

A YEAR IN REVIEW



CITY OF
TRAVERSE CITY



2022 THE PERFORMANCE

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TO OUR COMMUNITY

It is our honor to present the City of Traverse City's achievements in The Performance 2022. The goals and objectives set forth by the City Commission are outlined in this report, and have provided meaningful impacts by contributing to the economic success of the City in terms of financial stability and quality of life for our citizens.

Providing financial security to the City is a priority while we balance the many projects, programs, and initiatives that are essential to maintaining critical infrastructure, preserving the environment, and providing opportunities for our citizenry. Funding for the annual budget was helped by state and federal funding programs that continue to be distributed to local municipalities. Nearly \$10.5 million was received in grants and funding. Projects were funded through general funds, grants, state/federal funding, and contributions from the DDA's TIF funds. Headlee rollbacks resulted in a loss in revenue to the City this past year, but the gap was covered by an increase in the tax base. Looking forward, the City will need to focus on increasing grant funding, monitoring the effect of Headlee rollbacks, and balancing a budget that relies less on contingency funds and focuses on future sustainability.

The City is taking a proactive approach on addressing aging infrastructure. This past year alone, the City managed over \$10.5 million in infrastructure projects and also adopted two project plans that will result in over \$48 million in improvements for our clean water and drinking water infrastructure over the next five years.

Martin Colburn



We are proud that after 30 years, and in collaboration with area partners, the completion of the Boardman Lake Loop Trail became a reality. The non-motorized network is a critical connector from commercial corridors to the City center and provides a connection with nature as it loops around the 339 acre Boardman Lake watershed. The City's recreational facilities and parks continued to receive upgrades that increase usability for our residents. From Hickory Hills, to neighborhood parks, to the bayfront, the positive impacts of immersing ourselves in nature do not go unnoticed. Working with area partners such as the Watershed Center on the restoration of Kids Creek, and exploring opportunities with Traverse City Light and Power to reduce our carbon footprint will contribute to the effects of climate change.

Addressing affordable housing by executing various programs and focusing on tools that can be utilized to provide more housing have been researched extensively this year. The City partnered with area organizations such as Traverse Connect on economic development services to create a diverse economic base and encourage job growth.

Richard I. Lewis

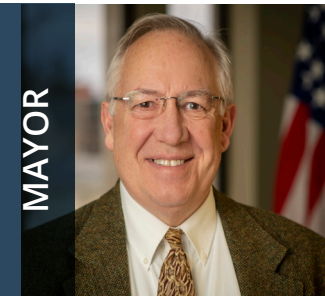


Providing opportunities for increased engagement and transparency, the City completed a website overhaul in 2022 and launched an e-newsletter, the Bay Brief. As we look ahead, a rewrite of the City's Master Plan is under way, with the inclusion of the Mobility Action Plan. In addition, the DDA completed their Moving Downtown Forward initiative. Each of these plans will provide the framework and serve as a roadmap to planning in the years to come.

We trust that The Performance will make you proud of the scope of activities and accomplishments that the City has achieved in the last year. Serving the City of Traverse City is our pleasure. We extend a thank you to our engaged citizens, the City Commission, City staff, and all residents for supporting the efforts toward successful stewardship of our home.



CITY COMMISSION 2022



Richard I. Lewis



Amy Shamroe



Mi Stanley



Mitchell Treadwell



Ashlea Walter



Tim Werner



Mark L. Wilson

The mission of the Traverse City City Commission is to guide the preservation and development of the City's infrastructure, services, and planning based on extensive participation by its citizens coupled with the expertise of the city's staff. The Commission will both lead and serve Traverse City in developing a vision for sustainability and the future that is rooted in the hopes and input of its citizens and organizations, as well as cooperation from surrounding units of government.

CITY COMMISSION GOALS & OBJECTIVES



ECONOMIC
DEVELOPMENT



WATER
SYSTEMS



CLIMATE
CHANGE



ACCESS
&
MOBILITY



CONNECTING PEOPLE
WITH EACH OTHER
AND NATURE



HOUSING
&
HOMELESSNESS

GRANTS & FUNDING



ARPA FUNDING

In addition to grants, donations, and appropriations, the City was awarded \$1,653,886 in 2021, through the American Rescue Plan Act (ARPA). The City Commission allocated the funds as follows in November 2022.

- City tree planting (\$200,000)
- \$500 per City employee stipend (\$113,000)
- Gender neutral restrooms and sleeping quarters at Fire Station (\$150,000)
- Jubilee House Day Shelter (\$20,000 for two years, with \$20,000 grant request for each of two years (\$40,000)
- Senior Center Building (\$500,000)
- Grant writer services (\$75,000)
- Sanitary Sewer Inflow & Infiltration (I&I) Implementation Plan (\$250,000)

The balance of \$325,886 must be allocated by December 31, 2024. All allocated funds must be spent by December 31, 2026.

\$10,488,371	
\$7,000,000 SENIOR CENTER PROJECT Administered by an appropriation by the State of Michigan	\$32,000 KIDS CREEK TREE PLANTING National Fish and Wildlife Foundation Sustain Our Great Lakes (SOGL) Funds
\$200,500 WEST END BEACH BATH HOUSE Michigan Natural Resources Trust Fund	\$30,000 MOBILITY ACTION PLAN MEDC Redevelopment Ready Communities Technical Assistance Grant
\$20,000 MOBILITY ACTION PLAN Rotary Charities	\$211,276 OVERDOSE PREVENTION Michigan State Police
\$260,000 HICKORY HILLS Donation - Preserve Hickory	\$65,745 HICKORY HILLS Great Lakes Sports Commission
\$750,000 AFF. HOUSING INFRASTRUCTURE HUD-Economic Development Initiative-Community Project	\$10,900 PERSONAL SAFETY EQUIPMENT Bulletproof Vest Partnership-Bureau of Justice Assistance
\$1,480,000 DRINKING WATER INFRASTRUCTURE State of Michigan	\$427,950 CLEAN WATER INFRASTRUCTURE State of Michigan

SENIOR CENTER PROJECT



The State of Michigan appropriated \$7 Million to the Senior Center in their FY 2022-2023 budget. In 2018, the City and Grand Traverse County formed an Ad Hoc Committee to determine future reconstruction of the Senior Center. The partners engaged local firm, Environment Architects, for professional services for design and construction of a new Senior Center. In 2020, the project was estimated to cost \$5.6 Million. In 2022, an Ad Hoc Committee was formed to discuss the future of the Senior Center and explore funding options. Discussions related to a local millage, capital campaigns, and grant funding.

The Senior Center is located on City parkland at 801 East Front Street on the shores of West Grand Traverse Bay. In 2011, the City and County signed an intergovernmental agreement for Senior Center Management. Since then, the Grand Traverse County's Senior Center Network has managed day to day operations and programming at the Senior Center. Most recently, Grand Traverse County conducted a community wide survey for the use of \$18.2 Million in ARPA funds. The number one critical infrastructure need identified was the Senior Center. The City recently dedicated an additional \$500,000 to the project from ARPA funds.



MAINTAINING & IMPROVING INFRASTRUCTURE

The City continues to aggressively target major infrastructure for maintenance and improvements. In 2022, City staff managed approximately \$10.5 Million in projects upon City Commission support and authorization.

