

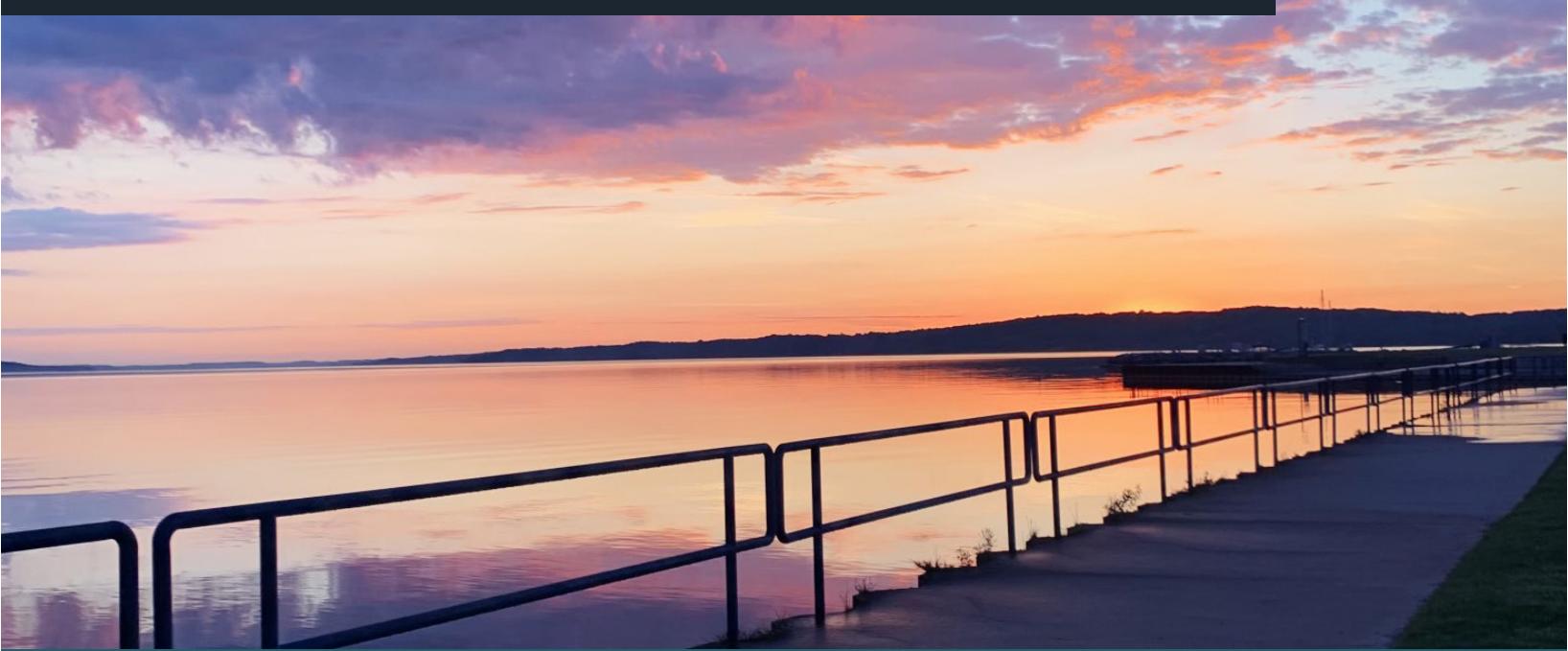
THE PERFORMANCE

2021



CITY of
TRAVERSE CITY

A YEAR IN REVIEW



CONTENT

INTRODUCTION P. 4

CITY COMMISSION P. 5

GRANTS P. 8

INFRASTRUCTURE IMPROVEMENTS P. 9

MOBILITY P. 16

COMMUNITY ENHANCEMENTS P. 21

GREEN INITIATIVES P. 22

HOUSING P. 24

COMMUNITY HEALTH & SAFETY P. 26

GOVERNANCE P. 29

WHAT'S NEXT P. 31

AT A GLANCE P. 32

CITIZENS IN ACTION P. 34

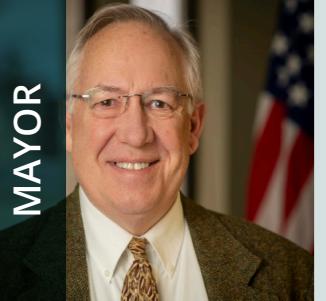
INTRODUCTION

Marty Colburn



CITY MANAGER

Richard Lewis



MAYOR

It is our honor to present the City of Traverse City's achievements in The 2021 Performance. We want to first extend our gratitude and thanks to the 2019/2021 City Commission for their commitment and service to Traverse City. The past two years have had its challenges as we continue to focus on the health and safety of our residents, staff, and visitors. The City and the team have overcome hurdles and yet continued to provide quality municipal services to the residents of Traverse City. As we approached 2021, there were uncertainties on how critical federal and state funding would be distributed to local municipalities. Due to the diligence of the City Commission, City staff, and members of our boards and commissions, a solid foundation has been set for our future financial security.

The City is taking a proactive approach on addressing aging infrastructure. This past year alone, the City managed over \$32 million in infrastructure projects, nearly 10 times above an average year. Once in a lifetime projects such as bridge rehabilitation kicked off. Maximizing the shortest amount of time for bridge closures, City staff was able to manage the substantial completion of 3 major bridges in 5 months. As continuous upgrades to the water and sewer system were executed, the City adopted a Project Plan for Water Infrastructure and conducted a Water Reliability Study; implementation of the necessary improvements has begun as a result of both studies.

A multiyear, comprehensive sidewalk infrastructure improvement project was completed and enhanced mobility connections across the City, increasing equitable access to various transportation networks. Phase 1 of the western portion of the Boardman Lake Trail was completed and once Phase 2 is complete, the trail will provide recreational opportunities looping around the entire Boardman Lake. A collaboration with the Watershed Center on the restoration of Kids Creek will improve the water quality in our freshwater ecosystem and finally, project planning from an equitable perspective has resulted in a number of affordable housing initiatives for individuals and families to reside within the City.

How do we measure our success? The City joined the Grand Traverse Regional Community Foundation's Community Development Coalition and is utilizing shared accountability on measurable economic, societal, and environmental outcomes to drive positive change in some of our region's greatest challenges and opportunities. Working with area partners has always been standard practice to achieve our goals.

As we look to future initiatives, the City will tackle rewriting the Masterplan, which will serve as a roadmap to planning in the years to come, and a Lower Boardman River Unified Plan will be presented for adoption in early 2022. Finally, the City Commission will shape their goals and objectives in early 2022, providing an outline for future capital improvement projects and City initiatives.

