

Pillar 1: Objective 1

Develop plans for key strategic Program ‘entry’ and ‘internal’ corridors

PROGRAM FRAMEWORK

Program A: Integrate Complete Streets (see also Pillar 2) into programming and design work. Establish targets / goals for implementation.

Scope

- Formalize and operationalize Complete Streets Advisory Committee
- Establish measurable implementation targets
- Integrate Complete Streets into capital planning and corridor design
- Align with Pillar 2 transportation objectives

Sequenced Timeline

Near-Term (Q2–Q4 2026)

- Q2 2026: Formalize Complete Streets Advisory Committee structure
- Q3 2026: Establish corridor prioritization criteria
- Q4 2026: Adopt measurable Complete Streets targets (modal share, safety, accessibility)

Mid-Term (2027– 2029)

- 2027
 - Seventh Street mill and fill
 - CIP integration of Complete Streets standards
 - Crime Prevention Through Environmental Design
 - Begin design phase for Seventh Street
- 2027–2028
 - Fourteenth Street mill and fill
 - Inventory transit stops
 - Joint Boardman Lake Sub-Area Plan
 - TART: Extension and connections at Grandview (Park Street Crossing)
- 2028–2029: Begin phased implementation tied to utility reconstruction cycles

Long-Term (2030+)

- Seventh Street reconstruction aligned with full Complete Streets model
- Ongoing integration into all capital corridor projects
- Design phase for Fourteenth Street
- TART Trail extension from Sr. Center up Peninsula Drive to connect at Eastern Ave.

Funding Requirements + Potential Sources

- Engineering & design expansion: TBD (\$250K–\$300K per corridor design phase)
- Construction: Multi-million per corridor (dependent on scope)

Funding Requirements + Potential Sources

- General Fund (design)
- MDOT Transportation Alternatives Program
- Safe Streets for All
- TIF (where applicable)
- Sewer/Water enterprise funds (if tied to utility upgrades)
- Federal infrastructure funding
- Federal Earmarks through State Legislature

Staffing / Operational Constraints

- Engineering capacity limited; corridor design requires 2–3 year lead time
- Complete Streets Committee not yet fully operational
- Planning and design requires cross-department coordination
- Competing CIP priorities (utilities, WWTP, housing infrastructure)
- Utility coordination requirements
- Aligning maintenance to projects

Primary Staff

- Engineering
- Planning
- Department of Public Services
- Department of Municipal Utilities
- Parking
- City Management
- Communications & Strategic Initiatives
- Traverse City Police Department

Commission Direction Needed

- Formal authorization of measurable Complete Streets performance targets
- Feedback incorporating standards into CIP scoring
- Budget authorization for additional design capacity or consulting support
- Direction on corridor prioritization (Seventh vs. Fourteenth vs. East Front)

Program B: Outline a timeline for the creation and design of key 'internal' corridors, that reflects a bold 'people-first design model'.

Scope

- Prioritizing projects from the Mobility Action Plan and Street Design Manual
- Multi-modal/pedestrian safety projects through the Complete Streets Advisory Committee and setting goals for Complete Streets Annual Fund
- Corridor Improvement Plans
- East Front Street reconstruction and gateway design
- Pine Street transformation
- Crosswalk upgrades
- Permanent two-way street transformations

Sequenced Timeline

Near-Term (2026–2027)

- 2026: Corridor priority and funding strategy development
- 2026–2027
 - East Front Street design
 - Crosswalk improvements (1–2 year implementation)

Mid-Term (2027–2029)

- East Front construction (3-year build window)
- Corridor Improvement Plan completion
- Boardman/Washington/State/Cass (watermain and crosswalks)

Long-Term (2030+)

- Full internal corridor transformation aligned with land use shifts

Funding Requirements + Potential Sources

- East Front: TIF + Sewer/Water
- Crosswalks - State Street (100, 200 and 300 Blocks) and Cass Street (100 block): TIF eligible
- Boardman/Washington/State/Cass: Brownfield for watermain
- Corridor planning: Consulting services required