PAVEMENT PRESERVATION & RESURFACING

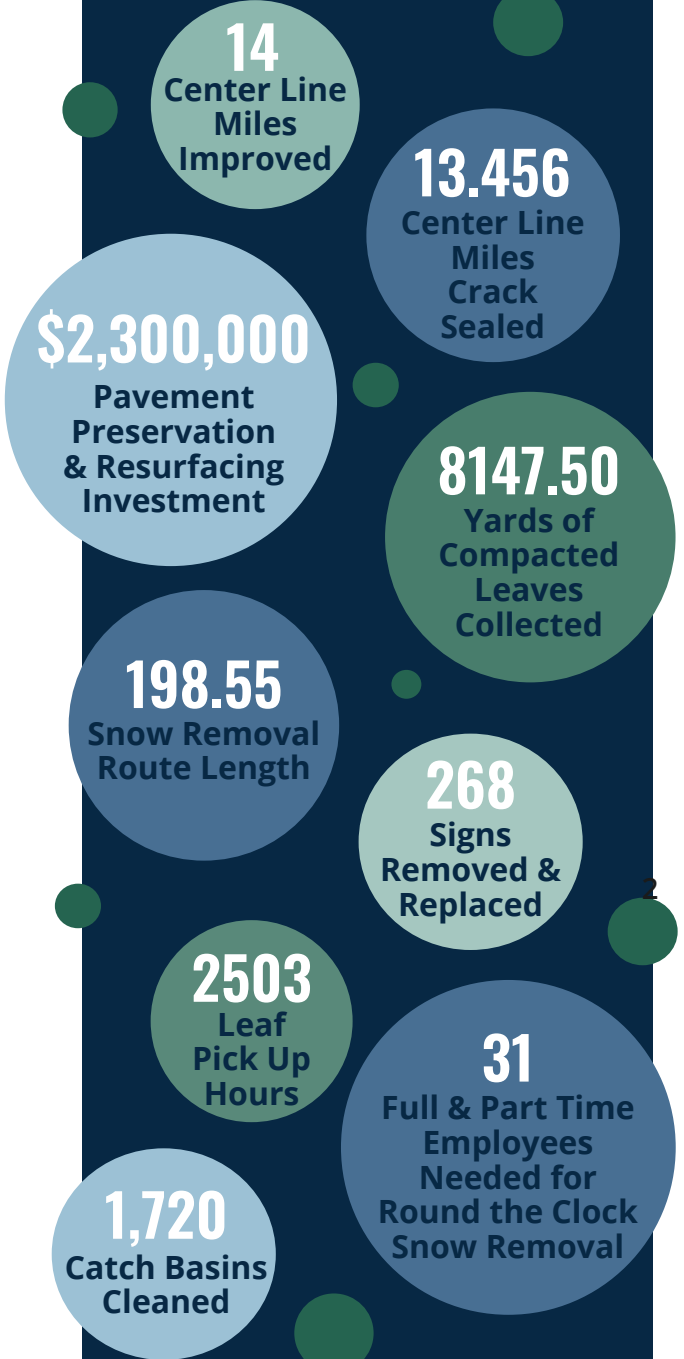
CAPE SEALING: The City invested \$1,493,280 for 12.85 miles of cape sealing in summer 2022. A cape seal is a two-step pavement preservation process that combines two roadway surface treatments designed to extend the life of pavements in fair to good condition, consisting of a chip seal treatment, which is then covered by a slurry seal (a cold mix paving treatment) or micro surfacing treatment. Cape sealing can extend the life of a roadway by 7-10 years.

GARFIELD AVENUE: The resurfacing of Garfield Avenue from Hannah Avenue to Front Street was completed in May 2022. The project will result in a conversion from a 4 to 3 lane avenue with bike lanes south of Eighth Street.

Driveway flares were removed in two locations and sidewalk ramps brought into compliance with ADA requirements along the corridor at the Boyd, Eighth, Walnut, Titus, Webster, and State Street intersections. In 2021, the Lincoln and Washington Street intersections were upgraded along with additional pedestrian improvements such as a pedestrian refuge island near the Civic Center crossing as part of the Sidewalk Gap & Infill Project and the Safe Routes to School Project.

EAST FRONT STREET: East Front Street between Boardman Avenue and US-31 was in poor condition. Resurfacing was conducted in September 2022.

AT A GLANCE



WEST FRONT STREET BRIDGE



The City's Bridge Rehabilitation Project began 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. In 2021, the infrastructure improvements included the bridges on Park Street, S. Cass Street, E. Eighth Street, and W. Front Street.

Beginning September 17, 2021, construction began on the W. Front Street Bridge. The project included bridge removal and replacement and an extension of a watermain. Vehicular parking was maintained along the bridge on the north and south sides. Amenities increasing sidewalk width, and a traditional streetscape that includes pedestrian scale lighting and street trees. Aesthetic treatments on the end walls and a fascia to resemble an arch were also incorporated. The W. Front Street Bridge project was completed in July 2022. Over \$9 Million has been invested in the Bridge Rehabilitation Project to date. MDOT provided 95% of funding for the project and additional dollars were provided by the City and DDA TIF funds.

Bridge rehabilitation is being planned for the S. Union Street Bridge and N. Cass Street Bridge in 2023.

WATER SYSTEMS



The City Commission's 2022 adopted Goals and Objectives identified water systems as a strategic priority with a goal to proactively and consistently maintain, conserve, and manage water and water systems to reduce harm to the systems themselves as well as public health and safety.

Over \$3,000,000 in investments was dedicated to maintain and improve the Wastewater Treatment Plant, the sewer collection system and the Water Treatment Plant and water distribution system.

\$665,000
WASTEWATER
TREATMENT PLANT

\$2,500,000
WATER, SEWER,
AND COLLECTION
SYSTEM

5 YEAR PROJECT PLANS



As the City continues to focus on the improvement of water systems, five year project plans for drinking water and clean water (wastewater) have been developed that prioritize project investments of approximately \$48 million.

The Drinking Water State Revolving Fund (DWSRF) Project Plan identifies improvements to the Water Treatment Plant, and the Distribution System, including projects to replace aging infrastructure, improve water quality, and increase treatment efficiencies including reducing electrical energy consumption. The total estimated cost of potential improvements is \$20,261,500 over a 5 year period.

The Clean Water State Revolving Fund (CWSRF) Project Plan identifies several of the sanitary sewer collection system projects that are needed to ensure the sanitary collection system and Wastewater Treatment Plant operate properly. Reducing Inflow and Infiltration (I&I) and Sanitary Sewer Overflows (SSOs) were also targeted in the project plan. The total estimated cost of potential improvements is \$28,734,260 over a 5 year period.

The DWSRF and the CWSRF are funded by an annual competitive process among state-wide applicants to receive State Revolving Fund (SRF) low-interest loans. Each year grants may be awarded for a portion of the funding per state evaluation criteria. In 2022, the City received a 15% grant for CWSRF and a 30% grant for DWSRF funds awarded.

5 YEAR PROJECT PLANS: DRINKING & CLEAN WATER SYSTEMS
\$48 MILLION INVESTMENT

RIVER WALL STABILIZATION & SEWER RELOCATION



The first project of the City's Clean Water State Revolving Fund (CWSRF) Five Year Project Plan, the Boardman River Wall Stabilization and Sewer Relocation Project, kicked off in December 2022.

Along the frontage of the Boardman River in the 100 and 200 block of E. Front Street a concrete retaining wall built in the 1930s supports a sanitary sewer main that serves the entire west side of Traverse City and portions of Garfield and Elmwood Townships. In recent years it has become apparent that the river is scouring out the soil underneath the wall footing, which was confirmed by an underwater video inspection. During the spring of 2020, depressions formed in the landscape areas, pavement showed signs of failure, and signposts began to settle and tip over, which indicated unstable soil issues existed adjacent to the wall.

