionally, the high level of walkability and proximity to goods and services means that residents in Traditional Neighborhoods are not as dependent on personal vehicles and can conveniently travel in more sustainable ways.

### Health, Safety, and Wellness

Small medical offices are appropriate in limited quantities on the fringes of the Traditional Neighborhoods and provide accessible and convenient healthcare services to residents. Public fire and police departments provide public safety, and public spaces should be designed with crime prevention through environmental design (CPTED) principles. CPTED principles prioritize design elements, like natural surveillance and barriers, that influence safety and security.

### Art, Culture, and Recreation

As the predominant land use for Traditional Neighborhoods is residential, art and culture are not part of the primary focus in this district. However, small public art and cultural installations should be included throughout the Traditional Neighborhoods to enhance the space. Recreation assets include neighborhood parks and trails that connect the Traditional Neighborhoods to other parts of the city.

### Economic Development

Economic development priorities in Traditional Neighborhoods include creating a stable tax base, high property values, selective housing density increases, and neighborhood scale businesses and services. Neighborhood amenities like community gardens and parks are key to supporting this economic development goal.

### Existing Zoning Districts

The R-1 and R-2 zoning districts are most analogous to the intended function of the Traditional Neighborhood's future land use designation. However, the intent of the R-1 district is to provide for single-family dwellings, and the Traditional Neighborhood future land use designation encourages a more diverse range of residential types. The R-2 district allows two-family dwellings that are designed to be compatible with the surrounding neighborhood, which is more aligned with the intended function of the Traditional Neighborhood but still limits residential type.

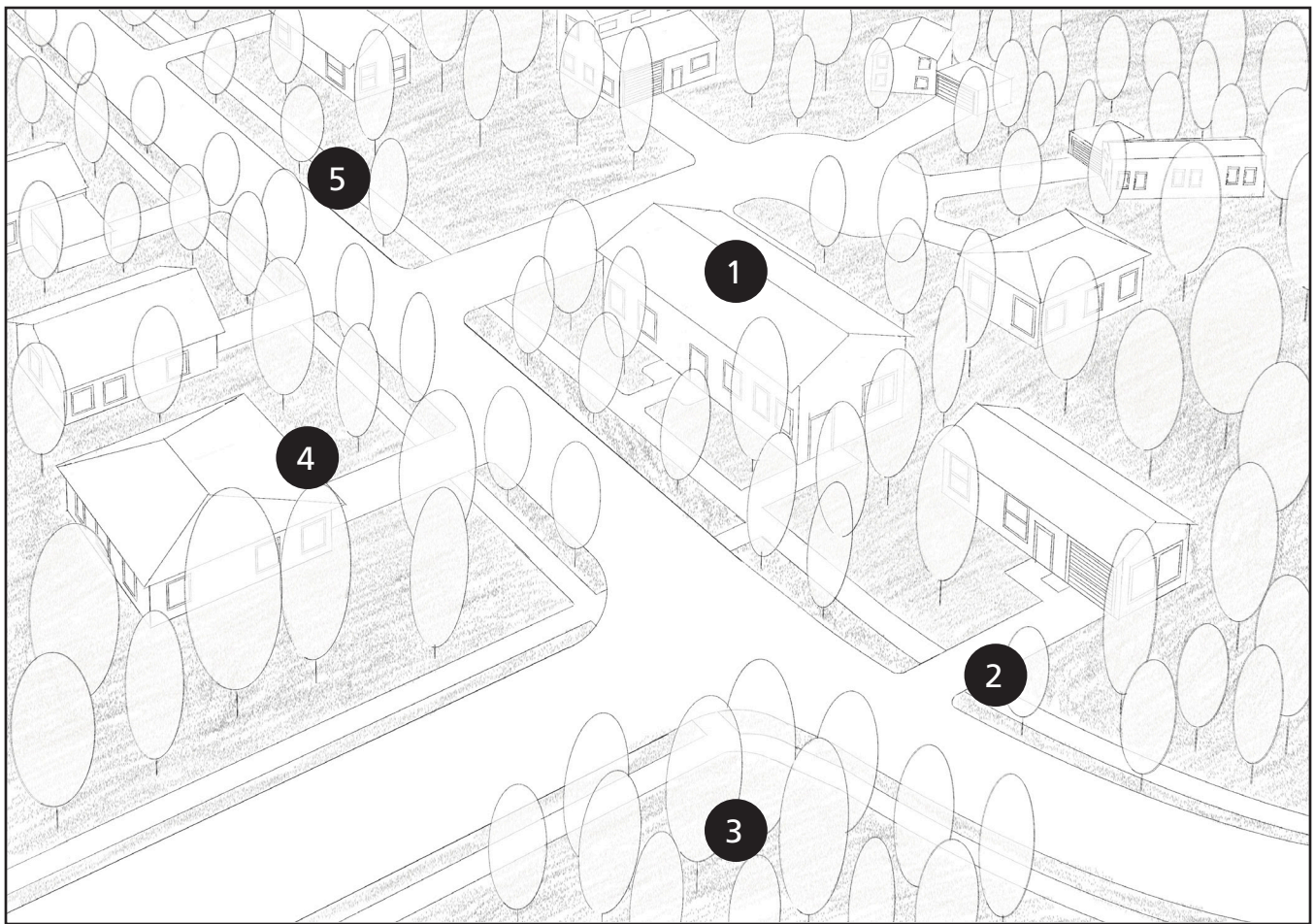


The background of the page is a light gray line drawing of a suburban neighborhood. It features several houses with gabled roofs, multiple windows, and doors. The houses are interspersed with numerous trees, represented by simple oval outlines. The perspective is from an elevated angle, looking down on the street and yards. The overall style is clean and minimalist.

# CONTEMPORARY NEIGHBORHOOD

The Contemporary Neighborhood land use designation is intended to capture the residential areas of Traverse City that have larger lots, lower-density residential development, curvilinear streets, and suburban development patterns. While these neighborhoods are walkable, they do not have the same degree of connection to the amenities and assets of the Core Neighborhoods. The Contemporary Neighborhoods are intended to function as more suburban neighborhoods while maintaining proximity to the urban amenities of the Commercial Core and Core Neighborhood designation.





- 1 Low density residential types (single-family and duplex),
- 2 Street trees,
- 3 Tree canopy,
- 4 Low building profiles and moderate setbacks,
- 5 Pedestrian/non-motorized access.

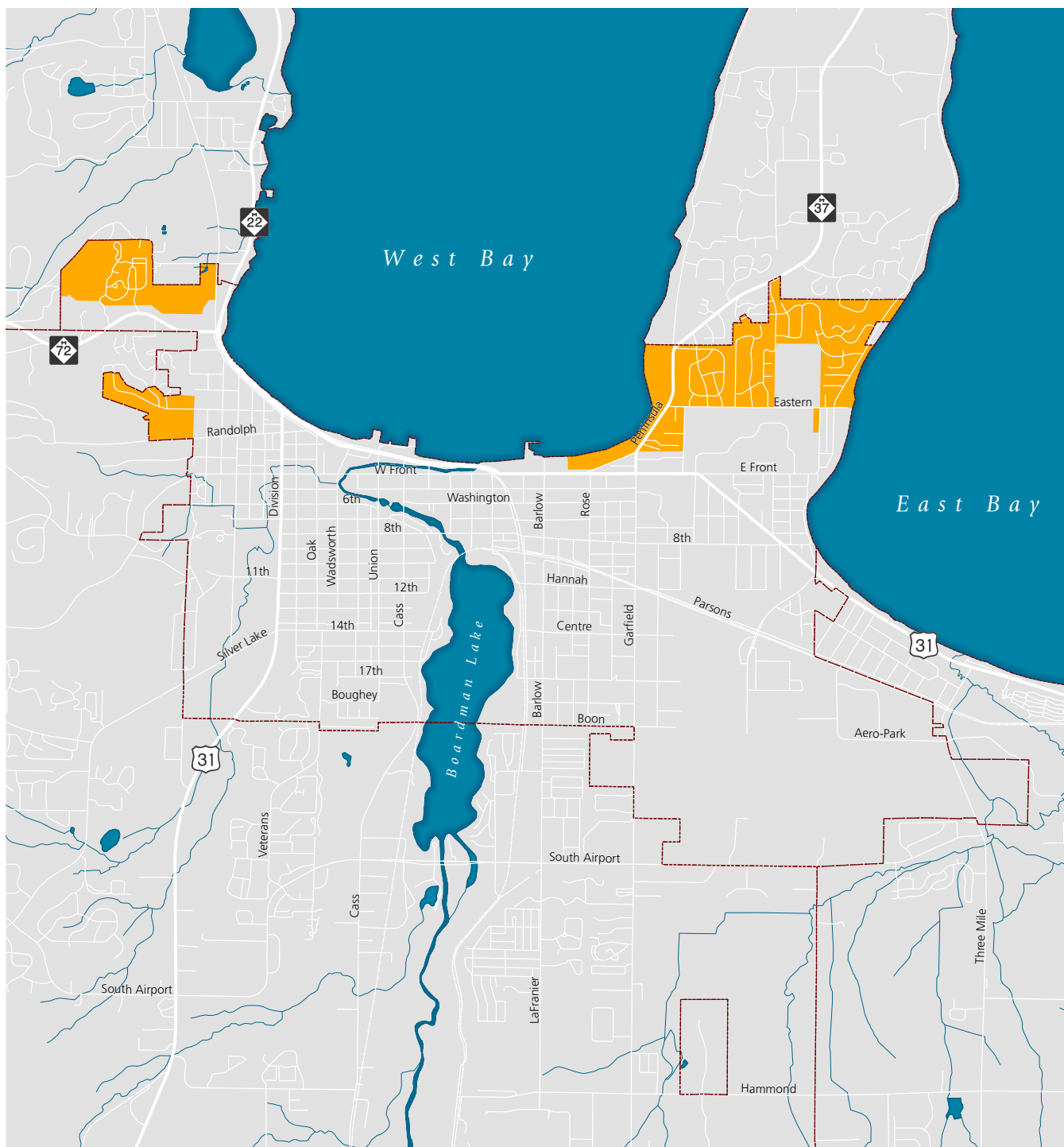
## Housing and Neighborhoods

The Contemporary Neighborhoods are some of the most recent residential areas in the City and, as such, are predominantly single-family. However, the large lots of Contemporary Neighborhoods can support two-family residential types that are consistent in scale and context with the surrounding neighborhood. As Contemporary Neighborhoods are intended to provide a more suburban atmosphere, the residential types should remain low to low/moderate density. Additionally, Contemporary Neighborhoods have amenities that tend to support a more suburban lifestyle, including large neighborhood parks and public/institutional buildings.

## Transportation and Mobility

Compared to the Traditional Neighborhoods, the Contemporary Neighborhoods lack the dedicated infrastructure to support separated walking and biking in and around the neighborhood. However, the nature of land use and low traffic volumes in these areas still provide for a safe walking and







biking environment. Sidewalks and the appropriate bike infrastructure should be transportation and mobility properties for the Contemporary Neighborhoods.

### Infrastructure and Energy

Infrastructure and energy needs in Contemporary Neighborhoods are primarily at the household scale. Water, sewer, and stormwater should be planned for low-density residential development to accommodate single and two-family residential buildings. Household-scale renewable energy systems are well suited in Contemporary Neighborhoods.

### Land Use

Uses in Contemporary Neighborhoods should be predominantly single- and two-family residential with appropriately placed and scaled multi-family development. Contemporary Neighborhoods have the highest percentage of residential uses compared with the other residential future land use designations that encourage a small degree of non-residential uses in appropriate locations that support the immediate neighborhood.

### Sustainability, Resiliency, and Natural Systems

As a predominantly residential district, sustainability and resiliency are achieved at the household level. The use of green building materials, energy-efficient appliances, low-impact design, and natural landscaping are household scale strategies that can help achieve the City's sustainability, resiliency, and natural systems goals. The tree canopy and street trees are major assets to the Contemporary Neighborhoods and should be well maintained.

### Health, Safety, and Wellness

Contemporary Neighborhoods currently have low levels of healthcare access because they are located far from existing medical offices and facilities. While medical offices are not appropriate within Contemporary Neighborhoods, medical offices should be considered in future land use planning of adjacent commercial areas to promote better access within this categorization.

### Arts, Culture, and Recreation

Recreation assets are primarily provided through the neighborhood parks within Contemporary Neighborhoods. Regional trails should connect to Contemporary Neighborhoods and provide non-motorized connections to the neighborhoods.