Estimated Range:

\$500K–\$1M planning/design

\$5M–\$20M+ reconstruction (dependent on utilities)

Staffing / Operational Constraints

- Engineering capacity
- DDA coordination required
- DPS capacity with increased maintenance and training for new materials
- Requires 3-year minimum planning cycle
- Utility coordination requirements
- Aligning maintenance to projects

Primary Staff

- Engineering
- Planning
- DDA
- Department of Public Services
- Department of Municipal Utilities
- Parking
- City Management
- Communications & Strategic Initiatives

Commission Direction Needed

- Confirm if East Front is a priority corridor
- Confirm if Eighth and Garfield is a priority
- Develop and approve multi-year corridor funding strategy
- Budget authorization for additional design capacity or consulting support
- Determine desired level of design boldness (incremental vs transformative)

POLICY FRAMEWORK

Policy A: Coordinate with County and surrounding townships to participate in a collaborative approach for the planning and development of strategic 'entry' corridors

Scope

- Collaborative planning on gateway corridors crossing jurisdictional boundaries.
- Monthly area Planner meeting
- Utilizing organizations such as Networks Northwest who serve in a regional role
- Support the convening of regional corridor planning framework

Timeline

Near-Term (2026)

- Monthly area Planners meeting is ongoing
- Q4 2026: Initiate intergovernmental corridor planning discussions (County lead)

Mid-Term (2027–2028)

- Formalize shared planning agreements or MOUs

Long-Term (2030+)

- Regional corridor investment strategy alignment

Funding Requirements + Potential Sources

Primarily Staff Time

Potential for joint Planning grant exploration

Staffing / Operational Constraints

- Staff capacity and workload limitations across departments
- Need to balance operational responsibilities with regional participation
- Leadership and senior staff time required for regional convening
- Potential administrative support needed for recurring leadership groups

Primary Staff

- City Management
- Engineering
- Planning

- Department of Public Services
- Department of Municipal Utilities

Commission Direction Needed

- Support City partnership role

Policy B: Identify and prioritize long term plans for key 'internal' corridors and roads such as 7th Street, 14th Street and 8th / Garfield area

Scope

- Establish long-range sequencing strategy aligned with CIP and redevelopment potential
- Align with Corridors Master Plan
- Zoning reform to support transitional land use

Sequenced Timeline

Near-Term 2026

- Establish prioritization framework
Integrate into FY 2027–2031 CIP
- Zoning reform identified as Planning Commission goal

Mid-Term 2027–2029

- Design phases (3–5 year planning window)

Long Term 2030+

- Reconstruction tied to utility life-cycle replacement

Funding Requirements + Potential Sources

- General Fund (design - if contribution approved)
- Sewer/Water enterprise funds (if tied to utility upgrades)
- Federal infrastructure funding
- Additional resources needed

Estimated Range:

Planning phase: \$250K–\$300K per corridor (not final engineering) Construction dependent on scope and utilities

Staffing / Operational Constraints

- Engineering capacity limited
- Corridor design requires 2–3 year lead time or more
- Complete Streets Committee not yet fully operational
- Corridor design minimum 3-year cycle
- Funding strategy required before sequencing
- Planning and design requires cross-department coordination
- Competing CIP priorities (utilities, WWTP, housing infrastructure)
- Utility coordination requirements
- Aligning maintenance to projects

Primary Staff

- Engineering
- Planning
- Department of Public Services
- Department of Municipal Utilities
- Parking
- City Management
- Communications & Strategic Initiatives

Commission Direction Needed

- Adoption of corridor prioritization matrix
- Direction on first full transformative corridor

Policy C: Highlight the opportunity for a broad mix of housing options to be included in redevelopment areas.