Serving our great community is our honor as we strive for municipal improvements that contribute to the health of our region economically and environmentally. We thank you for choosing to live, work and play in Traverse City. Your support and input has, is, and will be important. Your involvement is critical to our success. We look forward to seeing you out and about enjoying all that your city has to offer.

CITY COMMISSION 2021/2023

MAYOR PRO-TEM



Amy Shamroe

COMMISSIONER



Mi Stanley

COMMISSIONER



Ashlea Walter

COMMISSIONER



Tim Werner

MAYOR



Richard Lewis

COMMISSIONER



Mitchell Treadwell

COMMISSIONER



Mark Wilson

CITY COMMISSION

2019/2021



Amy Shamroe



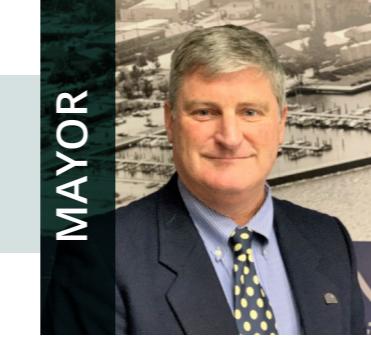
Brian McGillivray



Roger Putman



Ashlea Walter



Jim Carruthers



Christie Minervini



Tim Werner

GOALS & OBJECTIVES

2020/2021



HOUSING



TRANSPORTATION



WATER RELATED
INFRASTRUCTURE



TAX REVENUE



ECONOMIC
DEVELOPMENT

GRANTS

Each year City staff with support from Leadership, leverage budgeted dollars to apply for grants that support planning and infrastructure projects. In 2021, approximately \$7,500,000 in grant funding benefited projects in the City.



\$1,488,717

KIDS CREEK CULVERT CROSSING PROJECT

Administered by Watershed Center - NOAA - Great Lakes Habitat Restoration Project Grant

\$1,647,274

CORONAVIRUS LOCAL FISCAL RECOVERY FUNDS

American Rescue Plan Act - distributed between 2021 and 2022

\$836,143

BOARDMAN LAKE TRAIL

Michigan Department of Transportation (MDOT) Transportation Alternatives Program (TAP)

\$201,600

FIRE DEPARTMENT AIR PACKS

FEMA Assistance to Firefighters Grant Program

\$327,750

KIDS CREEK PEDESTRIAN BRIDGES PROJECT

Administered by Watershed Center - Great Lakes Fisheries Trust Fund (GLFT) and Environment, Great Lakes, and Energy (EGLE)

\$557,295

PARSONS ROAD ROUNDABOUT

Michigan Department of Transportation (MDOT)

\$173,763

ELECTRIC VEHICLE CHARGING STATIONS

Environment, Great Lakes, and Energy (EGLE)

\$2,093,629

SAR COV2 WASTEWATER TRACKING

State of Michigan - SEWER Network

\$110,000

HICKORY HILLS SNOW MAKING

Environment, Great Lakes, and Energy (EGLE)

\$7,500,000

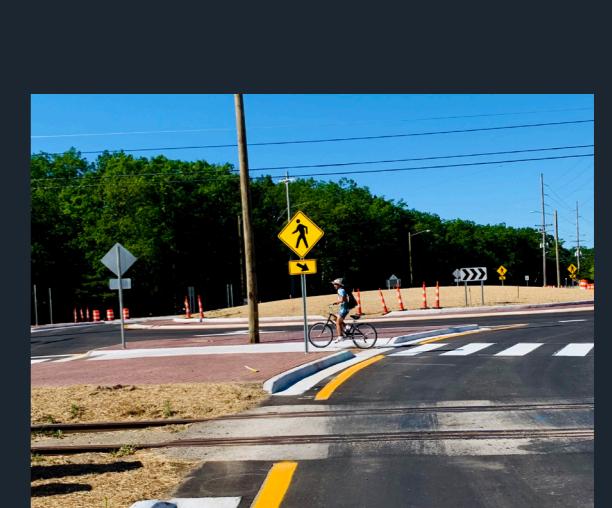
MAINTAINING & IMPROVING CRITICAL INFRASTRUCTURE

The City has been aggressively targeting major infrastructure for a number of years, and 2021 was a major milestone. In a typical year, \$2 - \$4 Million in infrastructure improvement projects would be identified in the Capital Improvement Plan and Annual Budget. In 2021, City staff managed approximately \$32 Million in projects!

From sidewalk and trail expansion, to road reconstruction and bridge rehabilitation, the City managed nearly \$30 Million more in projects than an average year. Amidst nationwide staffing shortages, particularly in the construction contractor industry, City staff took on a large undertaking. The completed projects are critical in maintaining City infrastructure in the future. Funding for projects came from City budgeted funds, state and federal funds, grants, and private donations.

STREET REPAIRS

- Removed and replaced numerous sections of asphalt on City Streets, using 1,056.86 tons of asphalt, increasing Paser Ratings and preparing for the 2022 Cape Seal Project
- Executed 12.856 center lane miles of crack sealing
- Removed and replaced numerous sections of curb, gutter, and sidewalk using 122.50 yards of concrete
- Maintained gravel streets and alleys using 332.29 tons of road gravel
- 55 storm and sanitary manhole castings removed and replaced
- 7620 yards of compacted leaves picked up
- Traversed over 200 miles to plow trails, sidewalks, streets, and alleys (not including parking lots)



PARSONS ROUNDABOUT

The City's first roundabout was constructed in 2021 at the intersection of Parsons and Airport Access Roads. Roundabouts serve a continuous traffic flow. The project included the removal of the existing traffic light signals and pavement, roundabout construction, and lighting improvements. The project also included improvements to accommodate pedestrians who wish to cross at the intersection and provides easier access to the existing shared path that runs parallel to Parsons.

UNION STREET DAM MONITORING SERVICES

A required MDEQ Dam Safety Unit inspection was recently performed and indicated a downgraded rating from Good to Fair/Poor condition on the Union Street Dam. Monitoring services began in November 2021 to address the several maintenance activities and investigatory tasks that were recommended.



BRIDGEWORK

Through careful planning, the City of Traverse City began major bridgework throughout the City in June 2021. Bridgework was bundled to attract bridge contractors to bid on the project, drive competitive pricing, and complete in the shortest amount of time possible. The infrastructure improvements include the bridges on Park Street, S. Cass Street, E. Eighth Street, and W. Front Street.

City staff coordinated the projects with Michigan Department of Transportation's (MDOT), Traverse City Transportation Service Center and Local Agency Bridge program, the City's municipal utilities and public services, the Traverse City Downtown Development Authority (DDA), State and Federal agencies, property owners, and water recreation businesses.