The project will include wall stabilization along the river to protect a trunk line 24-inch sanitary sewer main. In addition to the Boardman River wall stabilization, the relocation of the 24-inch sanitary sewer away from the river wall in the 100 block of E. Front Street is anticipated to begin in April 2023.

These two projects will total nearly \$2,500,000 and were funded through the CWSRF loan program with a 15% grant.

I&I INFLOW & INFILTRATION



Inflow and infiltration (I&I) is a phenomenon whereby stormwater and groundwater enter the wastewater system. Inflow represents stormwater that enters the system from the ground surface through illicit connections or manhole structures (covers) and infiltration represents what seeps into pipes due to structural imperfections at pipe joints or connections.

In August 2021, the City awarded a contract to complete design engineering services for a substantial sanitary sewer lining project aimed to remove Infiltration and Inflow (I&I) from the City sanitary sewer system. The scope of work included determining the best locations to invest approximately \$800K to \$1M in sewer lining where known I&I is occurring, primarily within the west side trunkline sanitary sewer tributary areas. Source information was drawn from the 2017 SAW Grant Report (\$2.4 million investment) and sewer collection flow data that was obtained since 2020 to determine high I&I areas that produced flash flows (quick increases) in response to rainfall events.

In November 2022, the City approved \$250,000 of ARPA funds to develop an I&I Implementation Plan.



TAKING ACTION ON CLIMATE CHANGE



The City Commission’s 2022 adopted Goals and Objectives identified climate as a strategic priority with a goal to address climate within all of our City priorities, goals, policies, and actions.

The City was honored with the Michigan Green Communities Challenge Gold Certification in 2022. The Michigan Green Communities Challenge is an annual program that serves as a guide to help communities measure their progress towards sustainability.

2562
TREES &
SEEDLINGS
PLANTED

The Parks & Recreation Division planted 281 trees and 200 seedlings in the City. Meanwhile, 81 trees and shrubs, and 2,000 seedlings were planted at the City’s Brown Bridge Quiet Area.



WATERSHED PROTECTION: The City partnered with the Watershed Center Grand Traverse Bay to perform invasive species treatment in preparation for the Kids Creek Stream Corridor Restoration Project in 2023. This phase of the project helped to remove invasive vegetation upstream of Silver Lake Road, creating viable space for the riparian buffer plantings which will follow. The project area is in a degraded wetland almost entirely comprised of invasive species and devoid of a natural riparian buffer following historic farming activities and development.

Kids Creek Restoration Project implements streamside conservation practices to improve water quality and reduce stormwater, sediment, and nutrient inputs to Kids Creek, an impaired stream in the Grand Traverse Bay watershed.



2022 SOLAR STUDY: The City is exploring opportunities to expand solar on City owned properties, including the rooftop of the Wastewater Treatment Plant (WWTP).

The WWTP uses approximately 5,048 MWh of electricity annually, based on an analysis of monthly electric bills. The total cost is about \$411,525 for a unit cost of \$0.082/kWh. The solar PV plant would produce about 510MWh per year of electricity which would be about 10% of the WWTP annual consumption

Up to \$2 million for solar project and battery storage will sought through a Michigan Public Service Commission Low Carbon Infrastructure Enhancement & Development grant application.



CARBON IMPACT: Traverse City Light & Power (TCLP) will develop a Climate Action Plan (CAP) to provide innovative utility solutions designed to reduce our carbon impact while protecting grid resiliency. Throughout the development of the CAP, TCLP will invite and encourage community stakeholders to assist in shaping a better future for our climate. Together we can make changes that make an impact.

In addition, TCLP and students from the University of Michigan recently conducted research to explore the reduction of the City’s green house gas (GHG) emissions and carbon footprint. Nationally 13% of all U.S. GHG emissions come from commercial and residential uses, primarily from natural gas.



THE GREEN TEAM

The City's Green Team, composed of both department and community liaisons, is working to create a plan to become "carbon neutral before mid-century." Several states, cities, and universities are now beginning to develop plans and set goals to become fully carbon neutral by midcentury, which is what scientists agree is necessary to avoid the worst consequences of climate change and sustain a livable planet.



INCREASING THE URBAN TREE CANOPY

In addition to the annual tree plantings programs in the spring and fall, the City hired a consultant to perform a follow-up study to their 2018 inventory providing a review of City-owned properties that can feasibly be planted and increase total tree canopy cover.

The 2018 Urban Canopy and Assessment Plan that serves as a guide for annual projects relating to the City's tree canopy. Improving the City's urban tree canopy can have numerous benefits, including reducing summer peak temperatures and air pollution, enhancing property values, providing wildlife habitat, providing aesthetic benefits, and improving social ties among neighbors. A robust tree canopy can also attract businesses and residents.

GREEN FLEETS

- Two 2022 Ford F150 Super Crew 4x4 "Lightning Plug-In Electric" pickup truck for TCLP
- 2022 Ford F150 EcoBoost pickup truck for TCFD
- Two 2022 Ford F150 Super Crew 4x4 V6 Eco pickup trucks for the Water and Sewer Department
- Two 2023 Ford F150 Super Crew 4x4 "Lightning Plug-In Electric" pickup trucks for TCLP
- Two 2022 Ford F150 Super Crew 4x4 HYBRID pickup trucks for TCPD
- 2023 EV Transit plug in van for TCLP

STATE OF MICHIGAN CLIMATE ACTION GOALS

- 100% of power sector clean by 2050
- All new state-owned buildings to be carbon neutral by 2040
- All existing buildings to reduce Energy Use Intensity (EUI) by 40% by 2040



MONITORING SALT USE ON ROADWAYS

Funding opportunities via MDOT are being explored to improve facilities for road salt management.

Visited Emmet Co who has a brine mixing system that allows them to adjust salinity based on weather conditions; they are seeing overall reductions in use of salts.

In addition to researching alternatives, the City introduced Beet Heet in 2020, an ecofriendly alternative to sand and salt. The product is more efficient at melting ice, and is effective to much lower temperatures. Beet Heet is much less corrosive than salt and is rapidly biodegradable. Furthermore, the efficacy of its use translates into a substantial cost savings to the City when compared to the status quo.

ACCESS & MOBILITY

The City Commission's 2022 adopted Goals and Objectives identified access and mobility as a strategic priority with a goal to invest in multi-modal mobility strategies and existing and future infrastructure so that individuals of all ages, abilities and income have a network of complete, barrier free, safe, year round access to our community's amenities and basic needs.

SAFE ROUTES & CROSSINGS

ALL WAY STOPS: Providing increased safety for all modes of transportation, all-way stops were installed at the intersections of Wayne and Madison, Boardman and Washington, and Sixth Street and Spruce.



SAFE CROSSINGS: Improvements to the TART crossing on Woodmere Avenue were approved in 2021. The installation of a pedestrian actuated Rectangular Rapid-Flashing Beacons (RRFB), was installed 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.

With the resurfacing of Garfield Avenue, upgrades to the Garfield and Hannah intersection improved pedestrian safety at the crosswalk.



TART IMPROVEMENT & EXTENSION

The Traverse Area Recreation Trail (TART) Improvement and Extension project is located between West End Beach and the intersection of Garfield Avenue/US 37 and Eastern Avenue.