### Economic Development

Economic development priorities in Traditional Neighborhoods include creating a stable tax base, high property values, and selective increases in housing density. Neighborhood amenities like community gardens and parks are key to supporting this economic development goal.

### Existing Zoning Districts

The existing zoning district most aligned with the function of the Contemporary Neighborhood classification is the R1-a zoning district. The R1-a zoning is intended to accommodate conventional single-family dwellings. The intention of the conventional neighborhood's future land use designation is to enhance the existing neighborhoods through amenity improvements and slight increases in residential density.

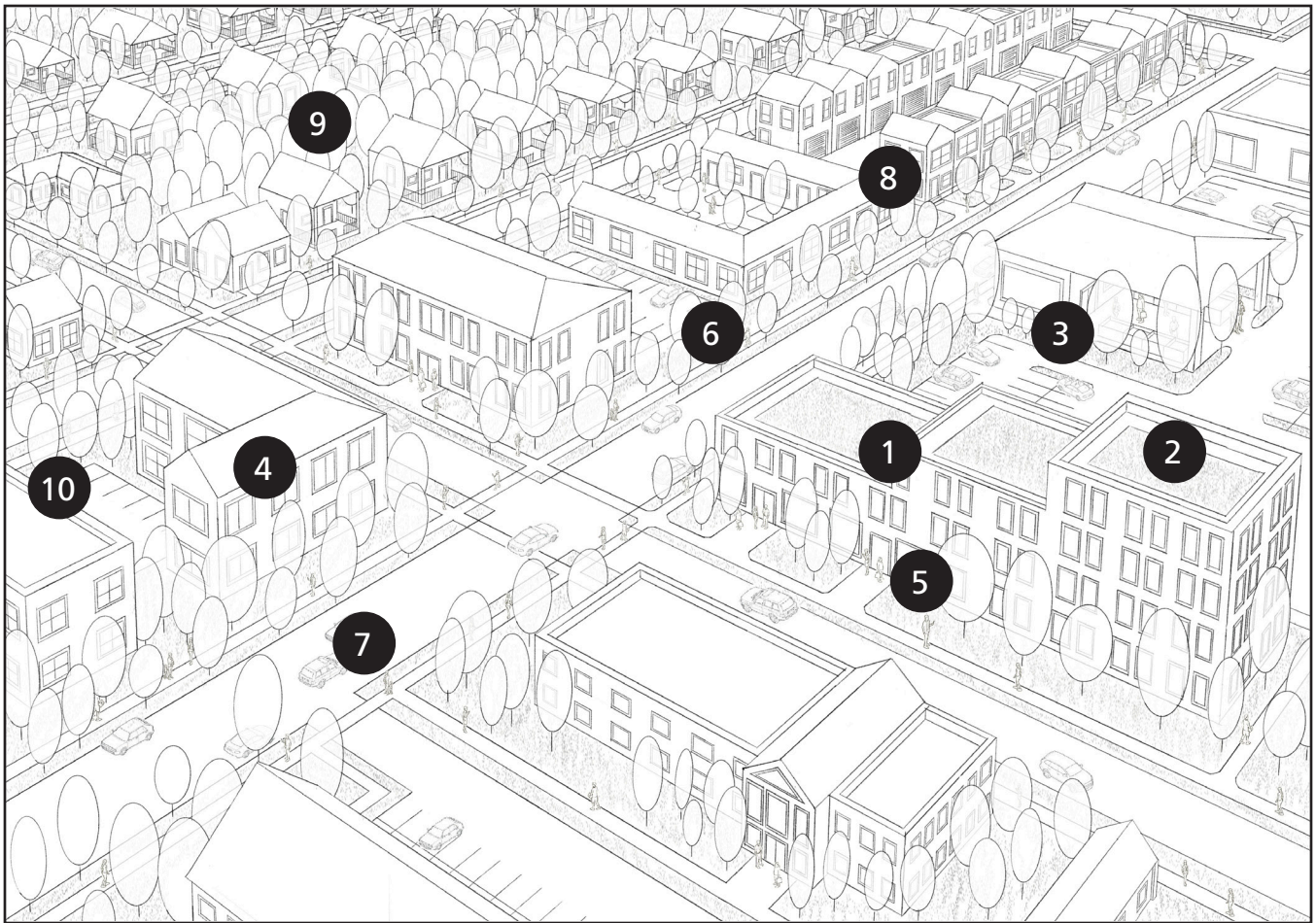




# TRANSITIONAL NEIGHBORHOODS

Transitional Neighborhoods are intended to function as a mixing between the more defined residential neighborhoods and the non-residential areas that provide amenities to those living in the neighborhoods. This transition is achieved through a varied composition of residential types, local neighborhood-scale commercial uses, and offices. Transitional Neighborhoods are intended to provide a gradual scaling down from the higher intensity of commercial areas and the low-intensity residential areas. Additionally, the Transitional Neighborhoods support commercial uses that may not be appropriate on the high-trafficked streets of the Commercial Gateways and benefit from a more moderate-intensity environment (bakeries, coffee shops, bookstores, thrift stores, etc.). Any changes to the areas identified as Transitional Neighborhood will need to be considered on an individual basis to make sure the uses and dimensional standards are not detrimental to the adjacent residential zones and serve to benefit the neighborhoods rather than detract from them.





- 1 Scaling of density/height,
- 2 Green roofs,
- 3 Locally serving commercial uses,
- 4 Multi-family,
- 5 Mixed-use,
- 6 Native landscaping,
- 7 Traffic calming,
- 8 Mixed residential density/types,
- 9 Tree canopy,
- 10 Buffered/hidden parking.

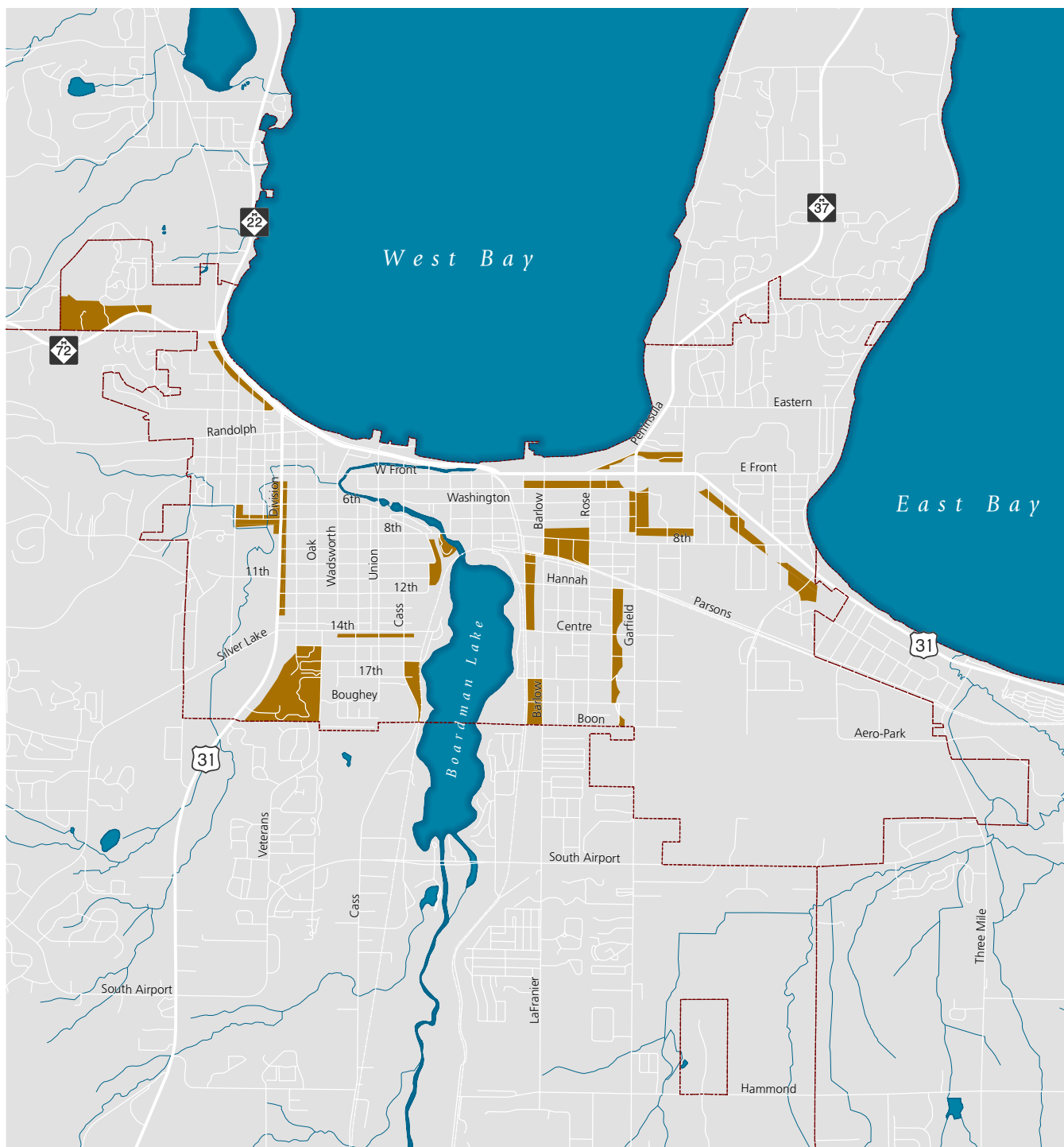
## Housing and Neighborhoods

Housing in the Transitional Neighborhood should be scaled as a transition point between the scale of the residential areas and the abutting commercial areas. Therefore, moderate-density residential types are most appropriate in the Transitional Neighborhood with appropriately scaled multi-family developments. On corner lots and larger parcels within the Transitional Neighborhood, mid-rise residential developments may be appropriate. The mixing of local commercial businesses provide a wealth of amenities to the Transitional Neighborhoods which benefit from being between commercial-oriented areas and residential, amenity-rich areas.

## Transportation and Mobility

As the Transitional Neighborhoods are the meeting point between the high trafficked non-residential areas and the low trafficked residential areas, they serve an important mobility role. These areas are the gateways to the larger regional transportation systems so they should be adequately marked with







wayfinding that points to the local and regional centers as well as information about how to use the larger transportation system (public transit, regional trails, etc). Additionally, as people will be accessing the Transitional Neighborhoods by both the high-volume regional corridors and the low volume residential neighborhoods, there should be an appropriate scale of parking; less than that of the regional corridors, but more than that of the Neighborhood Centers and neighborhoods.

### Infrastructure and Energy

Infrastructure and energy needs in Transitional Neighborhoods are primarily at the household scale. Water, sewer, and stormwater should be planned for moderate-density residential development to accommodate a mix of residential types and other local commercial uses in Transitional Neighborhoods. Household-scale renewable energy systems are well suited in Transitional Neighborhoods.

### Land Use

Uses in the Transitional Neighborhoods should be a mix of low to moderate density housing and neighborhood retail and services intended to primarily serve the surrounding residents rather than the city or regional population at large. The Transitional Neighborhoods should offer the gradual scaling down of density from the regional corridors to the neighborhoods. Therefore, density even within the Transitional Neighborhoods will vary. The most important aspect to consider is that any changes to the development regulations in these designated locations need to be carefully crafted to prevent negative disturbances to the adjacent residential areas.

### Sustainability, Resiliency, and Natural Systems

The use of green building materials, energy-efficient appliances, low-impact design, and natural landscaping are site-specific strategies that can help achieve the City's sustainability, resiliency, and natural systems goals. The tree canopy and street trees are major assets to the Transitional Neighborhoods and their maintenance should be prioritized. Additionally, the high level of

walkability and proximity to goods and services means that residents in Transitional Neighborhoods are not as dependent on a personal vehicle and can conveniently travel in more sustainable ways.

### Health, Safety, and Wellness

Small medical offices are appropriate in Transitional Neighborhoods and provide accessible and convenient healthcare services to residents. These offices also provide service to nearby residential areas that may have limited access to healthcare services. Public fire and police departments provide public safety, and public spaces should be designed with CPTED principles.

### Art, Culture, and Recreation

Art and culture, especially art and cultural businesses (such as art supply, art instruction, and galleries), are appropriate in the Transitional Neighborhood future land use designation. These establishments benefit from their proximity to neighborhoods and are well suited to a moderate-intensity environment but may not succeed to the same degree if they were located on a high-intensity corridor.