Bridge rehabilitation was approximately \$9,000,000, and funded by the MDOT Local Bridge Fund, City Funds, City Municipal Utility Funds, and DDA Tax Increment Financing (TIF) Funds.



PARK STREET BRIDGE

June 2, 2021 - September 2, 2021

- Replacement of bridge decking and rehabilitation of the bridge superstructure
- Decorative pedestrian railings
- Increased sidewalk width
- Traditional streetscape
- Pedestrian scale lighting
- Painted steel beams

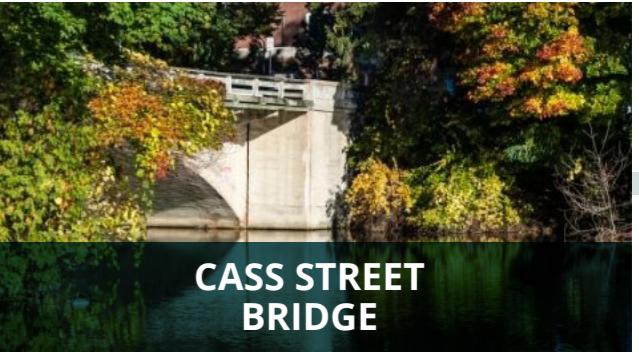


E. EIGHTH STREET BRIDGE

July 26, 2021 - November 19, 2021*

- Replacement of bridge decking
- Decorative pedestrian railings
- Increased sidewalk width
- Extension of cycle track to bike lanes
- Elevated sidewalk under bridge with lighting
- Aesthetic double arch fascia
- Extension of watermain transmission line
- Riverbank slope protection

*A future short term closure is anticipated to complete work.



CASS STREET BRIDGE

June 14, 2021 - November 8, 2021*

- Bridge removal and replacement
- Historic balustrade pedestrian railing
- Traditional streetscape
- Concrete arch rehabilitation
- Parking

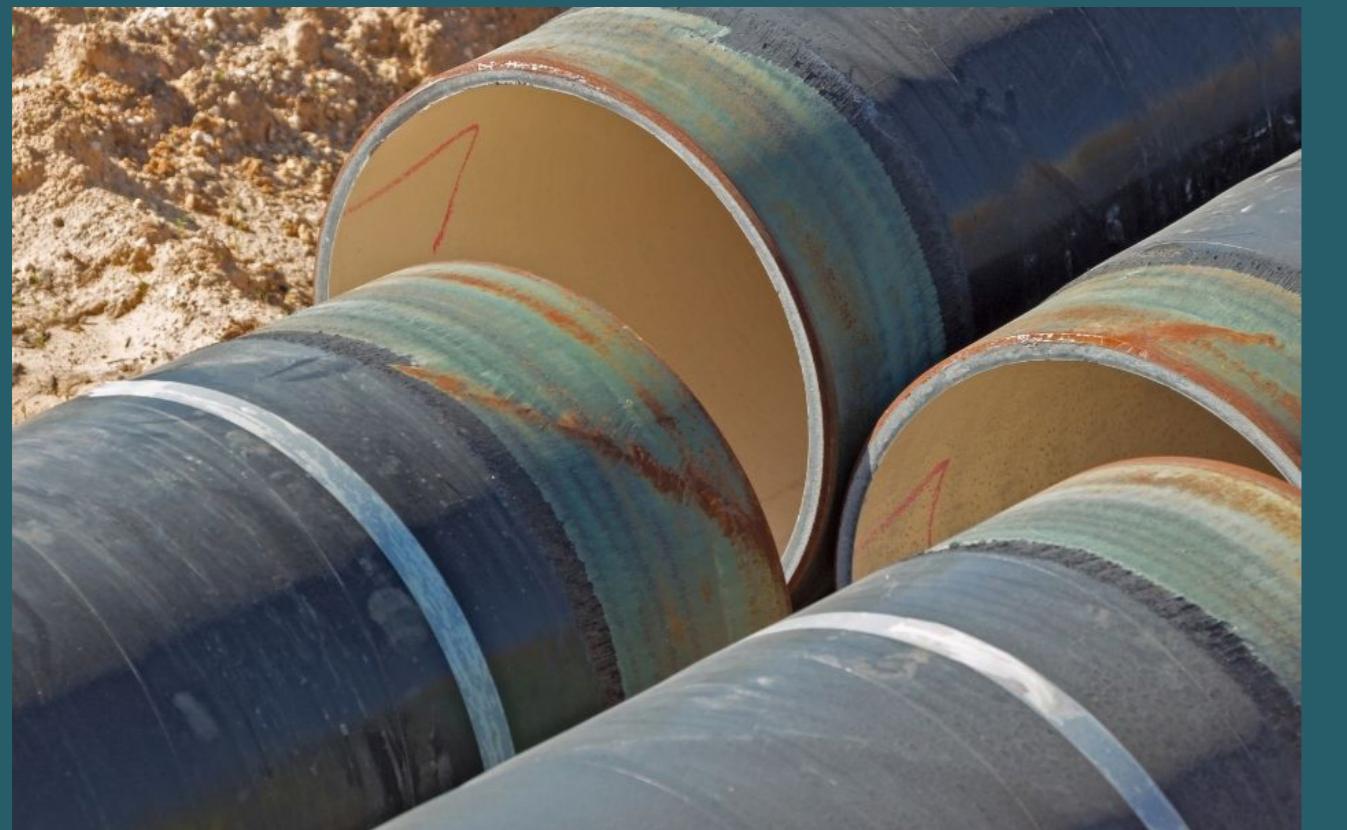
*A future short term closure is anticipated to work on the railing system



WEST FRONT STREET BRIDGE

September 17, 2021 - Summer 2022

- Full bridge removal and replacement
- Decorative pedestrian railings
- Increased sidewalk width
- Pedestrian scale lighting and street trees
- Aesthetic end walls with arch fascia
- Extension of watermain
- Parking



WATER & SEWER INVESTMENT

The Department of Municipal Utilities is responsible for planning, directing, and supervising all aspects of the City's Public Utilities, including wastewater collection and transmission systems, wastewater treatment, stormwater collection and treatment systems, water treatment, and distribution systems. The City has an operations agreement with Jacobs to provide oversight of the Wastewater Treatment Plant and eight (8) wastewater pump stations.

Each year, the City prioritizes investment into our water and sewer system to ensure clean drinking water and future sustainability of the watershed. Infrastructure improvements provide a long-term productivity savings to the customers of the utilities, as well as the avoided costs of frequent disruptions in water and wastewater service.