The section of non-motorized trail between West End Beach and the Murchie Bridge serves as confluence of the regional trail network for both transportation and recreation, providing a junction for the TART, Leelanau Trail, and the Boardman Lake Loop Trail. Furthermore, the heavily used waterfront parks in this location create an exceptionally high level of trail use. Trail counts conducted along this stretch by TART Trails in 2018 and 2019 showed over two million trail visits annually. As a rise in interest for outdoor activities since the onset of the pandemic and improved access to the trail as part of the Grandview Parkway reconstruction, the increasing trend in trail use is expected to continue.



AFTER 30 YEARS A DREAM BECOMES REALITY



In Summer 2022, the City celebrated with partners the completion of the Boardman Lake Loop Trail. Bicyclists, pedestrians, and users of all abilities can now circumnavigate the 4+ mile loop through heavily wooded and urban areas around a 339 acre watershed, the Boardman Lake. The completed Loop connects the library, parks, neighborhoods, local businesses, and NMC’s University Center, in addition to businesses along the Cass and South Airport corridors.

The City continues to invest in mobility choice initiatives for a healthier and stronger community. Improving the network of mobility systems with the Boardman Lake Loop Trail was made possible through public and private partnerships and support from area partners and stakeholders. After decades of planning, and an \$8.9 million investment, the final phase of the Loop is a commendable example of intergovernmental and intercommunity collaboration between the City of Traverse City, Grand Traverse County, Garfield Township and TART Trails. A number of organizations and individuals over decades that are passionate about mobility and the future sustainability of our region rallied around this project and provided approximately \$500,000 in individual donations. Furthermore, the final phases of the project came to fruition through multiple financing sources, including an MDOT Tap Grant, and 10-year bond by the City of Traverse City for \$3,000,000 that will be reimbursed through Brownfield dollars.

THE BOARDMAN LAKE LOOP TRAIL

4+

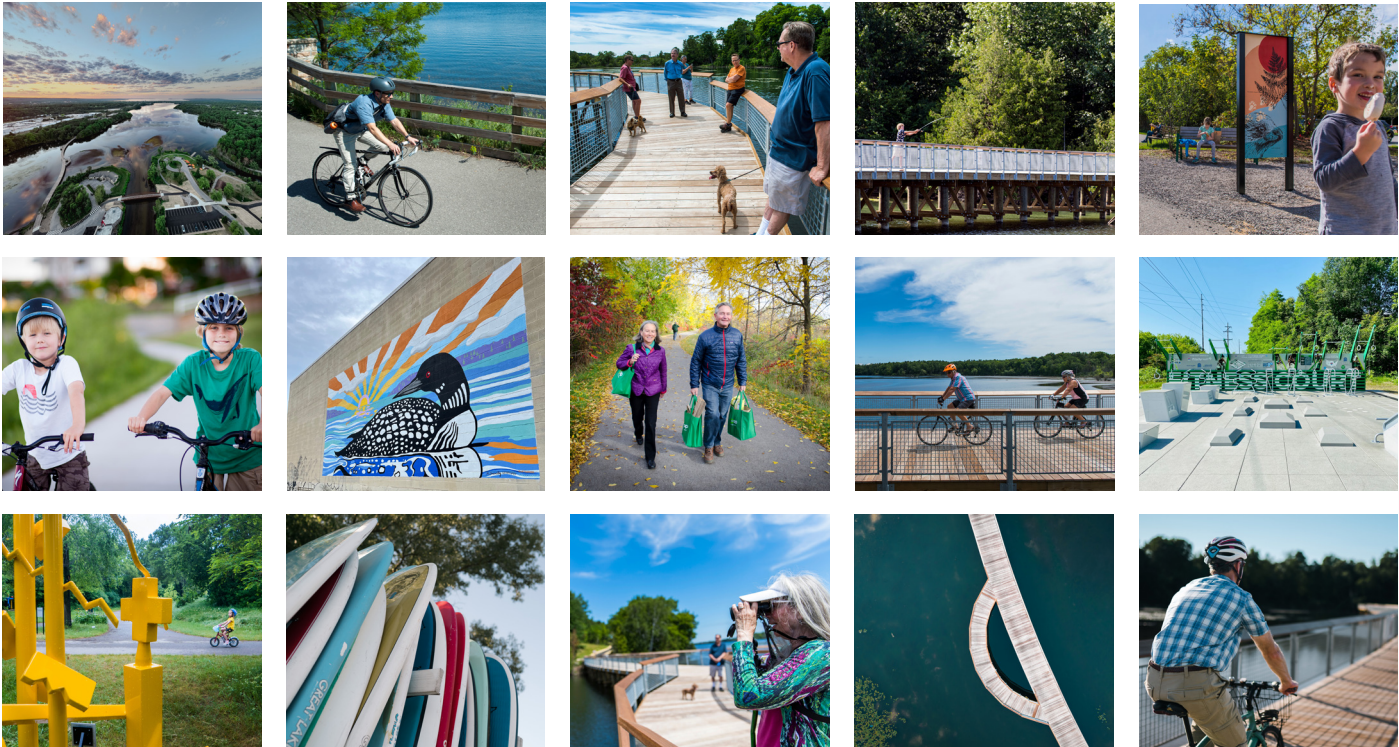
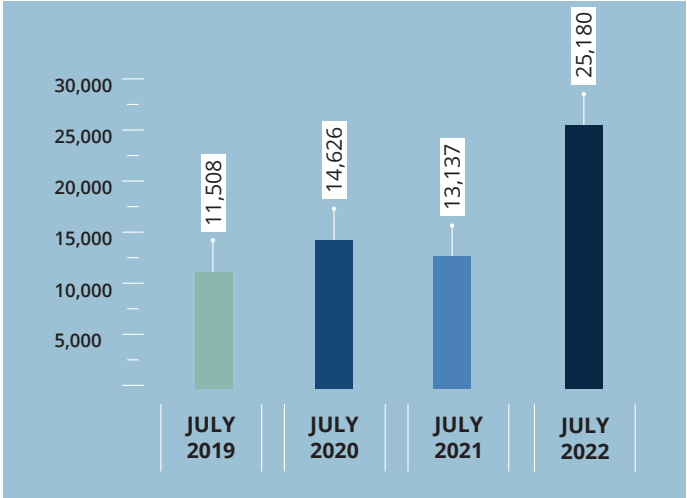
MILE
LOOP