### Economic Development

Density increases in the Transitional Neighborhoods will be a slight deviation from the existing land use pattern. This will result in high taxable values and higher tax revenues. The neighborhood retail and services will contribute to the function of the Transitional Neighborhood as an attractive mixed-use land use category.

### Existing Zoning Districts

The R-2 zoning district is most analogous to the intended function of the Transitional Neighborhood's future land use designation in that it allows for variety in housing density and typology. However, the future land use designation of Transitional Neighborhoods includes non-residential uses that are not currently permitted in the R-2 zoning district. This may necessitate the creation of a new zoning district that reflects the R-2 uses along with appropriate incorporation of neighborhood-scale commercial amenities.

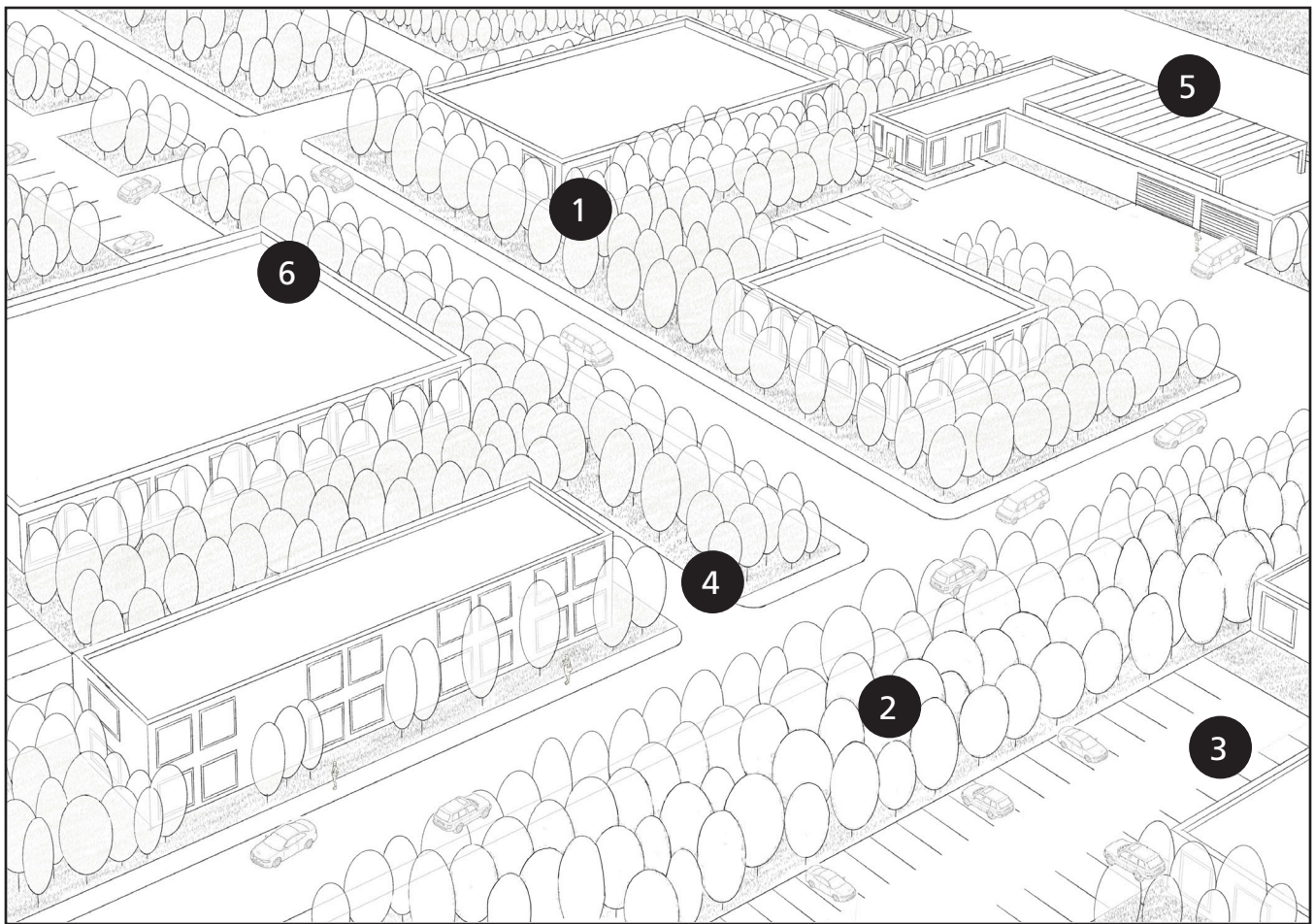




# INNOVATION, PRODUCTION, & TECHNOLOGY

While industrial and manufacturing are not the prime industries of Traverse City, they are essential businesses that provide needed services and jobs to residents. The Innovation, Production, and Technology future land use designation is intended to accommodate existing industrial land uses and expand on the emergence of technology and science in the City.





- 1 Large setbacks,
- 2 High greenspace requirements,
- 3 Buffered/screened parking areas,
- 4 Access management,
- 5 Solar panels/alternative energy,
- 6 Low building heights.

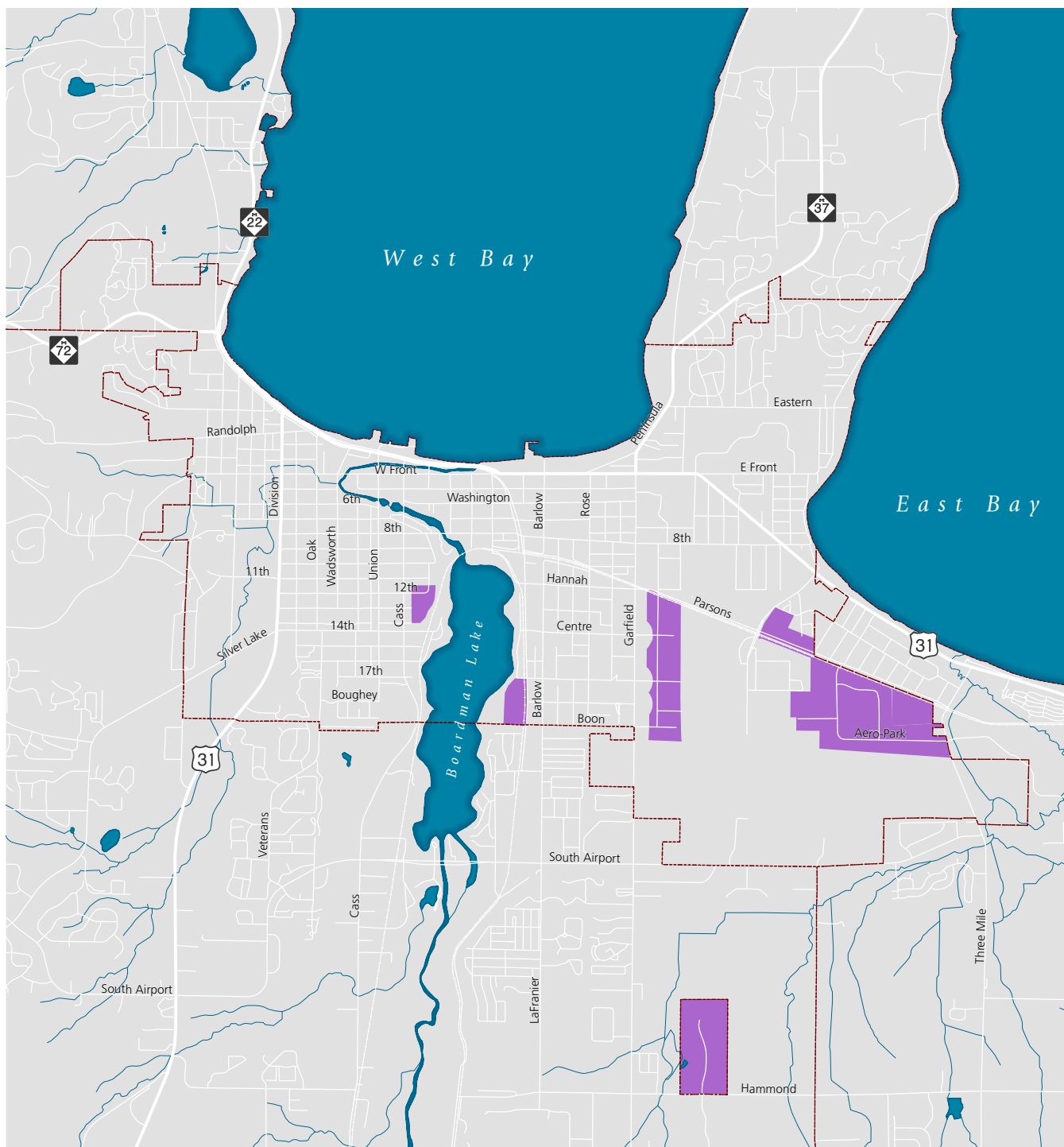
## Housing and Neighborhoods

Housing is not the prime focus of the Innovation, Production, and Technology future land use designation. However, larger multi-family developments may be appropriate in the Innovation, Production, and Technology designation. In the areas where residential uses are allowed in this district, buffers and screens should be required so that residential properties are appropriately protected from permitted noxious uses (including, but not limited to, manufacturing, transportation, and utility).

## Transportation and Mobility

As most of the other future land use classifications focus on the movement of people, the Innovation, Production, and Technology classification focuses on the movement of goods and materials. Freight traffic is heaviest in this future land use, so roads and intersections should be designed with this in mind. Walkability and bikeability within this future land use classification is not a high priority, but these areas should be connected externally via non-motorized infrastructure.







## Infrastructure and Energy

The large building footprints and intense uses (manufacturing technology) point to high utility and needs. Despite the high utility needs, the land within the Innovation, Production, and Technology categorization presents an opportunity to expand renewable systems in the City. The large buildings and larger tracts of land are well suited to small-scale wind and solar installations. Further, because there are not many residential uses or high-traffic areas around Innovation, Production, and Technology areas, renewable systems can be built at a larger scale than what would be appropriate in more residential areas of the City.

## Land Use

Innovation, Production, and Technology are a mix of industrial, office, and institutional uses. Industrial uses are light manufacturing, research and development plants, warehousing, and similar clean industries. These uses are often supported by offices and other similar spaces where support and administration staff work. Additionally, technical/trade schools and instructional spaces are appropriate in this district. The proximity to the working industries provides an opportunity for hands-on learning and a strong connection between the educational system and the workforce.

## Sustainability, Resiliency, and Natural Systems

The Innovation, Production, and Technology future land use does have the potential to negatively impact the environment as some of the uses in this district use chemicals and products that are considered harmful to the environment. Therefore, ensuring proper controls such as setbacks, landscaping, screening, and chemical regulations are essential. Preserving the existing natural features on these sites is a priority. Additionally, the uses within the Innovation, Production, and Technology future land use designation can positively contribute to the environment through the work and products that they create. Many of the current environmental challenges will have to be addressed with new solutions and technology which can be supported by the work happening in Traverse City's Innovation, Production, and Technology areas.

## Health, Safety, and Wellness

The Innovation, Production, and Technology future land use also has the potential to negatively impact human health. Therefore, strategies to preserve environmental health as well as proper controls such as setbacks, landscaping, screening, hours of operation, and chemical regulations are essential.

## Art, Culture, and Recreation

As a primarily working district, the Innovation, Production, and Technology future land use designation has limited contributions to art, culture, and recreation in Traverse City. However, some indoor recreational uses, like gymnastic centers, trampoline parks, and makerspaces may be appropriate in this district as they require large buildings like those found in this designated area. This type of area should also be connected to the larger non-motorized trail system. Selected locations for recreation, exercise, and reflection in the areas that may be physically and/or emotionally stressful to workers are also encouraged.

## Economic Development

The Innovation, Production, and Technology future land use classification allows uses not permitted in any other future land use classification (manufacturing, assembly, etc.). Therefore, this classification plays an important role in the local and regional economy. High tech manufacturing and research and development businesses are relocating to or opening in Traverse City, which provide high quality, high paying jobs that simultaneously benefit the worker and the City as a whole.

## Existing Zoning Districts

The I: Industrial zoning district is most analogous to the Innovation, Production, and Technology future land use designation as the intent of the industrial zoning district is to accommodate light manufacturing, research and development plants, warehousing, and similar clean industries. Industrial areas are envisioned to be attractively developed and landscaped with an emphasis placed on maintaining and enhancing existing vegetation.