WATER & SEWER INVESTMENTS

\$622,000

WASTEWATER TREATMENT PLANT

Approximately \$622,000 was invested in the Wastewater Treatment Plant in 2021. Major upgrades included:

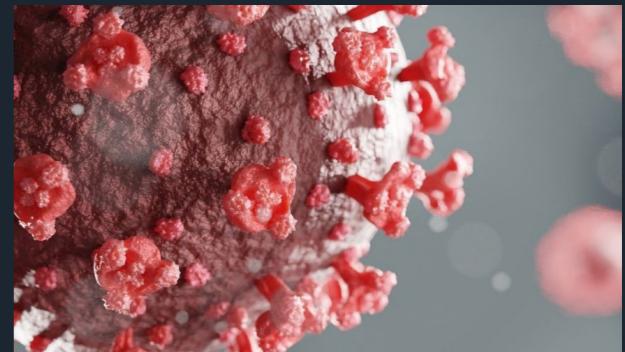
- An upgrade to the terminal server and software for the SCADA system
- Epoxy wrapping of the primary header piping
- Purchase spare membrane drain pump assembly
- Two new digester recirculation pump rotating assemblies and upgrading eight refrigerator samplers and enclosures
- Aeration Blower replacement

\$1,255,000

WATER, SEWER, AND COLLECTION SYSTEM

Approximately \$1,255,000 was invested in the Water Treatment Plant, Water, Sewer, and Collection System in 2021. Major upgrades included the following:

- Filters #1, 2 & 3 and Flocculation Tanks Rehabilitation
- Critical safety measure analysis for arc flash in the Water Plant and electrical panels within the pump station facility
- Install Mixer for Wayne Hill Water Reservoir to improve water quality in distribution system
- Engineering services for the Boardman River Wall Sewer Relocation project
- Replacement of isolation valves at Birchwood Lift Station Pump and repair the valves and a transfer switch for the Front Street Pump Station



SAR COV2 WASTEWATER TRACKING

In June 2021, the City Commission approved accepting \$2,093,629 in grant funds for source tracking of SARS-CoV2 (COVID-10) in wastewater. The grant was provided by the State of Michigan's SEWER Network.

This is an emergency wastewater monitoring project, due to the pandemic, that utilizes locally coordinated projects to conduct surveillance for SARS-CoV-2 virus shed into Michigan public sewer systems. The project goal is to identify and track the presence (or absence) of the virus in the City's wastewater collection system in congregate sites where various groups of people gather from June 1, 2021, through July 15, 2023. The City is one of 20 communities in the state participating in the study.

The agreement with Great Lakes Environmental Center (GLEC) to carry out the rigorous grant requirements including the weekly sampling of biosafety level 2 wastewater, lab analysis, and reporting for 11 strategic locations within the City's wastewater collection system, is fully funded by the grant.



WATER & SANITATION: BASIC HUMAN RIGHTS

In December 2021, the City Commission unanimously supported a resolution declaring water and sanitation as basic human rights, and that water shall remain in the public trust. The Great Lakes comprise 21% of the world's fresh surface water, and more than half of all Michiganders rely on the Great Lakes for drinking water. The principles of the resolution lay a foundation for public policy and investments into our water and sewer infrastructure. Furthermore, privately-owned water utilities are not necessarily more cost-effective, nor are they saving residents money compared with publicly-owned utilities. In fact, according to Food & Water Watch, privately-owned water utility customers pay an average of 59% more for drinking water services and 63% more for sewer services.

In 2020, a water futures market was launched for California water. Treating water as another trade-able commodity, like gold and oil, benefits some but disproportionately excludes other segments of society, such as low-income communities, small-scale farmers, and others without the financial ability to access such markets. Water futures markets represent the financialization of life itself, and fail to distinguish the value of water beyond finances, such as between usage for non-essential swimming pools and essential sanitation.

ENSURING QUALITY DRINKING WATER

The City proudly ensures high-quality drinking water and reliability to its residents, as well as protecting the waters of Grand Traverse Bay. The City's original water supply was located in West Bay in the 1890s and was relocated to East Bay in 1965. Treatment is provided by a 20 million gallon per day Water Treatment Plant. The plant was converted to direct filtration in 1993. The City provides drinking water for City residents and businesses, and portions of Garfield, Elmwood, and Peninsula Townships.

WATER INFRASTRUCTURE PROJECT PLAN

In June 2021, the City Commission approved developing a Drinking Water State Revolving Fund (DWSRF) Project Plan. EGLE provides a low-interest loan financing program to assist qualified municipalities with the construction or upgrade of drinking water infrastructure.

The Project Plan identified improvements to the Water Treatment Plant, the Distribution System, and projects related to aging infrastructure, water quality, and improved treatment of efficiency and electrical energy reduction. The total estimated cost of potential improvements is \$14,750,000 over a 5 year period.

RISK & RESILIENCE ASSESSMENT

Risk & Resilience Assessment for the City's water system considers risks to the water system from malevolent acts and natural hazards. The assessment is a requirement of each community water system serving more than 3,300 people and was submitted for certification in June 2021. The City was required to complete an Emergency Response Plan within six months of certification.



WATER RELIABILITY STUDY

The Michigan Safe Drinking Water Act indicates that Type 1 water suppliers (community supply) are required to conduct a reliability study every five (5) years to determine the adequacy of the system to meet the water demands at a certain pressure and meet EGLE requirements.

The existing and future demands for the projected 5-year and 20-year conditions demonstrate that the current maximum demand can be met by the firm water supply capacity (19.7 mgd) of the Water Treatment Plant, but the 20-year maximum daily demand will be approaching the firm water supply capacity.

The City currently meets the minimum requirements to provide potable drinking water in a safe, efficient, and reliable manner and continues to enhance the system's reliability, performance, capacity, and firefighting capabilities, with its ongoing water main replacement program. There are several system improvements (water main replacements/looping) that, when made, will further enhance the system's reliability, performance, and capacity.

IMPROVING MOBILITY SYSTEMS

In direct support of the City Commission's 2020/2021 goals and objectives, the City continues to invest into mobility choice initiatives for a healthier and stronger community. Improving the network of mobility systems throughout the City and region is made possible through public and private partnerships and support from area partners and stakeholders.

According to MDOT, 11% of households in Grand Traverse County do not own a vehicle. The City continues to develop equitable opportunities for accessible transportation methods and to contribute toward increased benefits related to health, safety, and the environment.