339

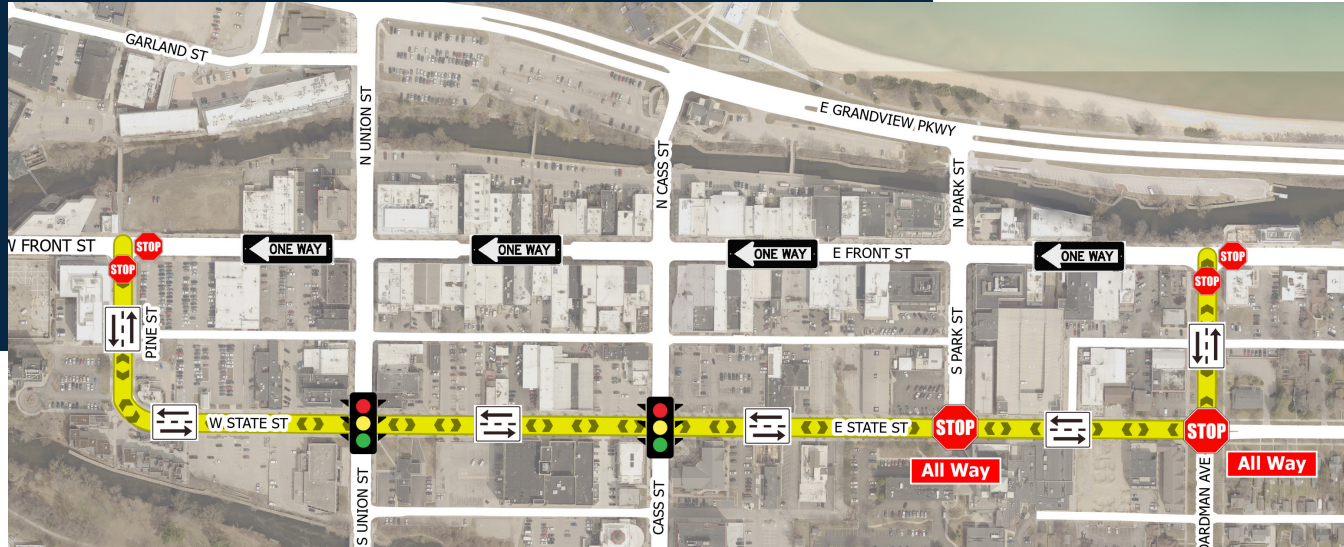
ACRE
WATERSHED

91%

TRAIL COUNT
INCREASE



STATE STREET TWO WAY CONVERSION



In reconsidering the circulation pattern of several of its downtown streets, especially as the role of automobiles and pedestrians in downtowns have evolved in recent years, the DDA engaged a consultant to investigate and study downtown circulation and the feasibility of potentially converting one-way streets in downtown to two-way operation.

After an extensive Circulation Study, in November 2022 State Street, Pine, and Boardman Avenue in Downtown Traverse City were converted to two-way traffic. The two year pilot initiative intended purpose is to slow traffic speeds on State Street, create a safer and more comfortable environment for pedestrians and bicycles, provide for more connectivity to the overall grid system, and serve as a catalyst for economic activity and growth along the State Street corridor. The DDA and City will be measuring several factors to determine if the two-way pilot project is successful, including, pedestrian volumes, bicycle volumes, crash data, traffic speeds, and traffic volumes. At the end of the two-year pilot, it will be determined if two-way traffic will remain permanent or if the pilot should be extended for further study and evaluation.

As part of the project, the DDA has committed to continually reaching out to business owners and residents of Downtown, and surrounding neighborhoods to gain feedback. In addition, as the two-way conversion is experienced, users may provide suggestions at two-way@downtowntc.com.

CONNECTING PEOPLE WITH EACH OTHER AND NATURE



The Parks & Recreation Division provides a wide array of park facilities and programs for its citizens and guests to enjoy. This division prides itself in offering an attractive community with fun things to do and pleasant places for people to go to spend their leisure time.

The City of Traverse City has over 30 park and recreational properties, including Hickory Hills Ski Area and the Brown Bridge Quiet Area.

34 PARKS

The City Commission's 2022 adopted Goals and Objectives identified connecting people with each other and nature as a strategic priority with a goal to provide safe and accessible public spaces where people may recreate, socialize, or enjoy being alone in nature.



INDIAN WOODS PARK

Improvements were brought to Indian Woods Park in 2022, which consisted of replacing most of the existing play equipment with a small new structure that would meet current safety and ADA accessibility standards. Additionally, stairs were added due to the neighborhood identifying the need for a connection between the upper and lower tiers of the park. The picnic area and hill slides were also improved.

The City received a Michigan Natural Resources Trust Fund grant for \$50,000 with a \$50,000 City match, and \$62,000 of Brown Bridge Trust Park Improvement Fund dollars, to bring the total project funding to \$162,000.



BATHHOUSES

Plans to replace the existing bathhouse at West End Beach and a new bathhouse adjacent to the parking lot near the volleyball courts in the works. The project will replace the existing restrooms built in the 1950's which do not meet ADA standards. The additional bathrooms adjacent to Parking Lot RB near the volleyball courts will improve accessibility to the TART trail, beach and recreation to the Bayfront park area.

The City has received a Michigan Natural Resources Trust Fund grant for 200,500 with a match from the City for \$200,500.



SPLASH PAD

Improvements to the Climb Park Splash Pad will include an automatic weather detection sensor in combination with a touch activator. The automated system will operate more efficiently by utilizing rain and wind sensor to gauge weather patterns and in turn greatly reduce the amount of water, chemical and energy currently used to operate. The new system will also increase access and mobility for park users.

In addition to upgrades, operationally the water-scape will not include a cascade river, a hands-on water play-scape that allows exploration through flow play and interactive waves and orbs, and also allows for collaborative play.

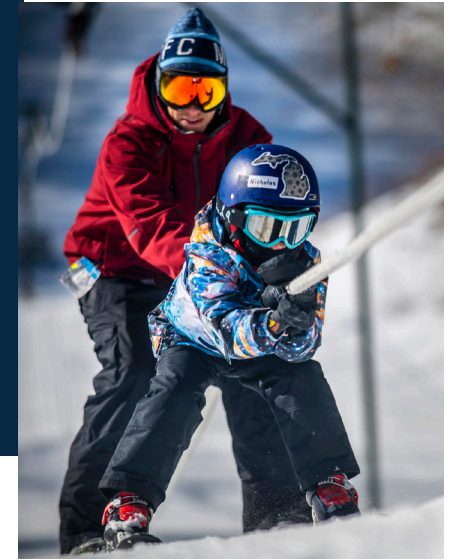
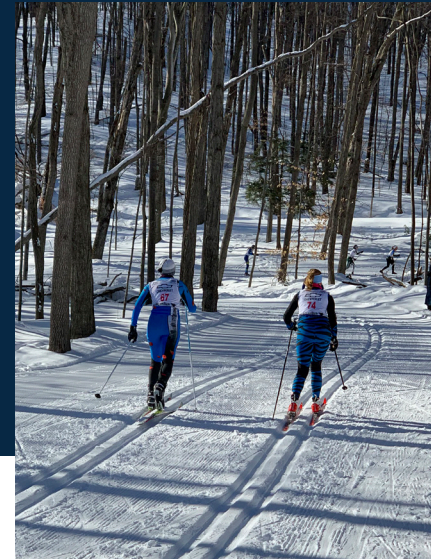


VOLLEYBALL COURTS IMPROVEMENTS & EXPANSION

In 2022, the City served up new sand at the West at the volleyball courts. Previous sand on the courts was from the original construction in 1980 and was not suitable for volleyball courts due to it becoming extremely hot, coarse, and rocky. Moving forward, recreationalists can now enjoy finer sand that is also easier for to mechanically groom.

A two-court expansion, from six to eight volleyball courts at West End Beach, was approved in December 2022.

HICKORY HILLS IMPROVEMENTS



In 2022, the City, in partnership with Preserve Hickory, Norte, and local mountain bike riders, began moving forward with the Hickory Hills Master Plan, Phase 2, which prioritizes: accessibility, multi-purpose, and four-season use. Improvements to the Hickory Hills Recreation Area will build upon a four-seasons park for all to enjoy! Initial work will add snowmaking to the Nordic Trails in the woods area near the entrance, add snowmaking hydrants on Swede to improve snowmaking efficiency, and add a third booster pump to the snowmaking system.

As part of Phase 2, a feasibility study is being conducted and a conceptual trail network designs developed. Based on previous community input, Mountain Biking Trails were identified as a desired amenity. A public survey was conducted seeking input on a trail network conceptual map for designated Mountain Biking trails. Stay tuned to updates and opportunities for public input on this exciting endeavor!