Scope

- Encourage mixed housing types within redevelopment areas along strategic corridors
- Explore zoning tools

Timeline

Near-Term (2026)

- Conduct a joint facilitated Planning & City Commission meeting regarding Master Plan and Strategic Action Plan alignment
- Review zoning tools supporting housing mix
 - Pre-approved plan sets for different homes may be an option, but the applicability still needs to be explored.
- Identify redevelopment overlay opportunities

Mid-Term (2027–2028)

- Amend zoning where necessary
- Align with Master Plan updates with Strategic Action Plan

Long-Term

- Monitor corridor housing production metrics

Funding Requirements + Potential Sources

- Planning staff time
 - Additional resources may be needed, but minimal direct cost
- CDBG
 - Implement administrative fee for consultant assistance to administer CDBG Resilient Community Program
- Potential housing grant exploration

Staffing / Operational Constraints

- Planning staff capacity
- Dependent on private development interest

Primary Staff

- Planning
- City Attorney
- Parking
- City Management

Commission Direction Needed

- Clarify desired housing intensity along corridors
- Direction on density incentives or overlay districts where housing is desired
- Support for implementing consultant assistance to administer CDBG

- Support for amending parking ordinances

Pillar 1 – Objective 2

Align the Traverse City Master Program Plan with the community aspirations identified in the Strategic Action Planning process.

PROGRAM FRAMEWORK

Program A: Identify where, and how, the Master Plan could be revised(2) to reflect community desires identified in the SAP engagement process

Scope

- Compare existing Master Plan goals with adopted Strategic Pillars and OKRs
- Identify inconsistencies, outdated policies, or missing priorities
- Map land use policies to community feedback themes
- Produce formal “Alignment Report”

Sequenced Timeline

Near-Term (Q2 2026 – Q1 2027)

- Q2 2026: Initiate Master Plan–SAP crosswalk analysis
 - Conduct a joint facilitated Planning & City Commission meeting regarding Master Plan and Strategic Action Plan alignment
- Q3 2026: Complete land use + infrastructure policy gap review
- Q4 2026: Present Alignment Report to Planning Commission
- Q1 2027: Joint Planning Commission / Commission work session

Mid-Term (2027–2028)

- Draft Master Plan amendments
- Conduct public engagement process
- Planning Commission adoption and recommendation

Long-Term (2029)

- Planning and City Commission adoption of amended Master Plan

Funding Requirements + Potential Sources

- Planning consultant support: \$75K (amendment)
- Engagement platform and facilitation costs
- General Fund (if contribution approved)

Staffing / Operational Constraints

- Planning staff bandwidth
- Legal review requirements
- State-required amendment procedures
- Communications & Strategic Initiatives and engagement workload

Primary Staff

- Planning
- City Management
- Communications & Strategic Initiatives

Commission Direction Needed

- Confirm scope: targeted amendments
- Approve consultant procurement (if needed)
- Define timeline expectations

Program B: Develop local design standards and guidelines(3) for commercial and larger multi-family properties, that includes aspects such as visual design, materials used, parking space design etc.

Scope

- Develop a legally compliant urban design framework for commercial and larger multi-family properties aligned with the Strategic Action Plan and Master Plan
- Reflect Traverse City character, corridor aspirations, and redevelopment priorities
- Integrate climate resilience, green infrastructure, and transition area considerations
- Align zoning reform with the Future Land Use Map and growth management strategy, especially in Neighborhood Centers buffering Residential
- Evaluate parking, density, and housing affordability impacts
- Clarify Charter authority, legal limitations, and nexus to health, safety, and public welfare
- Integrate into the comprehensive Zoning Ordinance rewrite and determine need for Master Plan amendment

Sequenced Implementation Timeline

Near-Term (2026–2027)

- Q3 2026: Identify policy sections requiring modernization
- Q4 2026: Draft future land use adjustments
- 2026: Schedule a cadence for joint meetings
- 2026-2027: Zoning ordinance rewrite

Mid-Term (2027–2028)

- Conduct public hearings
- Refine density, corridor, and mixed-use designations

Long-Term (2029+)

- Monitor development trends relative to Master Plan direction

Funding Requirements + Potential Sources

- Primarily staff time unless consultant support is engaged.