BOARDMAN LAKE TRAIL

2021 was a year of celebration for critical trail connector improvements and the construction of the western portion of the Boardman Lake Trail. In April 2021, a contract was awarded to finish the West Boardman Lake Loop, from 14th Street to Medalie Park. The City has led the construction efforts and Phase 1 was completed in July 2021. Phase 2 is anticipated to be complete in Summer 2022.

This multiple year planning initiative has been made possible through a collaboration with local organizations, and financial contributions from a number of local and state agencies, individual donations, and grants over several years, including a \$3,000,000, 10-year bond by the City of Traverse City. Once complete, bicyclists and pedestrians will be able to circumnavigate the Boardman Lake Trail through a five mile loop that is a part of the TART Trails network.

Charter Township of Garfield gifted \$800,000 for a trail maintenance endowment to the Grand Traverse Regional Community Foundation. The endowment will ensure future sustainable funding along the trail.

SAFE ROUTES & CROSSINGS

WOODMERE CROSSING

Improvements to the TART crossing on Woodmere Avenue were approved for the installation of pedestrian actuated Rectangular Rapid-Flashing Beacons (RRFB), similar to E. Eighth Street, in spring 2022. The RRFBs will bring awareness to the crossing and allow trail users to more easily and safely cross Woodmere Avenue, as well as highlights the pedestrian and bicycle use along the Woodmere corridor.



GARFIELD & HANNAH CROSSING

While future improvements are outlined in the City's Capital Improvement Plan for upgrading the intersections at Garfield and Hannah, and Parsons and Hastings, it was recommended that interim upgrades to the pedestrian signals at the intersections be installed to improve pedestrian safety at the crosswalks.

It is anticipated that future measures would include audible notifications or integration with the railroad and the TART trail crossing.

TART TRANSFORMATION

Nearly 30 years after construction in 1990, TART Trails began significant upgrades to the trail segment between Airport Access Road and Three Mile Road. The City committed \$25,000 to this critical east-west connection along Parsons Road.

KIDS CREEK PEDESTRIAN BRIDGES TRAIL CROSSING PROJECT

Two existing concrete box culverts were replaced with clear span pedestrian bridges in two locations on Kids Creek. This project is funded through a grant obtained by the Watershed Center Grand Traverse.

One location is the old railroad grade between Division St and Silver Dr and was completed in conjunction with a paved path that is part of the Safe Routes to School Project. The second location is where Kids Creek crosses the abandoned portion of Elmwood Avenue between 11th Street and Silver Lake Road. The project is substantially complete.





SIDEWALK IMPROVEMENTS

Beginning with fiscal year 2015/2016, the City Commission began allocating substantially more funding toward sidewalks and accelerated existing programs. Since then programs were delineated related to sidewalk construction and improvements, the Sidewalk Gap and Infill Project, the Sidewalk Preservation Project, and Safe Routes to School.

The achievements made in 2021 with sidewalk infrastructure were a direct result of strategic planning and partnerships. For implementation of the Safe Routes to School Project, the City partnered with Garfield Township, Grand Traverse County, Grand County Road Commission, Michigan Department of Transportation, Norte, TART Trails, and four school districts (GTACS, TBAISD, Trinity Lutheran, and TCAPS). Together, the dream of providing safe routes to school and increasing pedestrian activity for youth and beyond, became a reality in 2021.

SIDEWALK PLANNING & INVESTMENT

**\$8,000,000
INVESTMENT**

In addition to allocating more funding, the City Commission also identified that walkability and respect for pedestrians is a deeply-held value of the citizens of the City of Traverse City, as such, initiatives were incorporated in planning policies moving forward, such as Masterplan Goal #3, Corridors Masterplan, Complete Streets, and the Infrastructure Strategy Policy. Between 2016 - 2021, the City invested nearly \$8,000,000 in improved sidewalk connections. Funding was provided by numerous resources and resulted in 20.37 miles of improvements.



20.37 MILES

ACCESSIBILITY FOR ALL

Through the Safe Routes to School Project and the Sidewalk Gap and Infill Program, the City transformed several sidewalks to be universally accessible. The purpose of universal design is to provide an environment that is equally accessible and comfortable for users of all abilities and ages, including children.



ADA RAMPS

Serve as a guide to a safer pedestrian crossing and directional guidance to pedestrians with vision impairments



BULB OUTS

Standard design requirement for detectable warnings on curb ramps and at transitions from sidewalks to street crossings



TRUNCATED DOMES

Extend the sidewalk into the parking lane to narrow the roadway and provide additional pedestrian space at key locations



PEDESTRIAN REFUGE

Provides a protected space for pedestrians and bicyclists to wait for an acceptable gap in traffic



SHARED STREETS

Shared Streets promote walking, jogging, bicycling, use of wheelchairs, and other mobile recreational activities that will contribute to the health and well-being of neighborhood residents, while providing opportunity for interaction. The City teamed up with TART Trails and Norte to highlight the advantages of shared streets within our community. The purpose of this program was to offer an opportunity for our citizens to engage in activities on a Shared Street within their neighborhood while celebrating the public space that connects us.

Shared Streets do not close the street to traffic. However, the program was intended to permit access and movement of residential and other necessary traffic on a Shared Street at a very low rate of speed to continue access for residents, services they employ, and City services that have a purpose accessing the Shared Street. In 2021, the Shared Streets Program was facilitated on Sixteenth Street, Beadle Street, Spruce Street, and Huron Street.

COMMUNITY ENHANCEMENTS



OUTDOOR DINING

An ordinance amendment was approved to expand outdoor dining opportunities to allow for sidewalk cafes to be year-round and have winter enclosures. Approved ordinance amendments also allowed for Platform Cafes to be located in angle parking and on the 100 and 200 block of E. Front Street.



PUBLIC ART

The Arts Commission's Union Street Mural Project displays "The Unlimited Flight," by artists Miriam Castillo and Natasha Platt, and "Transformation" by artists Amy O'Hanlon and Rebecca Howe. The 10th Street Trailhead project, a collaboration with TART Trails, displays "Conservation Conversation" by artists Adrienne Pickett and Kellie Bambach.



BUTTERFLY GARDEN

A portion of Hull Park was transformed to a Butterfly Garden that will serve as a shoreline buffer to collect and absorb rainwater runoff from grass above and provide habitat for beneficial pollinators. Nutrients and pollutants will be filtered. This project was donated by Nelson Asper in honor of his late wife Cindy.



INDIAN WOODS PARK

The City is in the planning design phase for the Indian Woods Park Project, which will consist of replacing most of the existing play equipment with a small new structure that would meet current safety and ADA accessibility standards.



HICKORY HILLS

Hickory Hills was provided a donation from Preserve Hickory for the purchase of two new snow guns.