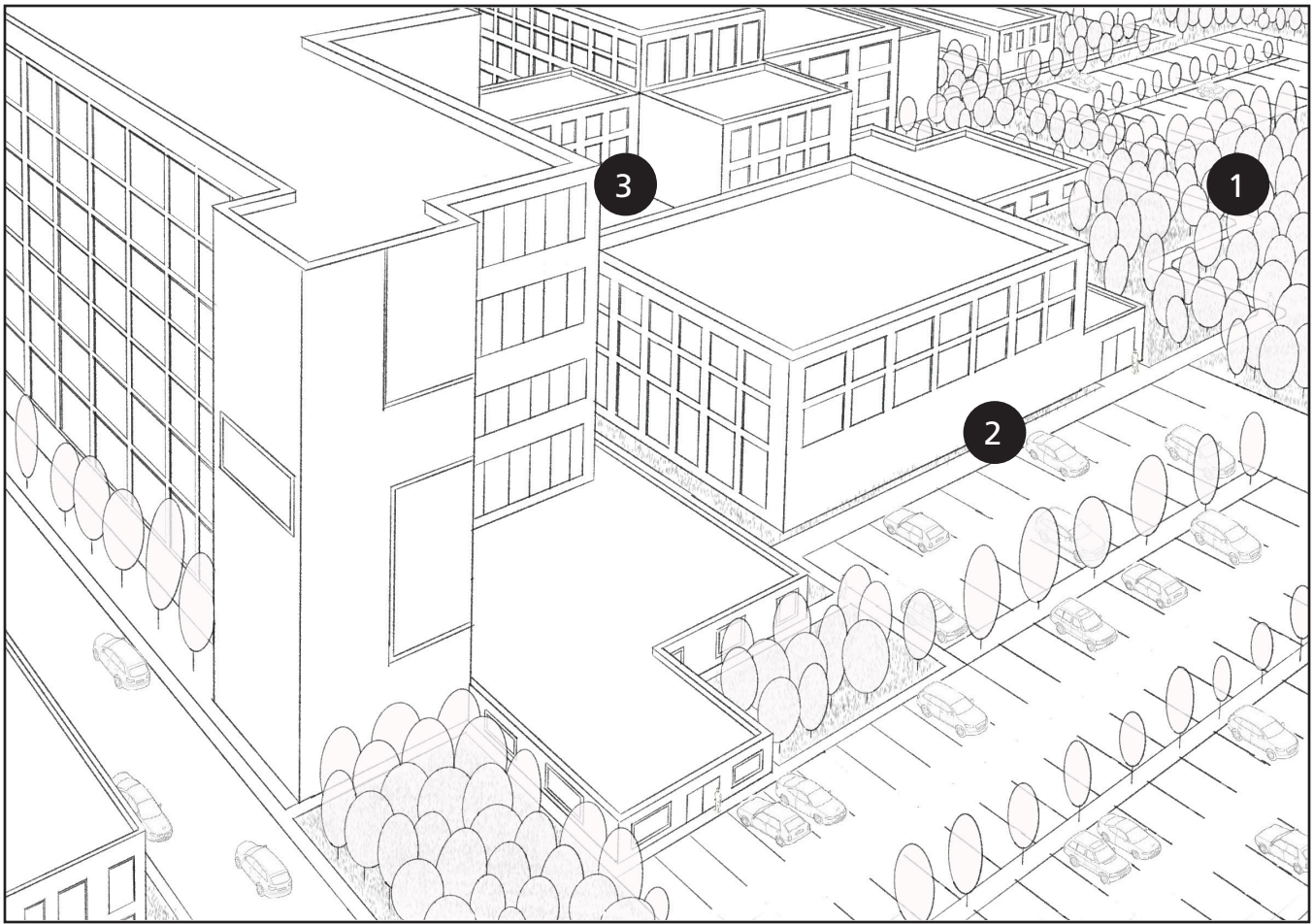


An isometric line drawing of a city street scene. It features several multi-story buildings with numerous windows, some with decorative patterns. There are trees of various shapes and sizes, including some with rounded canopies and others with more detailed foliage. Several cars are depicted on the streets, some parked and some in motion. The drawing is composed of simple black lines on a white background, creating a clean, architectural feel.

# INSTITUTIONAL

The Institutional future land use designation is intended to capture the areas in Traverse City that are governed by a governmental or quasi-governmental agency, or by entities that have their own land use plans. These areas include the Munson Medical Campus, Grand Traverse Commons, Cherry Capital Airport, Northwestern Michigan College, and the Grand Traverse Civic Center. The City has little influence over the management or direction of these spaces, but they are essential parts of its urban fabric.





- 1 High greenspace requirements,
- 2 Pedestrian/non-motorized access where appropriate,
- 3 Dense building massing.

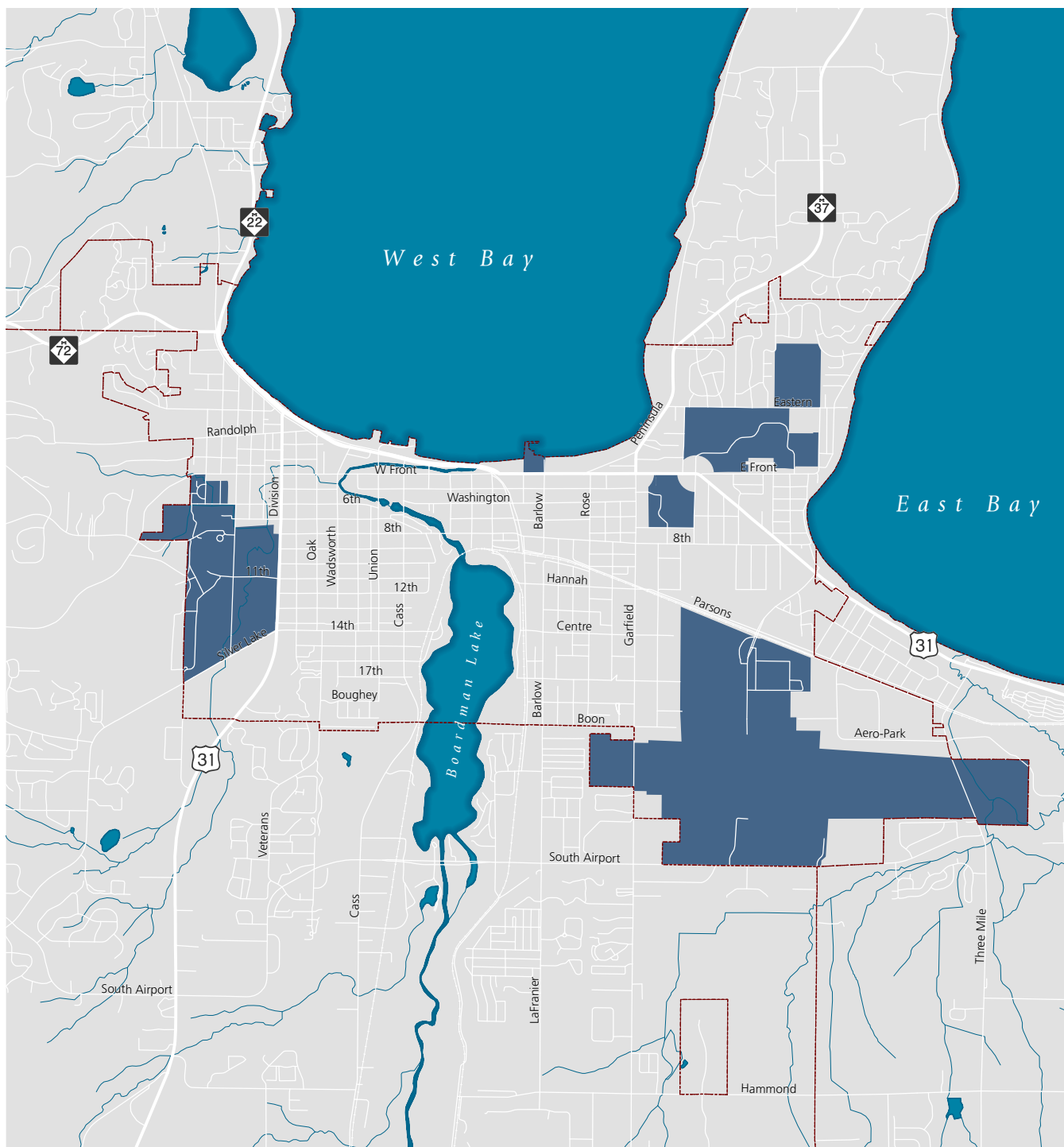
## Housing and Neighborhoods

Several of Traverse City's Institutional areas have housing, including Northwestern Michigan College, Munson Medical Campus, and the Grand Traverse Commons. Housing at Northwestern Michigan College (NMC) is intended for students of NMC and includes dormitories and apartment-style living. The Grand Traverse Pavilions is a skilled nursing facility owned and operated by Grand Traverse County. Munson also has additional housing units for those with loved ones in the hospital. The Grand Traverse Commons includes senior living apartments and affordable housing units in several of the smaller buildings around the core of Building 50.

## Transportation and Mobility

The Institutional future land use classification includes a lot of services and institutions that people rely on. Therefore, Institutional areas should be connected and served by all types of transportation so that anyone, regardless of how they travel, can access these essential services and







uses. This means that Institutional areas should be connected to the sidewalk system, internal bike network, regional trails, and public transportation. These areas often supply ample parking.

### Infrastructure and Energy

As Institutional areas have some of the largest buildings and campuses in the city, there is an associated intensity of infrastructure and energy needs that are required to support them. However, most of the Institutional uses have their own infrastructure or energy systems that operate independently from, or in combination with, the city's system. Given that the Institutional future land use covers significant parts of the City, they are prime candidates for renewable energy installations. However, any enhancements to the Institutional designations must be done in coordination with the governing body.

### Land Use

Land use in the Institutional land use designation is predominately public and institutional. There are limited other uses within these areas, and non-public or non-institutional uses are generally included to support the institutional uses.

### Sustainability, Resiliency, and Natural Systems

Institutional uses are great partners to help the City achieve its sustainability and resiliency goals. NMC's educational resources provide a talent and knowledge base to tackle complex and challenging climate change issues. Additionally, as one of the largest electricity users of Traverse City, Munson could significantly reduce energy consumption for all of Traverse City by implementing progressive energy policies across its campus.

### Health, Safety, and Wellness

Munson Medical Center, the largest healthcare provider in the region, is included in the Institutional future land use designation. Munson provides a range of healthcare services as detailed in the Master Plan's "Health, Safety, and Wellness" chapter. Additionally, NMC's nursing and healthcare programs are essential to training and developing the next generation of healthcare workers.

### Art, Culture, and Recreation

The entities within the Institutional future land use designation greatly contribute to the art, culture, and recreation assets of the City. NMC's campus includes the Dennon Museum, Traverse City's primary art museum. Additionally, NMC offers classes to anyone on a wide range of topics. The Grand Traverse Civic Center is one of the largest recreational assets located in the City and is managed by Grand Traverse County. The Grand Traverse Commons includes a wide range of artists and artistic retail stores. The Commons is also an outstanding example of adaptive reuse, preserving the historical character of the historic medical buildings while adapting them to modern use. The historic barns are home to the botanic gardens, labyrinth, and healing gardens.

### Economic Development

While the City has limited influence on how the institutional areas develop, Institutional areas significantly contribute to the attractiveness and desirability of Traverse City. People visit and relocate here because of those very reasons. Additionally, several of the institutions are major employers in the City.

### Existing Zoning Districts

Many of the Institutional areas have their own zoning districts, including NMC-1, NMC-2, H-1: Hospital, H-2: Hospital, GTC: Grand Traverse Commons, and GP: Government Public. Their current zoning aligns with the intent to categorize these areas as distinct quasi-self-governing areas within the City.