Phase 2 of the Hickory Hills Master Plan work is approximately \$323,640. Preserve Hickory, our fundraising partner provided \$260,745 which includes a \$125,000 grant from the Great Lakes Sports Commission. A \$50,000 Michigan Natural Resources Trust Fund grant was received, \$7,500 from in-kind services from contractors, and \$5,605 fund balance for the project.

HOUSING & HOMELESSNESS

The City Commission's 2022 adopted Goals and Objectives identified housing and homelessness as a strategic priority with a goal to increase opportunities for more diverse housing through public and private options.

CITY PROPERTY DEVELOPMENT

The City in partnership with the DDA explored turning City owned surface parking lots, in addition to under utilized city owned properties, into sustainable affordable housing

In May 2021, the City Commission authorized issuing a Request for Proposals (RFP) from developers to build housing at the location of Lot O, 159 East State Street. After careful consideration of the four options, the ad hoc committee chose to pursue a proposal from Homestretch.

HomeStretch Housing is a local non-profit organized to provide decent,

affordable housing for persons of low and moderate income. They have built 118 affordable housing units locally. Project funds are raised through donations and grants.

The project's general idea of a creative mixed-use solution will focus on providing a unique blend of affordable, urban housing options. It will feature 60 units for individuals with mixed incomes that will vary in size from 245 square feet to 750 square feet. Units will rent for 30%-80% of the AMI (area median income). The building will also be seeking LEED certification.

A purchase order is to come before the City Commission in early 2023. As part of the deal, a perpetual deed restriction would be included to require housing meeting specific criteria.



SAFE HARBOR DAY SHELTER

The Traverse City Police Department, Central Methodist Church, Jubilee House, Safe Harbor, the Traverse District Library, Goodwill Industries of Northern Michigan, The Coalition to End Homelessness, and other individuals and entities collaborated to address issues faced by those experiencing homelessness in the community. Emerging gaps in service during the daytime hours were recognized and a program has been developed to provide a year-round safe haven for those experiencing homelessness in our community during daytime hours.

The City approved Day Center Operations at Safe Harbor on Saturdays and Sundays from 8 am - 6 pm from October 15th to May 15th for individuals experiencing homelessness.



ANNIKA PLACE

A ground breaking took place for Annika Place at 947 South Garfield Avenue. The City approved a 6% PILOT with a term of 16 years, beginning on 2023 and ending in 2039 for the project.

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.



BRADLEY COMMONS

A PILOT arrangement was approved for Bradley Commons for a new residential development located at 1024, 1026, 1028 & 1040 E. Front St.

The affordable housing project will provide 53 residential units; 30 one bedroom units and 22 two bedroom units. Of these, 6 units will be barrier free. One bedroom units will range between 653-678 square feet in size. Two bedroom units will range between 780-895 square feet in size. 34 units (64%) are targeted to be occupied by residents with an annual income between 70%-80% of area median income.

HOUSING COMMISSION

The City approved a one-year extension, which extends construction to commence by March 16, 2023, to the PILOT arrangement with the Traverse City Housing Commission for the Parkview Senior Apartments to be located at 1223 East Eighth Street.

The City approved a one-year extension, which extends construction to commence by March 16, 2023, related to the PILOT arrangement with the Traverse City Housing Commission for the Riverview Terrace rehabilitation project at 150 Pine Street.



HOMESTRETCH CARVER STREET

A PILOT arrangement was approved with HomeStretch for 1028 Carver Street. The City approved a one-year extension, expiring August 3, 2023, to the agreement of the conditional rezoning.

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.



HEALTH & SAFETY

146

TC FIRE DEPARTMENT
YEARS OF SERVICE

3093

TCFD TOTAL
RESPONSES

5043

TCFD TRAINING
HOURS

10

FIRE EXTINGUISHER
TRAINING CLASSES

4

FIRE SAFETY
EDUCATION CLASSES

RECRUITMENT EFFORTS

Recruitment efforts are underway to fill six vacant firefighter positions within the Traverse City Fire Department. Working with area partners such as local high schools and colleges to offer Fire Science programs. The City also entered into an agreement with North Central Michigan College to intern/mentor students in the medical field.

In addition to partnering community organizations, a recruitment video was developed to highlight the benefits of working for the TCFD.



ACTIVE TRAINING

Active training is critical for the members of the TCFD to learn new skills and techniques that make their jobs more safe. The TCFD team was able to to conduct active training in vacant buildings at 203 S. union and 862 S. Garfield. Training techniques included water flow, hose line advancement, forcible and non-forcible entry, and search and rescue

In addition to vacant building training, team members also completed hot drill simulation at Cherry Capital Airport and a crash simulation of an airline disaster, that included fire fighting and medical attention techniques.



COMMUNITY POLICING



The Traverse City Police Department continues to strengthen relationships with the community through their community policing program, and increased efforts to combat the opioid crisis and work with those experiencing homelessness. TCPD is participating in the Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP). Grant funding will be used to develop and expand overdose prevention programs, and fund strategies such as the development and expansion of quick response teams, assisted diversion programs, and law enforcement-embedded social workers, through September 30, 2024.

TCPD has developed the role for a law embedded community social worker. The Police Social Worker Coordinator, Jennifer Campbell started the position in October 2022. The social worker will work with the crisis intervention team regarding overdose prevention programs, and building connections with those experiencing homelessness.

Officer Nowland, started the North Boardman Community Police Officer position in October 2022. The location of the position encompassing Safe Harbor and working with those experiencing homelessness is the primary focus. Officer Nowland works daily with Jubilee House, Safe Harbor, and walking “the pines.”

Both positions are partly made possible by grant funding that was awarded from the MSP under COSSAP (Comprehensive Opioid Stimulant and Substance Abuse Program).

GOVERNANCE



207 EMPLOYEES

Currently, the City has 207 full-time, part-time, and seasonal employees. In 2022, 18 new employees were hired, 5 employees were promoted, and 3 employees retired.

Staff was added in strategic areas and include a three Firefighter positions, a Police Social Worker/Coordinator, the North Boardman Community Officer, and a Cemetery Office Clerk.



67% VOTER TURN OUT

The City's voter turnout for the November 8, 2022 mid-term election hit a high at 67%!

In an effort to build voter pride, the City hosted "First Time Voter" Sticker Design Contest. Three winners were chosen through a public vote and awarded \$100 each. The designs were printed into stickers and will be used for future voting communications.

\$21.7 MILLION ANNUAL BUDGET

The Fiscal Year General Fund Budget for 2022- 2023 is nearly \$21.7 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.

The City Treasurer's Department audited and reviewed in- excess of \$124 million financial disbursements across 14,274 individual disbursements with the City Clerk providing final approval after determining compliance.

10 ORDINANCE AMENDMENTS & ADOPTIONS

City government is ever evolving which results in a number of ordinance amendments throughout the year. In addition to the 10 amendments and adoptions, an Adult Use Cannabis Ordinance was adopted to allow for recreational facilities in the City. Review of applicants and implementation is to be completed in 2023.

FUTURE PLANNING

MOVING DOWNTOWN FORWARD

Moving Downtown Forward is a thorough examination and evaluation of the current and future needs of downtown, as well as the organizational and funding structure of the Downtown Development Authority (DDA). The goal is to identify priorities and improvements for downtown along with an organizational and funding structure that is best equipped to meet the needs of downtown and the region well into the future.