Hickory Hills will also be outfitted with 60 new sets of ski rental equipment this season.



CIVIC SQUARE

The DDA finalized the purchase agreement with Huntington Bank for future Civic Square site at the SE corner of Union and State Streets. The DDA received a \$1,000,000 donation from Rotary as well as an allocation from the State of Michigan for \$2,000,000 for the project.

GREEN INITIATIVES

2016 ADOPTED RESOLUTION

- 100% clean electricity by 2020 for City meters
- Relaunch of City Green Team
 - Carbon neutral target by mid-century goal
 - 2+ clean energy and/or 'sustainable' projects annually

100% CLEAN ELECTRICITY FOR CITY METERS

This prevents an estimated +/- 7800 MTCO₂e annually based on 2009 data.

That's equivalent to total energy used by 900 homes in a year or the annual carbon sequestered by 10,200 acres of forest.



BUILDING UPGRADES

Lighting was upgraded at 625 Woodmere, the City Garage, and the City Opera House

Methane boiler valves were replaced that allow for the continuation of burning methane in lieu of burning natural gas at the Wastewater Treatment Plant

Restoration of the impervious surface pavers at the Old Town Garage, extending paver life to 10-15 years, and maintaining LEED Certification

EFFICIENT VEHICLES

Purchased two low emission Diesel Tractors for snow blowing sidewalks and other maintenance work

Traverse City Light & Power installed an electric vehicle charging station network throughout the City proper that included 12 dual port Level 2 and 3 DC Fast Chargers

URBAN WOOD PROGRAM

The City has partnered with SEEDS to mill trees saved during the Safe Routes to School project, and a portion of the trees taken down through the road construction process in Historic Barns Park. SEEDS provided education and training to EcoCorps members and the general public on the benefits of reclaiming and extending the lives of trees in our community. EcoCorps will incorporate some of this material in future training projects, including benches along the Safe Routes paths.



TREE CANOPY INVESTMENT

284 Trees were planted in City Parks and streetscapes

900+ bare-root seedlings, 77 potted trees, and 600 herbaceous plugs were planted at Brown Bridge Quiet Area with the Grand Traverse Conservation District

The Garage Fund continues to deposit funds into the Tree Fund for every piece of equipment purchased



RESTORING KIDS CREEK

Nearly \$2,750,000 was invested into green infrastructure to restore Kids Creek. In 2021, a pivotal point was met in The Watershed Center's large-scale Kids Creek Restoration Project, which was started in 2013 with the goal of reducing the impact of stormwater and sedimentation on Kids Creek and its tributaries so it could be removed from the State's 303(d) Impaired Waters List.

The removal of undersized culverts and replacing them with clear span structures improved 3 priority road crossings in the City along Kids Creek where a negative hydrological and hydraulic effect was had on the stream. Two locations were on Cedar Street and one location on Sixth Street. The project will restore natural stream function and improve fish habitat.

In addition to this work, the pedestrian bridges in the Kids Creek Crossing area replaced an undersized culvert and will help restore proper hydrologic function to the creek. City Engineering led the design effort for the projects and provided engineering services and construction oversight.

ADDRESSING HOUSING NEEDS

The City is dedicated to pursuing housing opportunities for all, regardless of income. As an identified Goal and Objective, housing needs have been addressed by planning and zoning initiatives that promote greater density, encouraging rental housing and smaller units, by partnering on affordable housing projects with PILOT (Payment in Lieu of Taxes) programs, and identifying City owned properties where affordable housing may be developed.



EXPLORING HOUSING OPPORTUNITIES

The City in partnership with the DDA explored turning City owned surface parking lots into sustainable affordable housing and is currently focusing on Lot O. Qualifications-based proposals were sought from developers. The City evaluated proposals based on maximizing the number of residential units, minimizing the carbon footprint, and creating a community through building design i.e ground floor retail, price point diversity, etc. Special consideration was given to proposals that include a substantial number of rental units that fall within the range of 70% to 120% of the area median income.



INCREASING DENSITY

Multifamily districts were recently changed to allow a greater intensity of development to occur. Removing the density limits allows for more dwelling units on the land, which typically results in smaller and more affordable units.

The purpose of the amendments were to increase housing opportunities in the City by modifying the development regulations for the multiple family dwelling districts, so they will be more likely to be developed into housing to meet our ever growing housing demand.



ELIMINATING PARKING MINIMUMS

An ordinance amendment reduced minimum parking space requirements. Generally, the parking space cap for non-residential uses changed from a maximum of one parking space for every 150 square feet to one parking space for every 250 square feet.

Eliminating residential parking minimums for residential lends the opportunity for a lower cost per unit since the cost of built parking is reduced within a development.



RUTH PARK

The City participated with a PILOT for the Ruth Park housing development along Wellington Street. This affordable housing project will provide 58 one, two, and three bedroom units for singles, families, and seniors who earn 30%-80% of the area median income. Live/work spaces will also be incorporated with additional amenities such as a rooftop terrace. Building materials from the demolition of the existing buildings were recycled and used by a local farmer. Ruth Park is anticipated to be complete in late 2023.



ANNIKA PLACE

A PILOT arrangement was approved for Annika Place for a new residential development located at 947 South Garfield Avenue. The development will consist of the demolition of two existing homes and the construction of a 54,310 square foot, four-story building with 53 residential units targeting singles, families, and seniors. The complex is to be a combination of 1 and 2 bedroom units; 29 one bedroom units and 24 two bedroom units. 34 of the units, or 64% of them, are targeted for residents with an annual income between 70-80% of the area median income.



HOMESTRETCH

A PILOT arrangement was approved with HomeStretch NonProfit Housing Corporation for a housing development located at 1028 Carver Street. The project consists of the demolition of a single family home, and the construction of one duplex and two fourplex buildings, including ten 100% affordable residential units. All units will be occupied by residents with an annual income not to exceed 80% of the area median income. Rents for the 1- and 2-bedroom units will start at \$720 per month and go up to a maximum of \$945 per month with a 3% maximum annual increase. Project completion is in 2023.



HOUSING COMMISSION

A resolution for a one-year extension to the PILOT arrangement with the Traverse City Housing Commission for the Parkview Senior Apartments to be located at 1223 East Eighth Street was adopted. The project is to be complete by March 2022.

A resolution for a one-year extension related to the PILOT arrangement with the Traverse City Housing Commission for the Riverview Terrace rehabilitation project at 150 Pine Street was adopted.