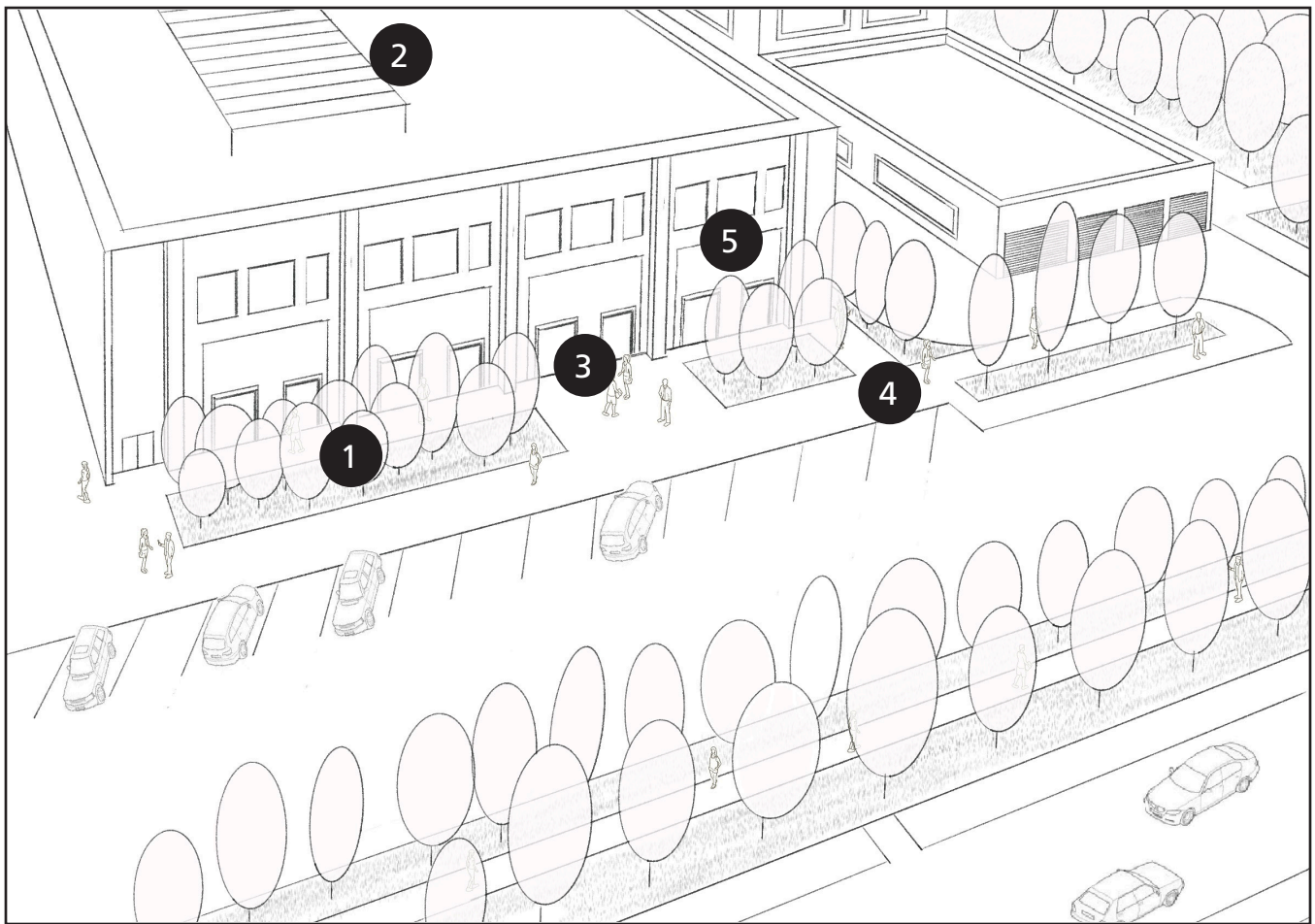


# PUBLIC/ QUASI-PUBLIC



The Public/Quasi-Public future land use designation is intended to encompass the core city and other public properties that are essential for the function and operation of Traverse City. Not all city or publicly owned properties are included in the Public/Quasi-Public designation as not all city-owned properties are essential for the function of the City.





- 1 Native landscaping,
- 2 Alternative energy,
- 3 Welcoming appearance,
- 4 Pedestrian access,
- 5 Serves multiple functions.

## Housing and Neighborhoods

Housing on Public/Quasi-Public land is not appropriate. However, public facilities like the Traverse Area District Library are valuable neighborhood amenities.

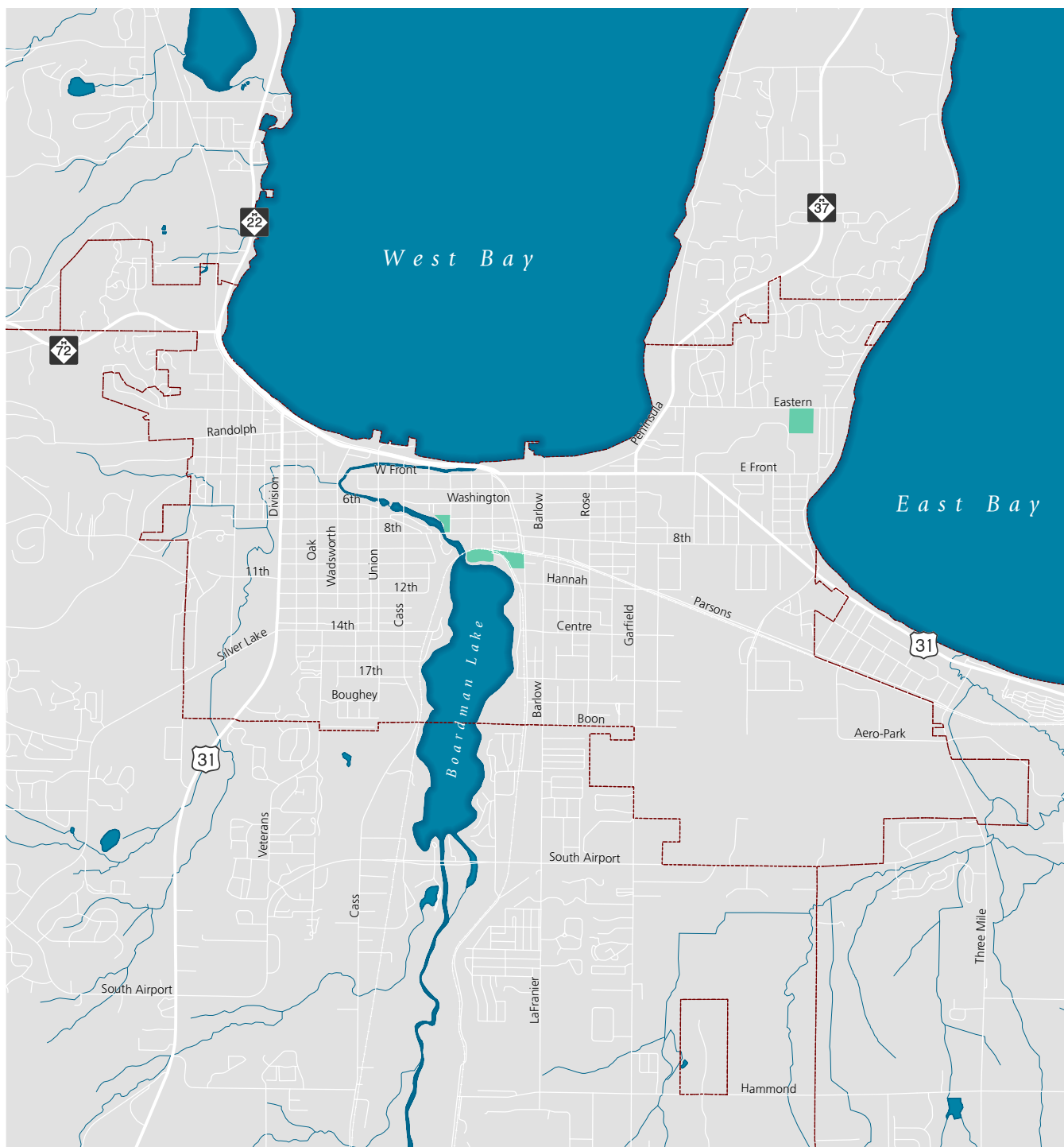
## Transportation and Mobility

The Public/Quasi-Public future land use classification includes all essential government services that people rely on such as police, fire, and power (TCLP). Therefore, Public/Quasi-Public areas should be connected and served by all types of transportation so that anyone can access these essential services and uses, regardless of how they travel. This means that these areas should be connected to the sidewalk system, internal bike network, regional trails, and public transportation.

## Infrastructure and Energy

Many critical pieces of infrastructure are located on Public/Quasi-Public lands, such as the wastewater treatment plant. Public buildings also tend to







have high energy needs. As publicly owned land, the City has a great deal of influence over the maintenance and improvement of such land and therefore could install publicly owned renewable energy systems on public land.

### Land Use

Uses in the Public/Quasi-Public future land use designation should be public uses that are necessary to support the operation of the city. Currently, the City of Traverse City and Grand Traverse County are jointly engaged in a facility master planning process to determine the best use of properties within this designation.

### Sustainability, Resiliency, and Natural Systems

Public land presents an opportunity for the City to be a leader in green development and design. New public buildings should be designed and built with higher energy performance standards and sustainable techniques.

### Health, Safety, and Wellness

Essential public safety services, police, and fire are located within the Public/Quasi-Public designation and serve as hubs for community safety.

### Art, Culture, and Recreation

Public art and other installations are appropriate on public land, especially in areas that receive a high volume of foot traffic.

### Economic Development

While there are limited economic development opportunities in the Public/Quasi-Public areas of the City, these areas heavily contribute to the attractiveness and desirability of Traverse City and provide a number of jobs across a variety of skill sets.

### Existing Zoning Districts

The existing zoning district GP: Government/Public is most aligned with the intended function of the Public/Quasi-Public future land use designation. The intent of the GP zoning district is to accommodate specialized public buildings while encouraging that the public properties reflect the community's values in the design and maintenance of the buildings and grounds.

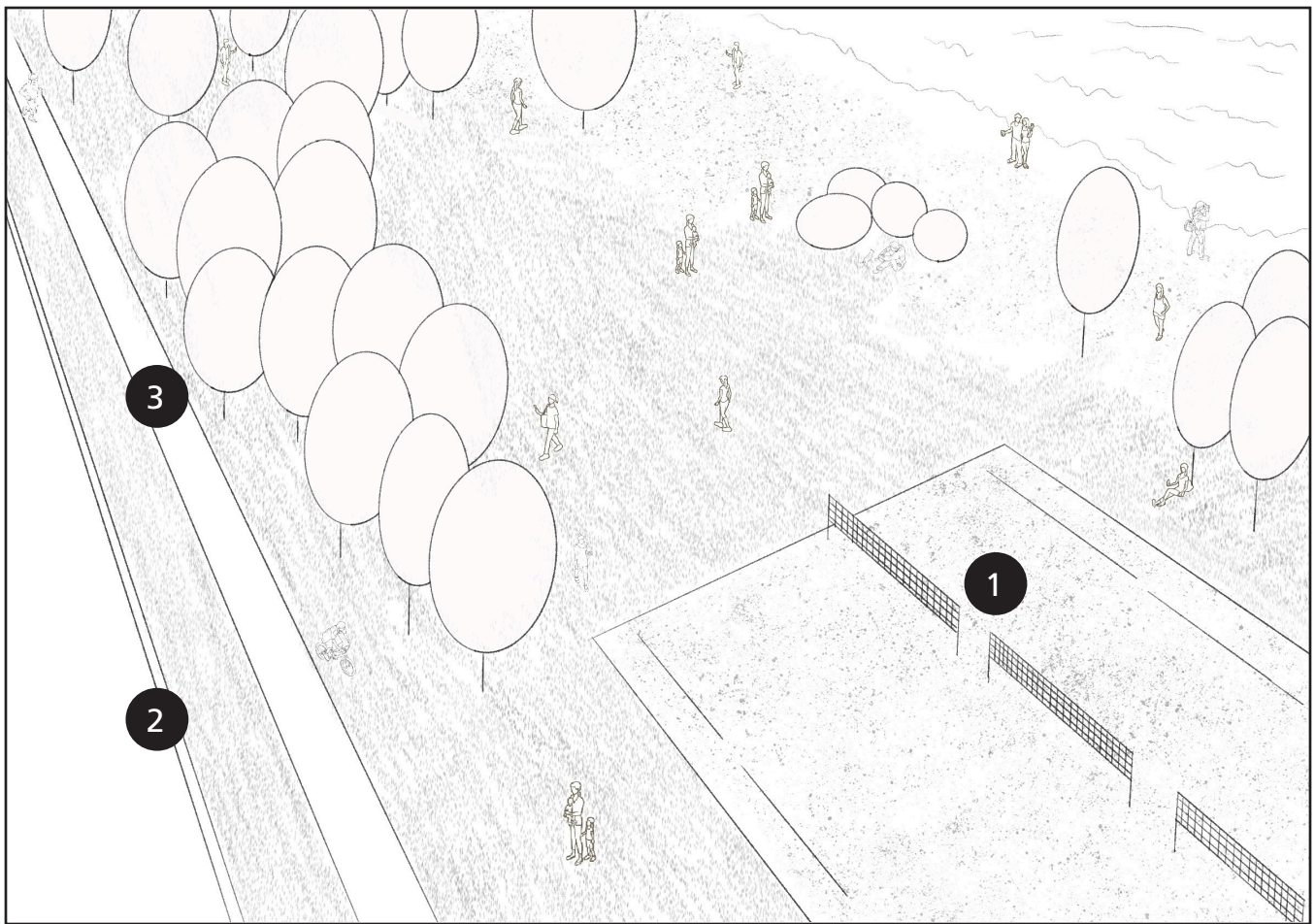


The background of the page features a light green, textured pattern. Overlaid on this are several line-art illustrations. On the left, there are several large, overlapping circles representing trees. Scattered throughout the page are small figures of people: a person standing at the top left, a family (adult and child) in the upper middle, a person walking with a bag in the middle left, a person walking in the middle right, a person sitting on the ground near a cluster of circles on the right, and a person walking near a fence line at the bottom right. The fence line runs diagonally from the bottom right towards the center.