Staffing / Operational Constraints

- Planning + GIS analysis workload
- Communications & Strategic Initiatives capacity
- Coordination with corridor projects

Primary Staff

- City Management
- Planning
- City Attorney
- Parking
- Communications & Strategic Initiatives

Commission Direction Needed

- Define acceptable density intensity along corridors
- Clarify growth boundaries vs. infill priority
- Confirm climate integration standards

Program C: Begin to develop suggested design options(3) for single family homes and associated buildings (such as ADU's) that would help guide and inform future developments and renovations to reflect the Traverse City character

Scope

- Develop suggested residential design options reflecting Traverse City character
- Explore voluntary pattern book model (Morgan Farms precedent)
- Consider pre-approved architectural plan library (if permitted)
 - Define the legal implications
- Incorporate guidance for ADUs and duplex formats

Important Constraint:

Prescribing design standards for single-family and duplex homes is prohibited by Charter. Therefore, this program must remain voluntary unless Charter changes are pursued.

Sequenced Implementation Timeline

Near-Term (2026 - 2027)

- Q3 2026: Identify architectural partners and design firms
- Q4 2026: Scope voluntary design guidance framework
- Q1–Q3 2027: Conduct housing market responsiveness study
- Q4 2027: Commission review of draft voluntary pattern book framework
- 2027: ADU ordinance review

Mid-Term (2028)

- Develop pattern book or voluntary design catalog
- Include ADU options consistent with existing code
- Provide cost-sensitive and housing-market-responsive design templates

Long-Term

- Commission adoption of voluntary design guidance document
- Integrate into Planning review materials and website

Funding Requirements + Potential Sources

- Pre-approved architectural plans: estimated \$250,000
- Consulting/design services (pattern book development): \$150K–\$300K depending on scope
- General Fund (if contribution approved)
- Potential housing technical assistance grant exploration

Staffing / Operational Constraints

- Planning + GIS analysis workload
- Communications capacity

- Coordination with corridor projects

Primary Staff

- City Management
- Planning
- City Attorney
- Communications & Strategic Initiatives

Commission Direction Needed

- Evaluate removal or modification of “must match principal structure” requirement
 - Commission policy decision based on legislative landscape
 - Support ADU ordinance review and waiver of license requirement
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POLICY FRAMEWORK

Policy A: Build close co-operative relationship with Planning Commission, to help identify areas of existing close alignment with Strategic Action Plan, and where there are possible gaps.

Scope

- Identify areas of strong alignment between the Master Plan and Strategic Action Plan
- Identify gaps or inconsistencies requiring policy attention
- Foster intentional consensus-building between bodies
- Improve mutual understanding of roles and responsibilities
- Provide constructive feedback that supports and respects Planning Commission efforts
- Strengthen coordination during Master Plan and zoning discussions

Sequenced Implementation Timeline

Near-Term (Q2 2026 – Q4 2026)

- Q2 2026: Schedule joint City Commission / Planning Commission work session
- Q2 2026: Conduct facilitated alignment session (potentially with Future iQ)
- Q2 2026: Identify a cadence for joint meetings
- Q3 - Q4 2026: Develop summary alignment report identifying strengths and gaps

Mid-Term (2027–2028)

- Hold annual joint work sessions during Master Plan and zoning discussions
- Incorporate alignment review into OKR reporting cycle

Long-Term (2029+)

- Institutionalize joint alignment session every 2 years
- Maintain collaborative review prior to major land use amendments

Funding Requirements + Potential Sources

Potential facilitation costs (if external facilitator engaged)

Potential Sources:

- General Fund (if contribution approved)

Staffing / Operational Constraints

- Scheduling coordination between boards
- Preparation time for alignment materials
- Administrative support for facilitated sessions
- Time for ongoing follow-up tracking

Primarily Staff

- City Management
- Planning
- Communications & Strategic Initiatives
- City Clerk

Commission Direction Needed

- Define frequency of joint meetings
- Clarify expectations for alignment reporting
- Reinforce governance norms of respect, collaboration, and constructive feedback