HEALTH & SAFETY

145

TC FIRE DEPARTMENT
YEARS OF SERVICE

3118

TCFD TOTAL
RESPONSES

3

YOUTH FIRESETTER
INTERVENTIONS

3

FIRE EXTINGUISHER
TRAINING CLASSES

4

FIRE SAFETY
EDUCATION CLASSES

TCFD TRANSPORT STUDY

The City continues to work on the project of studying the feasibility of the Traverse City Fire Department becoming the primary Advanced Life Support transport agency to enable our Firefighter/Paramedics to transport patients to Munson Hospital. The City formed 4 committees to address this project: Transport Options, City/County Collaboration, Financial Analysis and Buildings & Facilities.

Part of this project includes evaluating the 2 current fire stations for staffing of all genders.



TCFD HONORS

In September 2021, a number of individuals with the Traverse City Fire Department were honored due to their dedication to the safety of the citizens of Traverse City.

Steve McMahon: Hired on February 10, 2020 and will be badge #359. Steve is a Firefighter/Paramedic on Suppression Crew 01 under Captain Chad Rueckert. Steve and his wife Erika, son Stephen, daughter Gianna and daughter Zelie live in Traverse City.

Robert Hamilton: Hired on February 24, 2020, and will be badge #360. Robert is a Firefighter/Paramedic on Suppression Crew 03 under Captain Steve Ball. Robert and his wife Megan, and new son Tanner live in Traverse City.

Lt. Chris Jackson (335) and FF/Paramedic Ty Bajtka (354) received unit citations for their actions in rescuing a victim from the waters of East Grand Traverse Bay on July 18, 2020.

FF/Paramedics Aaron Snay (358) and Ty Bajtka (354) received unit citations for their actions in assessing and delivering a lifesaving synchronized cardioversion that returned the victim's vitals and stabilized them to normal levels on September 25, 2020.

Lt. Eric Jackson (336) and FF/Paramedic David Stowe (356) received unit citations for their actions in saving a victim who went into a lethal cardiac rhythm and properly evaluated and identified the cardiac change and administered defibrillation. This event occurred on November 8, 2020.

MICHIGAN LAW ENFORCEMENT ACCREDITATION

The Michigan Association of Chiefs of Police (MACP) presented an award to the Traverse City Police Department for accreditation from the Michigan Law Enforcement Accreditation Commission (MLEAC).

MLEAC accreditation acknowledges the TCPD has implemented policies and procedures that are conceptually sound and operationally effective while reflecting community values and guarding the quality of life issues. With the revision of policies and procedures, the TCPD has realized a goal from Pillar 2 of the 21st Century Policing initiative under the Presidents Task Force on Policing. Revision in its policies and procedures creates a foundation that will ensure the highest standards of conduct, community policing service, accountability, and community trust in everyday police operations.



SARA HARDY HUMANITARIAN AWARD

The Traverse City Human Rights Commission honored Ryan Hannon, Outreach Coordinator at Goodwill Industries, and Bill and Michelle White, creators of the nonprofit "5 Loaves, 2 Fish," with the 2021 Sara Hardy Humanitarian Award.

Hannon has a long history of working with the homeless population in Traverse City. He helped establish 86th District Court's Outreach program in 2007 and has long been an advocate for the homeless. Last year's Humanitarian award winner, Tom Bousamra said, in nominating Hannon, "I have witnessed his passionate advocacy for those experiencing homelessness."

Both Bill and Michelle White spent many hours each week planning, preparing and serving meals to those in the area experiencing food insecurity. While others also helped the Whites, the retired couple set the example of getting to know the recipients and making them feel welcome, according to several of the volunteers who nominated them.



HEALTHIER DRINKING CULTURE

The Healthier Drinking Culture is a mindset that will encourage the people of Traverse City to develop social traditions that create a safe and welcoming environment through communication, cooperation, and celebration among those invested most...US!

A strategic plan for the Healthier Drinking Culture initiative has been adopted. The plan has community-defined strengths and challenges, shares a vision for Traverse City's drinking culture, and includes immediate, short-term, and long-term action steps that may be undertaken by the City of Traverse City, the Traverse City Downtown Development Authority, and the Traverse City Police Department.

Strategic goals and action steps were developed through facilitated sessions with multiple public, nonprofit, and private sector stakeholders who are responsible and have authority for various activities related to land use planning and zoning, licensing and permits, transportation, public safety and law enforcement, group and tour management, marketing, outdoor events and festivals, menu development and customer experience, and mental wellness and addiction treatment and recovery.

GOVERNANCE



\$19.8 MILLION FINANCIAL STABILITY

The Fiscal Year General Fund Budget for 2021- 2022 is nearly \$19.8 million. A majority of capital expenditures are financed by leveraged City funds with State and Federal Funding, Grants, and private donations through private and public partnerships. Critical funding from the Michigan State Treasury for the state shared revenues and Act 51 state transportation funds were estimated to be received as projected.

The City joined Munetrix this past year, a financial transparency platform that provides peer group comparisons. Munetrix was utilized to comply with the State of Michigan's Transparency and Accountability Initiative.

The City Treasurer's Department audited and reviewed in-excess of \$140 million financial disbursements across 13,383 individual disbursements with the City Clerk providing final approval after determining compliance.

\$162 MILLION RISK MANAGEMENT

The City Clerk's Office is responsible for risk management and analyzed projects and all operations to ensure proper coverage for the City's financial solvency, to cover \$162 million in City assets and managed all claims against the City and claims on behalf of the City.

The City Clerk's Office also reviews over \$1 billion in insurance coverage required of others in order to protect the City's financial posture.

147 FULL TIME EMPLOYEES

Currently, the City has 147 full time employees in addition to numerous employees that work seasonally. In 2021, 17 new employees were hired, 9 employees were promoted, and 10 employees retired.

Staff was added in strategic areas and include a Fire Department Administrative Assistant, Engineering Aide, Communications Specialist, Street Department Equipment Operator, and Hickory Hills Manager. These positions are intended to meet the City's needs for growth in various departments, community engagement, internal support, and in the circumstances of Hickory Hills, consistency with the business plan of providing year round activities and operations.

1,300 PERMITS & LICENSES

City Departments vetted and reviewed licenses across more than 40 categories which included issuing over 1, 300 permits and licenses. Each are monitored throughout the year.



At the center of all of our team discussions is ensuring Michigan's elections – the entire apparatus – is rooted in practice that cements voter confidence. Conducting random audits such as this one is key to ensuring we have elections where everyone knows that their vote will count. Having a post-election audit is another important way to police our elections."