# RECREATION/ CONSERVATION

Green spaces, parks, and conservation areas are some of the most loved parts of Traverse City. They operate as a necessary space for recreation, environmental protection, wildlife refuge, and community health. Recreation/Conservation spaces are more defined than other future land use categories as the parks and natural areas of the City have defined boundaries. The largest Recreation/Conservation space in the City is the wetland at the southwestern corner of Division Street and 14th Street. Boardman Lake is also surrounded by Recreation/Conservation space. Future land use planning for these areas should be consistent with Traverse City's Parks and Recreation Master Plan and the environmental goals of the city.





- 1 Recreational amenities,
- 2 Natural shoreline,
- 3 Pedestrian/non-motorized access.

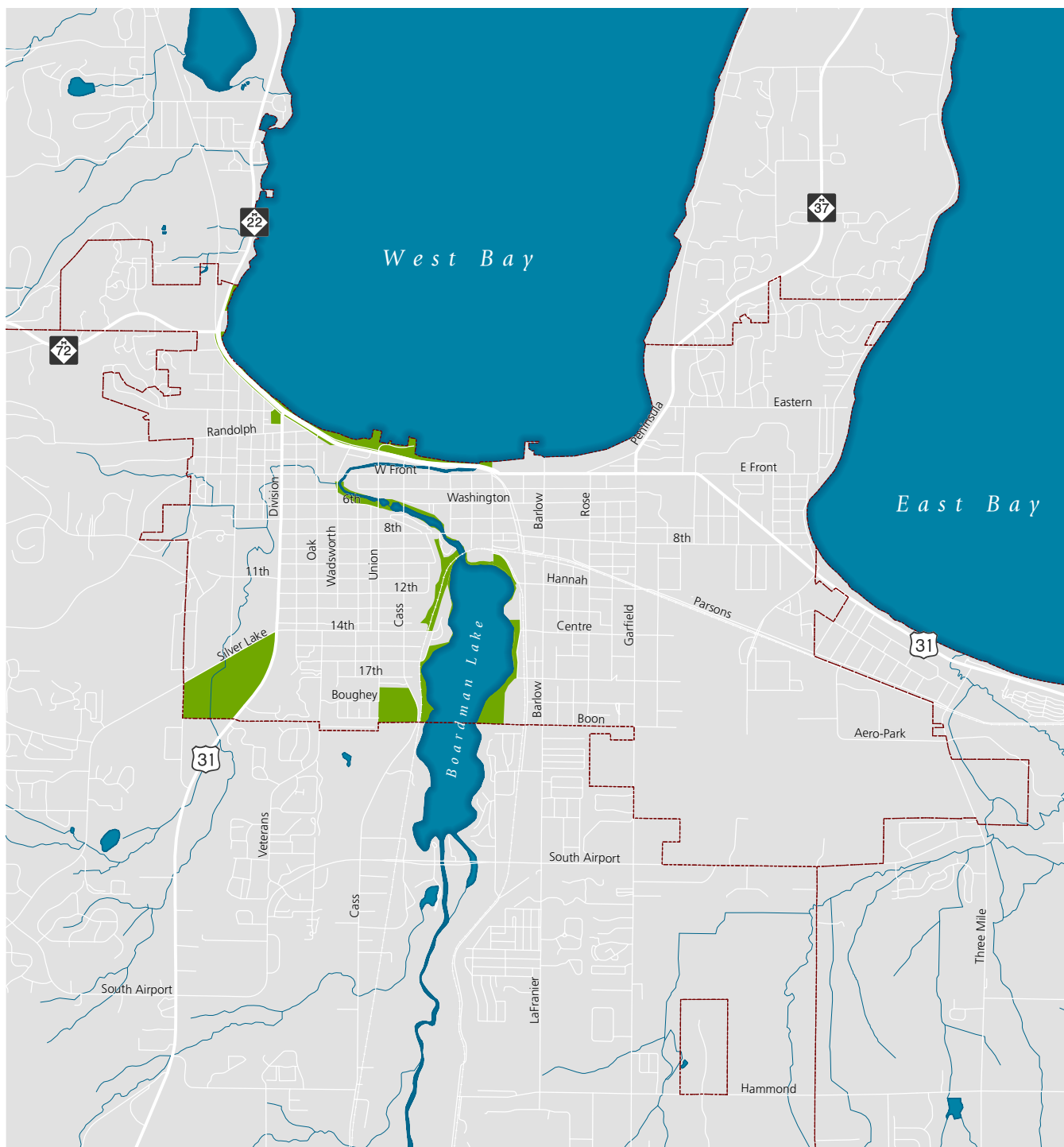
## Housing and Neighborhoods

Residential development is not suitable in this future land use category as any development in the Recreation/Conservation spaces would be in conflict with their intended function. However, the Recreation/Conservation spaces are important neighborhood assets as they provide residents with recreation opportunities. It is important to ensure that neighborhoods have equitable and convenient access to Recreation/Conservation spaces. Future expansion of Recreation/Conservation space should be prioritized in areas of the city with lower levels of access.

## Transportation and Mobility

Spaces of Recreation/Conservation use in Traverse City are destinations as people want to visit the city's parks and natural areas. Therefore, the recreation and conservation areas should be connected to the larger transportation system by sidewalks, bike infrastructure, public transportation, and automotive. The internal transportation system should be dependent on the context of the







space. For example, larger parking lots are likely not appropriate in natural areas but would be appropriate in large, developed parks.

### Infrastructure and Energy

As Recreation/Conservation land lacks substantial development, the infrastructure and energy needs of these spaces are minimal. However, Recreation/Conservation spaces operate as an extension of the City's infrastructure network. Wetlands and open spaces capture and infiltrate stormwater, reducing the load on the pipes and wastewater treatment plant. Future land use planning on designated Recreation/Conservation land should maintain and enhance the stormwater benefits that green spaces provide.

### Land Use

Land use in the Recreation/Conservation classification should be almost exclusively parks or conservation/natural areas. Small to moderate public development is appropriate in this future land use category but should be limited to uses that support the function of the land as a Recreation/Conservation space, such as nature centers, public bathrooms, and so on.

### Sustainability, Resiliency, and Natural Systems

As a developed community, most of the natural features in Traverse City are found in parks and conservation areas. While trees do line most city streets, substantial pockets of natural features (wetlands, riparian environments, etc.) are found in Traverse City's parks and conservation areas. These spaces play a vital role in overall community sustainability and resiliency. As stated in the discussion on infrastructure, the natural spaces in Traverse City operate as an extension of the City's infrastructure system. These areas also operate as a carbon sink, removing carbon dioxide from the atmosphere and storing it in plant mass. However, as the climate continues to change, the natural environments in Traverse City will be facing increased pressure and stress. Therefore, it is vital that the planning and management of these spaces is done within the context of climate change. Additionally, where possible, the Recreation/Conservation spaces should be restored to their natural state while still maintaining their function and benefits to the City.

### Health, Safety, and Wellness

As most of the recreation facilities are located in this future land use category, the Recreation/Conservation future land use designation has a large deal of influence on public health and wellness. As outlined in the "Health, Safety, and Wellness" chapter, outdoor public spaces like parks and conservation areas are essential for the physical and mental health of a community. Parks provide an opportunity for people to exercise outside of their homes. Additionally, natural settings of parks and conservation areas have been shown to have positive benefits on overall wellbeing.

### Art, Culture, and Recreation

Traverse City's Recreation/Conservation land accounts for the bulk of the City's recreation space. All major parks and recreation facilities are included in this future land use designation. Parks and conservation are also an opportunity to incorporate public art and cultural assets that highlight the region's history and communities.

### Economic Development

While there are limited economic development opportunities in the Recreation/Conservation areas of the City, these areas heavily contribute to the attractiveness and desirability of Traverse City.

### Existing Zoning Districts

The existing zoning district OS: Open Space is included in this future land use category. The intent of the OS district is to accommodate natural or park-like settings, including parks, playgrounds, athletic fields, wetlands, floodplains, natural areas, and cultural buildings, often linked to the non-motorized trails within Traverse City.



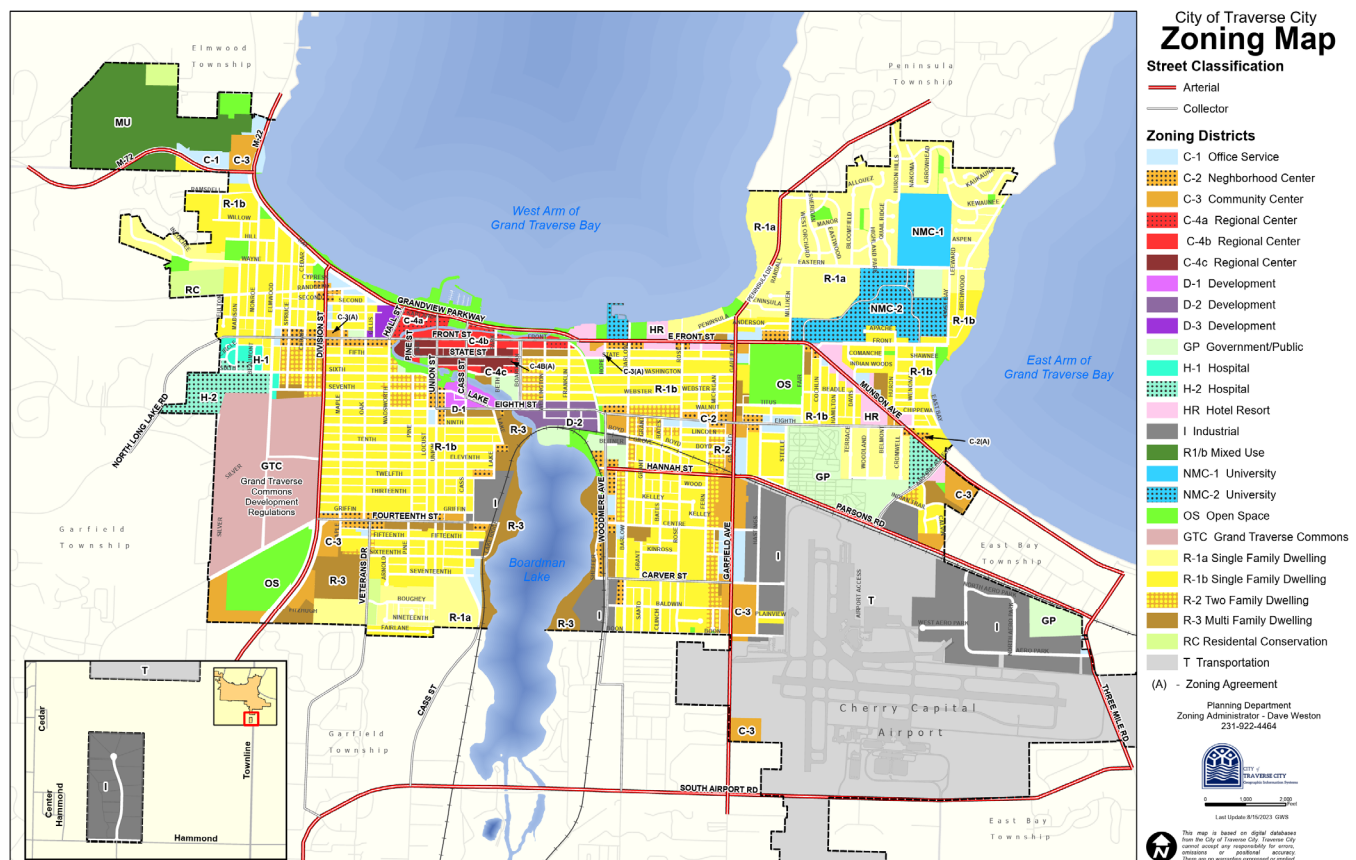
# ZONING PLAN

A zoning plan is required to comply with the Michigan Planning Enabling Act to show the relationship between the future land use framework and the zoning map. The zoning plan is intended to assist the Planning Commission and City Commission in decisions related to development approvals and rezonings. In the previous pages, each future land use district explains the relationship to an existing zoning district and potential changes to the zoning ordinance that would be needed to bring the future land use framework forward to law.