TRANSPORTATION DEMAND MANAGEMENT STUDY

The DDA recently updated the Transportation Demand Management (TDM) Study with the goal to identify opportunities to decrease demand in high impact areas, use underutilized areas to meet the needs for future infill development, and increase mobility options for all users.



LOWER BOARDMAN RIVER UNIFIED PLAN

The Lower Boardman River Unified Plan was adopted in January 2022. The plan provides vision and values to guide future improvements and sustainability for the 1.6 miles of the Boardman River that meanders through Downtown.

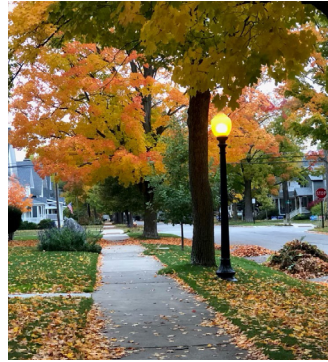


A RIVERFRONT REIMAGINED

The Lower Boardman River Unified Plan provides a framework for significant environmental and placemaking improvements.

Improving the interface with the river in the heart of Downtown was a top priority identified in the Unified Plan. Conceptual designs for the river front were recently developed based on community input.





WHAT IS A MASTER PLAN?

A LONG TERM VISION

A Master Plan is a document that contains the community's long-term vision for the City and guides policies to direct future growth and development.

Every community that has zoning is required to have a master plan under State Law and the plan is required to be reviewed every 5 years and updated periodically.

TOPICS COVERED

- Existing and Future Land Use
- Transportation
- Housing
- Demographics
- Natural Resources and Systems
- Economic Development



WHY IS IT IMPORTANT?

A MASTER PLAN GUIDES THE FUTURE

Its goals and objectives shape the policies and ordinances that govern our community. It also provides the Planning Commission with a framework from which to base its decisions.

IT INVOLVES YOU

Most notably though, it is your opportunity to participate and have your voice heard regarding your desired future.

RESULT

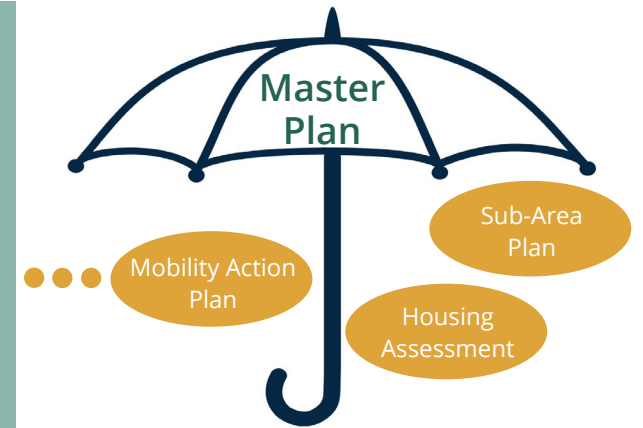
The creation of the Master Plan is guided by input received through community engagement. The end result is a Master Plan that includes an action plan component with goals and strategies to move the community towards its desired long-term vision.



WHAT IS A MOBILITY ACTION PLAN?

While the Master Plan provides the community's longterm vision, the Mobility Action Plan, like other specialized plans, dives deeper into a particular planning topic.

The Mobility Action Plan falls under the “planning umbrella” and focuses on improving multi-modal transportation in Traverse City and connections to the greater region.

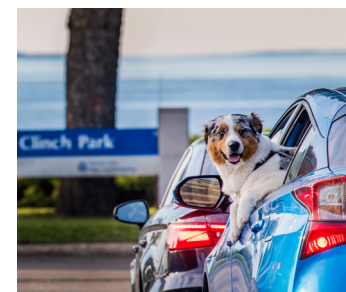


TOPICS COVERED

- Multi-Modal Transportation Networks
- Traffic Calming and Complete Streets
- Accessibility and Transportation Equity
- Micro-Mobility Options (Scooters, Skateboards, etc.)
- Policies and Practices
- Implementation Strategies

RESULT

The Mobility Action Plan will identify opportunities to improve the multi-modal transportation network by evaluating how pedestrians, bicycles, transit, cars, and trucks move around the City and developing a plan to make it better. The public will be asked to help identify gaps, pain-points, and areas of opportunity that will assist in creating short and long-term strategies to provide a healthy mix of mobility choices and improved access to the places where people want to go.



CONNECTING WITH YOU

As the City continues to grow its communication landscape, a number of tools were launched in 2022 to better connect with City residents, including a new website, direct mailings, email communication, a digital newsletter, and increased public engagement and outreach for special projects.

THE BAY BRIEF

December 2022 / Vol. 04





THE BAY BRIEF

In June 2022, the City launched its E-Newsletter, The Bay Brief. The publication is issued weekly to serve as a quick and easy read on the latest scoop in the City of Traverse City.

Since launch, The Bay Brief has nearly 1,000 subscribers, a 75% average open rate, and an 11% average click rate.

SUBSCRIBE TO THE BAY BRIEF





DIGITAL CONNECTION

In 2022, the average session duration on the City's website increased a half minute from 48 seconds to 1 minute 18 seconds over the previous year. A higher average session means that users are taking the time to read content and interact with the website.

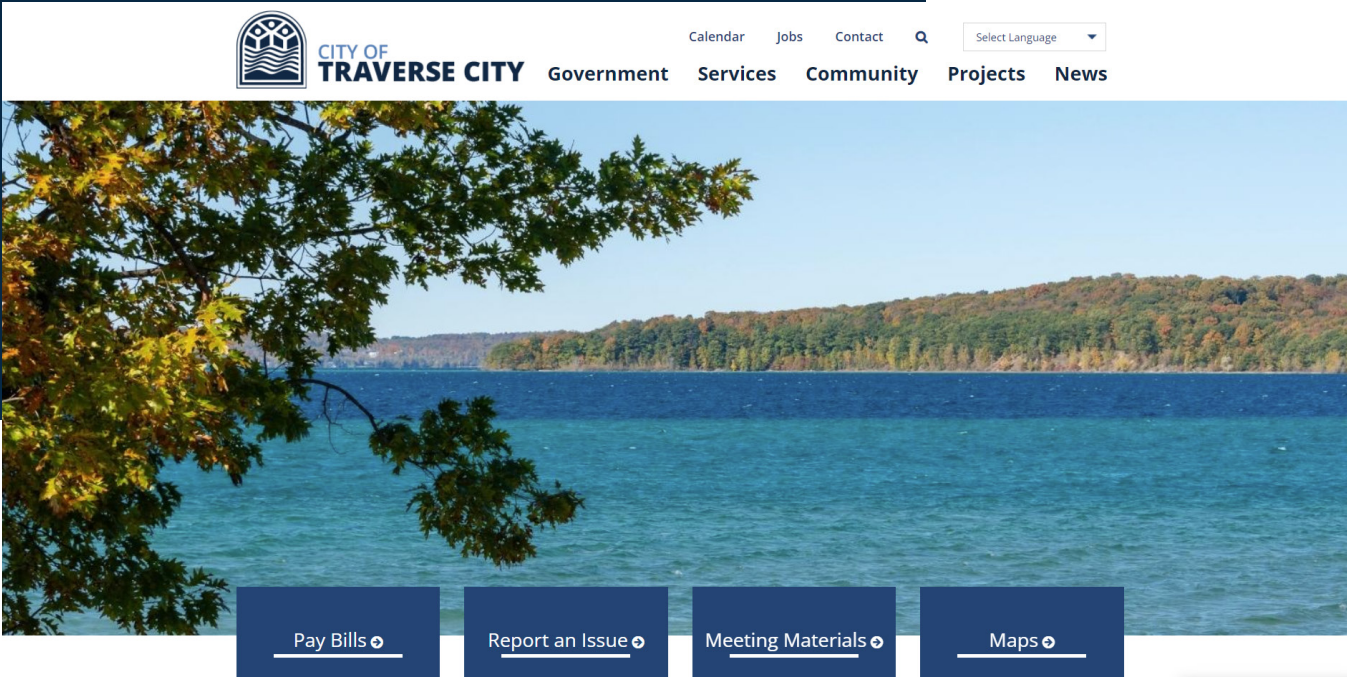
In 2022, the City launched a Hickory Hills Facebook page in addition to a microsite on the City's website. The Hickory Hills microsite is the most visited page on the City's website, followed by City Departments.