-City Clerk Benjamin Marentette

100% ACCURACY POST ELECTION AUDIT

On November 2, 2021, the City held an election for the Mayoral seat and four City Commissioner seats. Randomly selected by the Department of State, an extensive audit of the election was conducted on December 8, 2021. The audit included analysis and examination of documents and procedures used by the City Clerk's team leading up to the election, and the procedures and documentation from a randomly-selected voting precinct, which was City of Traverse City Precinct 3, as well as the Absent Voter Counting Board for Precinct 3.

Importantly, the independent audit, conducted in accordance with Department of State regulations, also included a hand count of the vote totals in a randomly-selected race, which confirmed that it matched 100% with the reported results.



FUTURE VOTER STICKER DESIGN CONTEST

The City hosted a creative challenge by seeking designs for its "Future Voter" stickers. The contest was intended to instill the importance of exercising the right to vote within our youth and build lifelong citizens that participate in democracy and celebrate civic pride.

The contest was open to K-12 students in Grand Traverse, Leelanau, Benzie, Antrim, or Kalkaska counties. Approximately 40 design submissions were received and a panel of judges narrowed the field to six finalists for a public vote. Nearly 500 votes were received through the public voting process. The designs with the most votes were created by Ronin Wilson, Hanna Stalmack, and Paige LaMott. Each winner was honored with a \$100 prize and recognition at a City Commission meeting.

WHAT'S NEXT

What's next for the City of Traverse City? A lot! Check out what lies ahead for City infrastructure and planning Initiatives.

COMMISSION GOALS & OBJECTIVES

The City Commission will meet in early 2022 to set forth Goals & Objectives for the next two years.



LOWER BOARDMAN UNIFIED PLAN

After a three year planning initiative, with extensive public engagement, the Lower Boardman River Unified Plan will come before the City Commission in early 2022 for adoption. The comprehensive plan focused on the 1.6 miles of Boardman River that meanders through Downtown Traverse City (from Boardman Lake to the mouth of the Bay).



HICKORY HILLS IMPROVEMENTS

Hickory Hills will see a numerous improvements and upgrades in 2022, including expanding snowmaking to the Nordic trails and serve Swede/Waterfall and Magna Carta. Additional improvements will be disc golf expansion, erosion stabilization, and mountain bike trail study.



WEBSITE OVERHAUL

The City is working on a major website overhaul to increase engagement and transparency and better highlight City services and amenities.

ADULT USE MARIJUANA

The Adult Use Marijuana Ad Hoc Committee hosted a public engagement series in the fall of 2021 that included a community survey and open house. A recommendation will be presented to the City Commission in 2022.



MASTER PLAN REWRITE

The 2009 City Master Plan was last updated in 2017. Slated for 2022, the Master Plan will be receiving a rewrite and serve as a document to guide planning initiatives throughout the City for the next several years.

4
BRIDGES

100%
ACCURACY
Post November 2021
Election Audit

1
Roundabout

\$1.875M
Water and Sewer
Upgrades & Maintenance

\$2.75M
Kids Creek
Restoration

\$32M
Public Infrastructure
Upgrades & Maintenance

\$7.5M
GRANT FUNDING

60
New
Sets of Ski
Rental Equipment

20.37
MILES
Sidewalk Improvements
2016 - 2021

3118
TCFD
Responses

1,861
TREES
Planted

147
EMPLOYEES

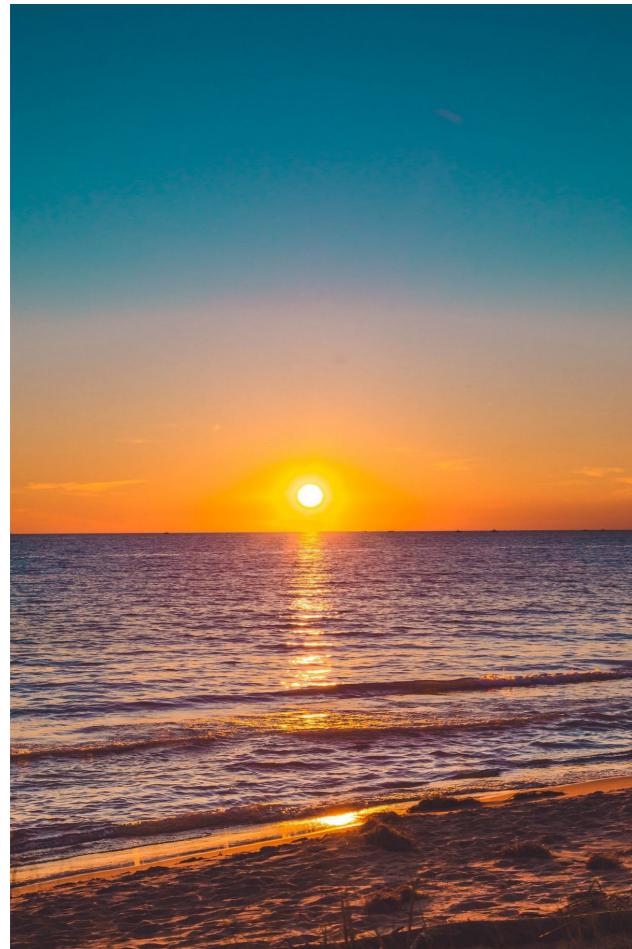
\$162M
Portfolio of
City Assets

\$19.8M
FY '21-'22
General Fund
Budget

CITIZENS IN ACTION

A commonality between our community members is the we care deeply about Traverse City. Planning for the future when growth is inevitable is not an easy task. Committed citizens who serve on the City's Boards and Commissions are dedicated to our future.

Consider becoming a "Citizen in Action" and see how you can serve your community.



CITY BOARDS & COMMISSIONS

- ARTS COMMISSION
- BOARD OF TAX REVIEW
- BOARD OF ZONING APPEALS
- BROWN BRIDGE ADVISORY COUNCIL
- BROWNFIELD REDEVELOPMENT AUTHORITY
- CHARTER TOWNSHIP OF GARFIELD AND CITY OF TRAVERSE CITY RECREATIONAL AUTHORITY
- DOWNTOWN DEVELOPMENT AUTHORITY
- ELECTION COMMISSION
- GRAND TRAVERSE COMMONS JOINT PLANNING COMMISSION
- HISTORIC DISTRICTS COMMISSION
- HOUSING COMMISSION
- HUMAN RIGHTS COMMISSION
- LOCAL OFFICERS COMPENSATION COMMISSION
- PARKS & RECREATION COMMISSION
- PLANNING COMMISSION
- TRAVERSE AREA DISTRICT LIBRARY BOARD
- TRAVERSE CITY COAST GUARD COMMISSION
- TRAVERSE CITY LIGHT & POWER

THE PERFORMANCE 2021

 A YEAR IN REVIEW

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traversecitymi.gov