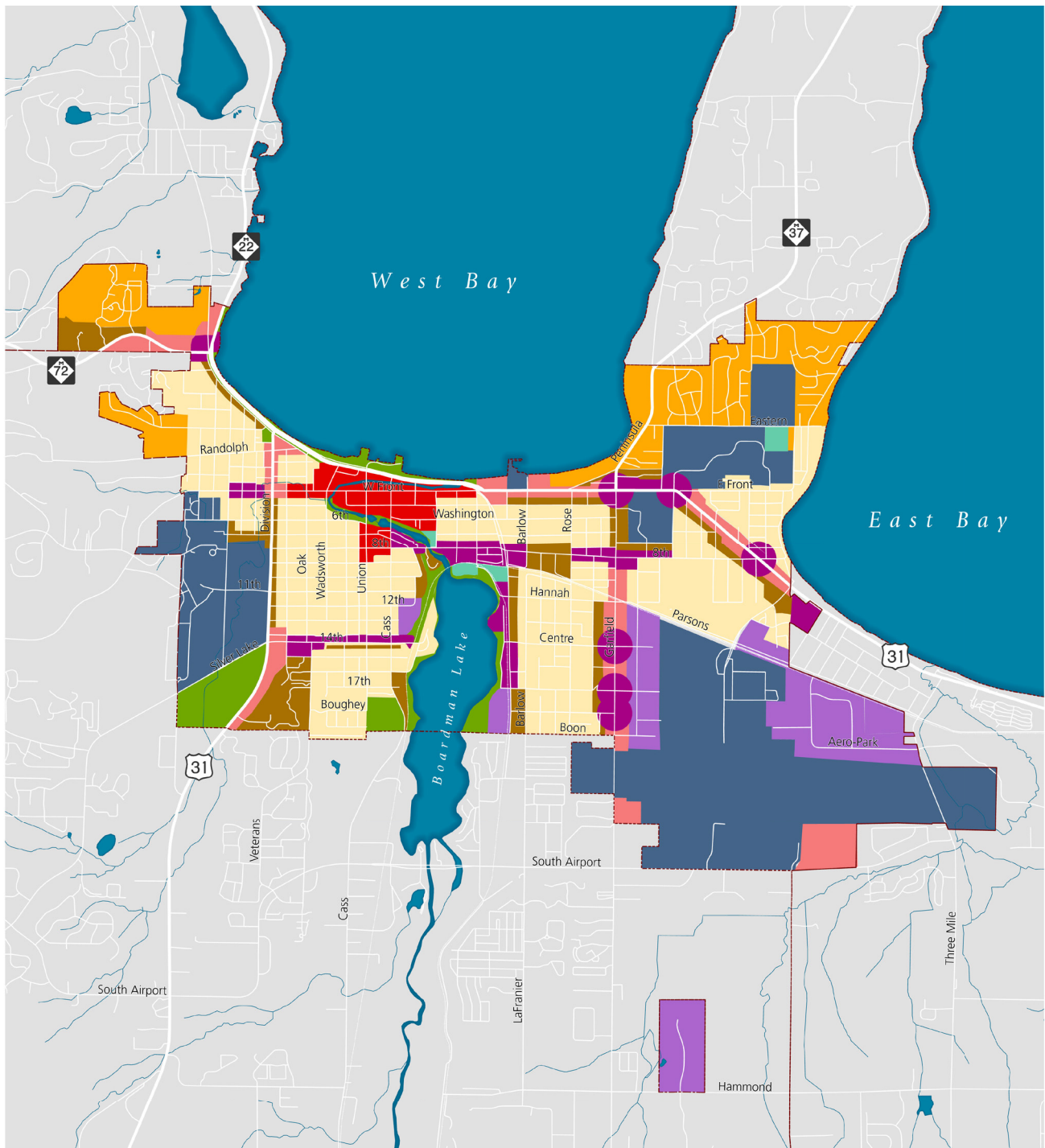
The zoning ordinance and map is a living document that must be reviewed and updated following adoption of a new or updated master plan. In addition to the corridor changes that are needed on the following pages, below is a summary of items mentioned in the future land use framework section of this document. Additional zoning changes may be needed depending on the future review and input on various items in the action plan.

## Summary of Changes Needed to Zoning Map

- » Zoning district review and consolidation, when necessary, to implement changes including in future corridor planning on following pages
- » Updates to implement Commercial Gateway uses and design
- » Updates to Commercial Core zoning district to expand area, uses, and building design
- » Updates to the R-2 zoning district (or new district) to implement Transition district uses







## Future Land Use Framework

Sources: Michigan Open Data Portal, City of Traverse City

0.5 Miles  
Beckett & Raeder, Inc.

- |   |   |
|---|---|
| <span style="display: inline-block; width: 15px; height: 15px; background-color: red; margin-right: 5px;"></span> Commercial Gateway            | <span style="display: inline-block; width: 15px; height: 15px; background-color: purple; margin-right: 5px;"></span> Innovation, Production, and Technology |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: darkred; margin-right: 5px;"></span> Neighborhood Center       | <span style="display: inline-block; width: 15px; height: 15px; background-color: darkblue; margin-right: 5px;"></span> Institutional                        |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; margin-right: 5px;"></span> Commercial Core            | <span style="display: inline-block; width: 15px; height: 15px; background-color: teal; margin-right: 5px;"></span> Public/Quasi-Public                      |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: orange; margin-right: 5px;"></span> Traditional Neighborhood   | <span style="display: inline-block; width: 15px; height: 15px; background-color: green; margin-right: 5px;"></span> Recreation/Conservation                 |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: brown; margin-right: 5px;"></span> Contemporary Neighborhood   |   |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #8B4513; margin-right: 5px;"></span> Transitional Neighborhood |   |



# FUTURE CORRIDOR PLANNING

## Fourteenth Street



FLU Category: Neighborhood Center



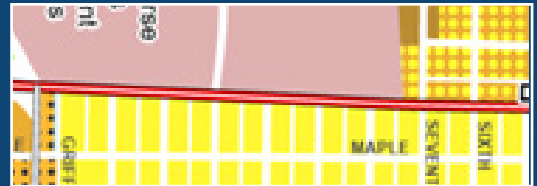
Existing Zoning: R-3; R-1b; C-1; C-2; C-3

Future Zoning: New mixed use development-focused district (D); priority overlay district

## Division / Seventh Street



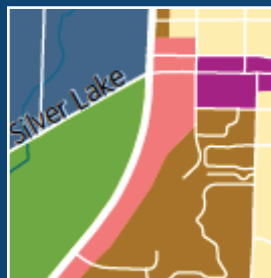
FLU Category: Transitional Neighborhood



Existing Zoning: R-1b; R-2; R-3

Future Zoning: R-2 along Division; keep R-2 along Elmwood & north; R-3 along Seventh Street

## Division / US-31 (south)



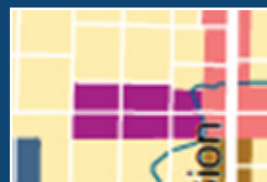
FLU Category: Commercial Gateway



Existing Zoning: C-3; R-3

Future Zoning: Revised C-3, or new Corridor Commercial District

## W Front (west of Division)



FLU Category: Neighborhood Center



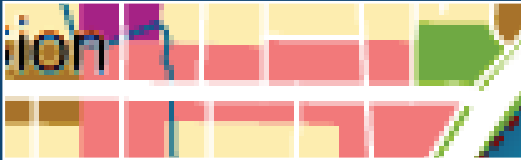
Existing Zoning: C-1; C-2

Future Zoning: Revised C-2; new C-1



# FUTURE CORRIDOR PLANNING

## Division (north)



FLU Category: Commercial Gateway



Existing Zoning: C-1; C-2; C-3(A)

Future Zoning: Revised C-3; revised C-2

## M-72 / M-22



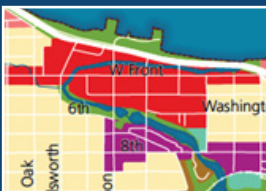
FLU Category: Neighborhood Center;  
Commercial Gateway



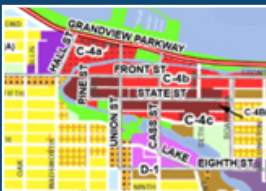
Existing Zoning: C-1; C-3

Future Zoning: Revised C-2; revised C-3; new corridor commercial district; Development District (D)

## Downtown



FLU Category:  
Commercial Core  
(change Old Towne to this designation)



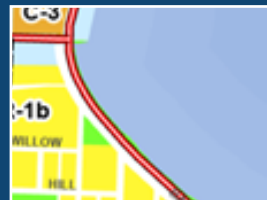
Existing Zoning:  
C-4a/b/c; D-3; C-1;  
C-2

Future Zoning:  
Maintain C-4b and C-4c designations; change others to C-4a

## Bay Street Corridor



FLU Category:  
Transitional  
Neighborhood



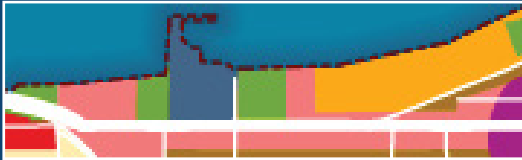
Existing Zoning:  
R-1b, OS

Future Zoning:  
New neighborhood mixed use district, or a heavily revised C-1, C-2, R-2, or R-3 district to ensure compatibility



# FUTURE CORRIDOR PLANNING

## E Front Street



FLU Category: Commercial Gateway; Transitional Neighborhood



Existing Zoning: H-R; C-2; C-3; R-1b

Future Zoning: R-1b to R-2; new corridor commercial district; revised C-3

## Munson Avenue



FLU Category: Commercial Gateway; Neighborhood Center (add Transitional Neighborhood



Existing Zoning: R-3; HR; H-2; C-2; C-3; C-1

Future Zoning: Transitional area to be R-2; Commercial Gateway to new corridor commercial district/revised C-3; C-2/or new neighborhood center district

## Garfield / E Front Street



FLU Category: Neighborhood Center; Transitional Neighborhood; Commercial Gateway



Existing Zoning: C-1; C-2; C-3; R-3; R-1b

Future Zoning: Anderson St – R-2; new priority overlay district; new corridor commercial district; Revised C-3

## Garfield Corridor



FLU Category: Commercial Gateway; Neighborhood Center; Innovation, Production, Technology; Transitional Neighborhood



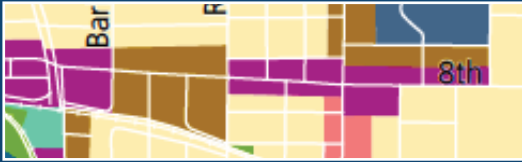
Existing Zoning: R-1b; R-2; R-3; C-1; C-2; C-3; I

Future Zoning: New corridor commercial district; revised C-3; Revised C-3/new neighborhood center district; Revised I district; R-2 to R-3

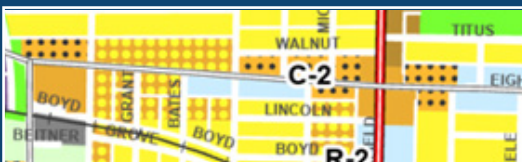


# FUTURE CORRIDOR PLANNING

## Eighth Street Corridor (west of railroad)



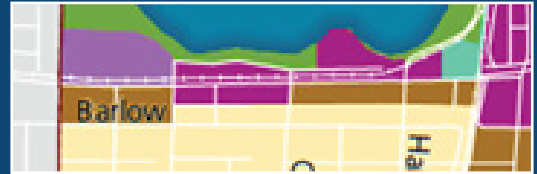
FLU Category: Neighborhood Center;  
Transitional Neighborhood



Existing Zoning: R-1; R-2; C-1; C-2; C-3

Future Zoning: R-2 to R-3 along Eighth;  
revised C-2 or new neighborhood center  
district; R-1b to R-2

## Woodmere Avenue



FLU Category: Innovation, Production,  
Technology; Neighborhood Center;  
Transitional Neighborhood



Existing Zoning: I; C-1; C-2; R-3

Future Zoning: R-3 along Woodmere; R-2  
in from Woodmere; Revised C-2 or new  
neighborhood center district





# 04

## COMMUNITY ENGAGEMENT SUMMARY



## COMMUNITY ENGAGEMENT OVERVIEW

The cornerstone of any planning process is Community Engagement. The Master Plan is a community driven land use policy document, and it would not have been possible to conduct this Master Planning process without the continued, engaged, and enthusiastic support of the community. The Community Engagement for this process was broken into three phases: Phase 1: Initiation; Phase 2: Investigation; and Phase 3: Evaluation. After the conclusion of each phase, a report was generated with results presented to the City Commission. The full reports can be found in the appendix of the document. The following overview will provide context and brief descriptions of all community engagements for this plan. Full results can be found in the appendix of the Traverse City Master Plan.