LIVE STREAMED MEETINGS

In effort to increase transparency through increased engagement, the City Commission and Planning Commission meetings began streaming live on the City's Facebook page and the City's YouTube channel in 2022.

City Commission, Planning Commission, Downtown Development Authority, and TC Light & Power meetings continue to be live streamed on the UpNorth Media Center website. Meetings can be watched live or recordings may be viewed at a later time.

CITY WEBSITE OVERHAUL



The City performed a complete website overhaul that launched in April 2022 with the goal of developing a site that is service forward with a unique design for navigational ease that demonstrates our special community and brand identity for communication moving forward. Special features focused on the following.

- IMPROVED NAVIGATION & RESPONSIVE:** Improved navigation through a data driven approach with analytics, staff surveys, and heat maps to show user behavior and develop a mobile responsive website
- COMMUNICATION TOOLS:** News and alerts prominently displayed on the homepage so the general public is up to date on projects and initiatives in real time
- SUBSCRIPTIONS:** Opportunity to subscribe to various digital communications
- CALENDAR:** Improved calendar for meetings and events
- DEPARTMENTAL PAGES:** Top navigation with drop down menus for Police, Fire, and Hickory Hills
- RECREATIONAL DIRECTORY:** Feature a directory featuring the 30+ parks and recreational amenities offered
- PROJECT HUB:** Feature major infrastructure projects with background, updates, and funding sources
- MAP HUB:** Prominently feature the map hub for easy navigation to interactive and digital maps
- ADA COMPLIANCE & TRANSLATION:** Meeting the standards for the American Disabilities Act and providing translation to Spanish.

CITY MAP HUB

GEOGRAPHIC INFORMATION SYSTEMS & ASSET MANAGEMENT

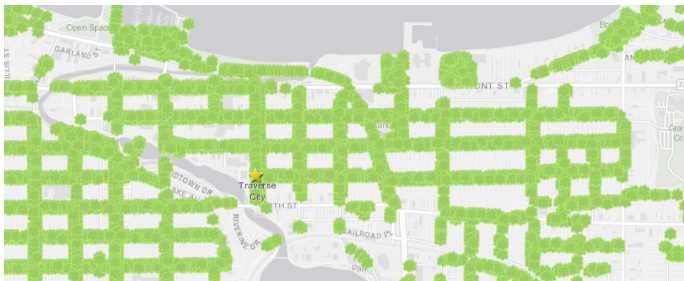
The Geographic Information Systems (GIS) integrate spatial data (maps) and tabular data (informational databases) through computer technology. In doing so, it revolutionizes the way in which we can utilize information. The Asset Management Division of the City are responsible for creating/providing/maintaining asset inventories including condition assessments for all City assets,

The GIS server upgrade, Enterprise GIS, has been employed citywide and will provide enhanced and scalable mapping, technology and data solutions for both staff and the public.

WEBSITE MAP HUB INTERACTIVE MAPS

As part of new website a map hub was created to showcase a one stop shop for all city maps both digital and interactive.

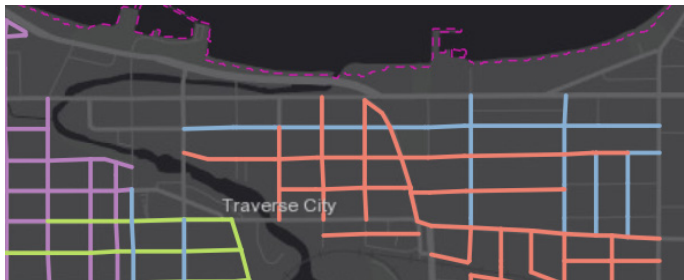
 Tax Parcel Viewer	 Zoning Map	 Street Closure	 City Tree Map
 Paver Street Condition Rating	 Park Locator	 Power Outage Map	 Vacation Home Rentals
 Tourist Home Rentals	 Medical Cannabis	 Adult Use Cannabis	



INTERACTIVE TREE MAP

A visual and interactive representation of street tree data launched through the City's Public Facing Interactive Tree Map. The map includes important attributes such as genus, species, height, diameter at breast height (DBH), and other metrics for each individual tree.

This multi-department collaboration allows staff to make decisions on tree management including plantings, maintenance, and long term planning. The interactive map also allows citizens to obtain information about trees within their neighborhood and the City as a whole and serves as another way to report issues. The ability to donate to the tree fund or donate a tribute tree are also available.



LEAF PICK UP INTERACTIVE MAP

An interactive map was rolled out in the fall to better communicate where leaf pick is taking place within the City. Leaf pick up runs from west to east. Progress is tracked so residents can anticipate when City crews are headed in their direction.

STEPPING UP FOR THE COMMUNITY

CITY COMMISSION APPOINTS LINDA KOEBERT



On December 14, 2022, the City Commission interviewed nine applicants to serve the remainder of Commissioner Ashlea Walter's term through November 13, 2023 and appointed Linda Koebert. She will be sworn into office at the January 3, 2023 City Commission Meeting.



Walter, who has served as a City Commissioner since 2019, was recently elected to the Grand Traverse County Board of Commissioners to represent District 3 at the November 8, 2022 General Election. She submitted her formal resignation and will continue serving on the City Commission through December 31, 2022. Walter will assume her seat on the Grand Traverse County Board of Commissioners on January 1, 2023.

Welcome Commissioner Koebert, and thank you to Commissioner Walter for serving the City!

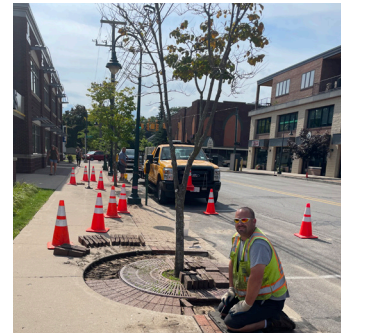


SARA HARDY HUMANITARIAN AWARD

The Traverse City Human Rights Commission honored Courtney Wiggins with the 2022 Sara Hardy Humanitarian Award. Wiggins is Co-founder of Northern Michigan E3, a local non-profit devoted to celebrating and welcoming diversity and equity for all residents and visitors to Northern Michigan.

E3 advocated for body cameras for Traverse City and Grand Traverse County law enforcement officers, and led anti-racism discussions in the local public schools and community Open Space. Wiggins volunteers as a vibrational sound therapist to those who have experienced domestic violence. In July of 2021, they interviewed Dax Devlon-Ross, author of Letters to My White Male Friends, an eye opening narrative about race and racism and how individuals can be a driving force for change in their place of work, community, family and within themselves.

IN THE COMMUNITY







CITY OF
TRAVERSE CITY

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traversecitymi.gov