### Project Website

At the beginning of the project, a website was created to serve as the hub for all Master Plan content. The website includes a brief overview on what a Master Plan is, the planning process, community engagement opportunities and results, Master Plan content, and information about the leadership team. On the website, community members had the opportunity to sign up to receive regular communication about the Master Plan. By the end of Phase 2, the website received almost 3,000 unique interactions.

### Leadership Team

Traverse City is a community of diverse interests, backgrounds, and experiences. Therefore it was important that the Master Plan be vetted by a group of people who represent the overall community. For this reason, a leadership team was formed to review content as the plan was developed and to provide feedback and advice. The Leadership Team consisted of three city residents at large, a youth representative, two Planning Commission Members, two City Commission Members, four city staff members representing various departments, and a staff member of the DDA.

## PHASE 1: INITIATION

- POP-UPS**  
August – October 2022
- COMMUNITY WIDE SURVEY**  
September – October 2022
- STAKEHOLDER SESSIONS**  
September 2022
- OPEN HOUSE**  
October 2022

## PHASE 2: INVESTIGATION

- SUSTAINABLE TOURISM WORKSHOP**  
February 2023
- NEIGHBORHOOD LISTENING SESSIONS**  
April 2023
- DESIGN WORKSHOP**  
April 2023

## PHASE 3: EVALUATION

- STAKEHOLDER SESSIONS**  
August 2023
- OPEN HOUSE**  
July 2024



# 1

## PHASE 1: INITIATION

The first phase of Community Engagement built awareness for the Master Planning process, collected initial ideas and feedback, and solicited feedback on what direction the community sees the city going over the next 10 – 20 years.

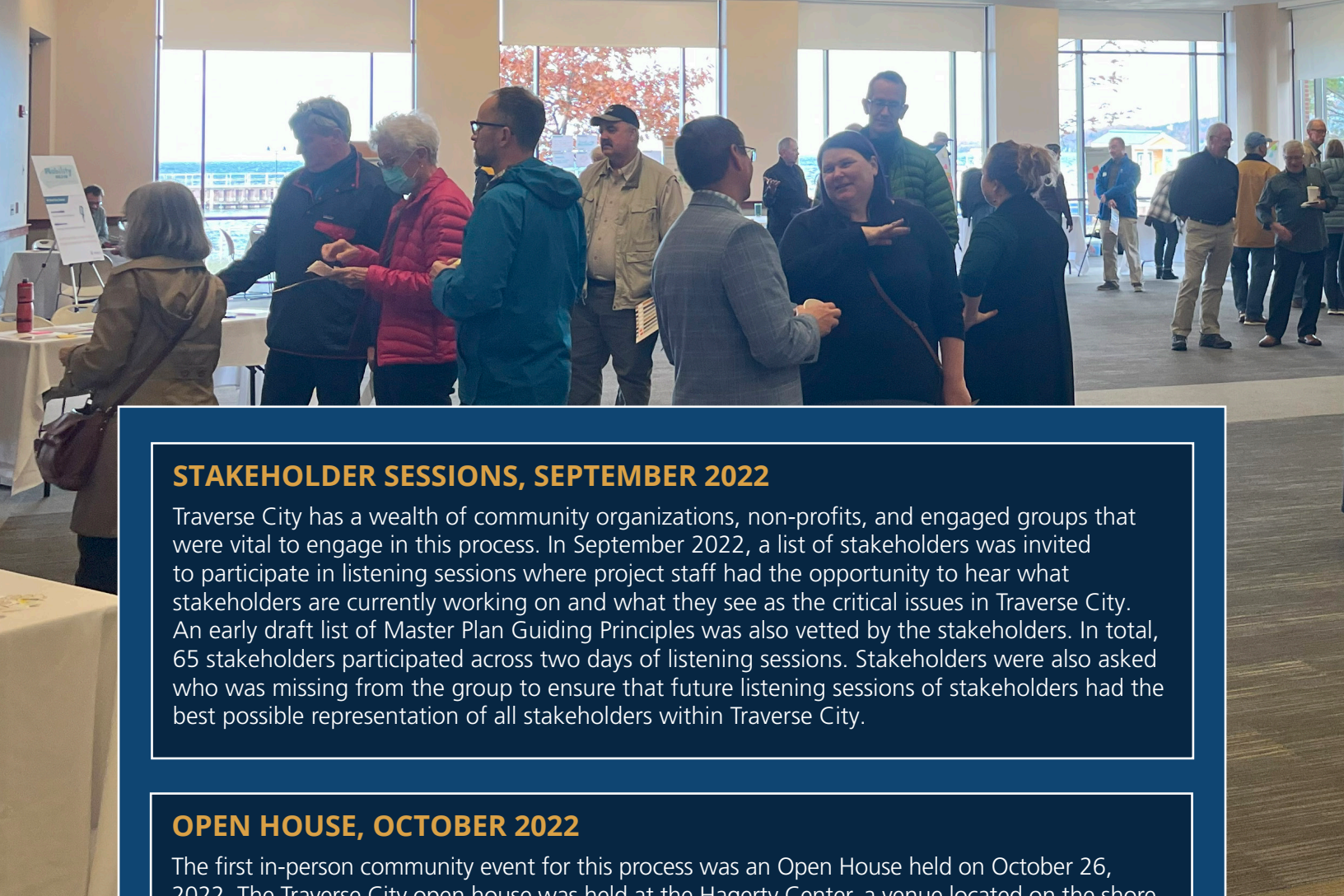
### POP-UPS, AUGUST – OCTOBER 2022

The first engagement approach in Phase 1 was in community pop-ups. These pop-ups built awareness about the process and got community members to engage in the conversation of what they believe Traverse City should look like in 10–20 years. It was important that the individuals staffing this process were those who would be working with the Master Plan after its adoption. Therefore, a pop-up kit was created for Planning Commission Members, City Staff, and members of the Master Plan Leadership Team to “check-out” and bring into the community to build awareness of the Master Plan. In total, 24 pop-ups were held from August 2022 to October 2022 and over 400 community members were engaged, resulting in 1,000 sign-ups for project updates.

### COMMUNITY WIDE SURVEY, SEPTEMBER – OCTOBER 2022

To solicit community wide input, an online survey was distributed to the community. The survey was included in the city’s weekly communication, advertised on social media, and sent to all individuals who signed up for project updates. The survey was a joint effort between the Mobility Action Plan and the Master Plan and included questions relating to both projects. For the Master Plan, questions covered the Master Plan’s guiding principles and asked for feedback on how the city has been doing on reaching its goals. The survey also included questions about how people would like to participate in this process, so that future engagement could be tailored to the needs and desires of the community. Over the three weeks that the survey was open, 1,910 individuals submitted responses. The survey included demographic questions so that the demographics of those who responded could be compared to the entire population. The age of respondents aligned fairly well with the age of the city-. Only the 15–19 year and 60+ year age cohorts had higher representation in the survey compared to the population, but neither by more than 5%. Respondents skewed towards higher incomes, with those earning more than \$50,000 overrepresented and those earning less than \$50,000 underrepresented.





### **STAKEHOLDER SESSIONS, SEPTEMBER 2022**

Traverse City has a wealth of community organizations, non-profits, and engaged groups that were vital to engage in this process. In September 2022, a list of stakeholders was invited to participate in listening sessions where project staff had the opportunity to hear what stakeholders are currently working on and what they see as the critical issues in Traverse City. An early draft list of Master Plan Guiding Principles was also vetted by the stakeholders. In total, 65 stakeholders participated across two days of listening sessions. Stakeholders were also asked who was missing from the group to ensure that future listening sessions of stakeholders had the best possible representation of all stakeholders within Traverse City.

### **OPEN HOUSE, OCTOBER 2022**

The first in-person community event for this process was an Open House held on October 26, 2022. The Traverse City open house was held at the Hagerty Center, a venue located on the shore of Grand Traverse Bay. The open house included content for both the Mobility Action Plan and the Master Plan. At the open house, participants had an opportunity to review the results of the community-wide survey and provide their comments using sticky notes. Participants were also asked to carefully consider each neighborhood in Traverse City and indicate if they thought the neighborhood should be “preserved,” “enhanced,” or “transformed.” The guiding principles were also presented to the community, and attendees were asked to identify what they liked, disliked, or found confusing about each guiding principle. Finally, participants were asked to identify the major challenges that they anticipate Traverse City will face over the next 10–15 years. Over 200 people participated. An online survey was posted after the open house and included the same questions, ensuring that those who were not able to attend the in-person engagement were still able to participate. The online survey totaled almost 700 responses.

*Image: Community Open House, October 2022.*



# 2

## PHASE 2: INVESTIGATION

The second phase of Community Engagement refined results from the first phase, conducted specific topic-focused engagement, and was more proactive in engagement.

### **SUSTAINABLE TOURISM WORKSHOP, FEBRUARY 2023**

Throughout early community engagement, the community communicated a need to carefully and comprehensively think about and plan for the tourism industry. Two sustainable tourism workshops were held in February 2023, one online and the other at the Traverse City Area District Library. The sessions provided an overview of the tourism industry in Traverse City and the concept of sustainable tourism. The workshop was interactive and allowed participants to provide their feedback and ideas in real time.

### **NEIGHBORHOOD LISTENING SESSIONS, APRIL 2023**

To further refine large overarching goals, it was important to go into the residential neighborhoods to hear what residents had to say about the neighborhoods that they live in. All residents in the city were mailed postcards with the dates and times of the neighborhood listening sessions. These sessions were held in cafes, schools, churches, and other community spaces. Residents were asked what they would preserve, enhance, or transform about their neighborhood. In total, 124 people participated in-person, 34 people participated in the virtual sessions held the weekend after, and 505 people participated in the follow up survey.

### **DESIGN WORKSHOP, APRIL 2023**

Based on the results of the open house, several areas of the city were identified as in need of transformation. To identify the community's vision for these areas, a design workshop was held at Hickory Hills Lodge in April 2023. Participants were asked to use sticky dots to vote on images of buildings that they thought would be appropriate in these transformation areas. Additionally, participants could vote on specific elements of the buildings (façade, height, etc.) if they thought it was appropriate. Participants were also asked what is working well, what is not working well, and what is possible in all of these transformation areas. Roughly 30 people participated in-person and almost 200 participated in the follow-up survey afterwards.



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## PHASE 3: EVALUATION

The third phase of community engagement was an opportunity to ensure that the input that was received was accurately represented in the plan.

### STAKEHOLDER SESSIONS, AUGUST 2023

Once the Master Plan was compiled, it was important to vet the action steps and implementation plan with the same group of stakeholders that were engaged at the beginning of the process. As these stakeholders are important partners for the city, their support was vital to the implementation of the Master Plan. In August 2023, online sessions were held with stakeholders and the action items were discussed in small groups. The stakeholders were asked to what degree they support the action items, how involved they would like to be in implementation, what metrics they think could be used to track progress, and any other comments they had about the actions. They were also asked what is missing from the action list to ensure that no important actions or implementation steps fell through the cracks.

### OPEN HOUSE, JULY 2024

To present the full Master Plan to the community, an open house was held during the 63-day public review period of the Master Plan. The community was shown the future land use plan and the action items and encouraged to provide feedback. Small postcards with the link to the Master Plan and contact information for the project team were also provided so that community members could easily access the plan after the fact and provide comment.



