

## Pillar 2 – Objective 1

Develop and enhance ‘social gathering spaces’ Program that provide important connection points for residents.

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### **PROGRAM FRAMEWORK**

**Program A: Develop programs that help foster more and enhance existing social gathering spaces, with additional pilot projects for ‘tactical urbanism’.**

#### **Scope**

- Current programs and capital projects:
  - Farmers Market Pavilion
  - Rotary Square (DDA)
  - Boardman-Ottaway Placemaking Project
  - Slabtown Corner Pickleball and Tennis Courts
  - Lower Boardman Riverwalk and Pedestrian Bridge (DDA)
  - East Side Placemaking Project
- Identifying additional placemaking opportunities in partnership with DDA, Parks, and Planning
- Launching tactical urbanism pilot projects to test small-scale, low-cost activation ideas
- Exploring establishment of a volunteer-driven advisory group (e.g., “TC Vibes Council”) to recommend “big and small” connection initiatives
- Utilizing Neighborhood Association Presidents Council to gauge residential interest and support
- Expanding social districts and neighborhood-scale commercial activity consistent with the Master Plan “Neighborhood Center” designation
- Integrating zoning amendments to support 15-minute neighborhood access to gathering spaces
- Evaluating parking implications where programming increases activity
- Creating a “pilot culture” to encourage experimentation and iterative improvement
- Crime Prevention Through Environmental Design

#### **Sequenced Timeline**

##### **Near-Term (2026)**

- Continue design and construction of:

- Rotary Square (DDA)
- Farmers Market Pavilion
- Slabtown Corner Pickleball and Tennis Courts
- East Side Placemaking Project Improvements (with public engagement)
- Identify potential tactical urbanism pilot sites
- Evaluate formation of “TC Vibes Council”
- Allocate initial tactical pilot funding (if approved)
- Allocate funding for Vibes Council initiatives within CSI budget
- Crime Prevention Through Environmental Design (explore additional safety tools i.e. meridian barriers)

### **Mid-Term (2027–2028)**

- Implement zoning amendments aligned with “Neighborhood Center” future land use category
- Lower Boardman Riverwalk & Pedestrian Bridge (Phase 1)
- Launch annual tactical urbanism pilot cycle
- Evaluate additional social district locations
- Conduct parking and activity impact analysis in high-use areas
- Formalize volunteer council operations (if established)

### **Long-Term (2028–2031)**

- Institutionalize annual placemaking program
- Expand gathering spaces in neighborhood commercial nodes
- Monitor social district performance
- Integrate lessons from tactical pilots into permanent capital improvements

### **Funding Requirements + Potential Sources**

- Existing Capital Projects
  - Funded through DDA, TIF, and programmed capital allocations
- Tactical Urbanism & New Placemaking Initiatives
  - Estimated \$100,000 per year (depending on Commission direction)
- Potential initial pilot fund for TC Vibes Council: \$50,000
- People for Public Spaces Grant: \$100,000 (East Side Placemaking Project)

### **Potential Sources**

- TIF (eligible projects)
- General Fund (if contribution approved)
- Sponsorships / partnerships /philanthropic

- Grant exploration

### **Staffing / Operational Constraints**

- No additional programmed capacity beyond current capital projects
- Zoning ordinance rewrite workload limits new initiatives
- Public engagement workload
- Coordination across DDA, Parks, Planning, and Engineering
- Need for allocation of an existing employee to:
  - Support TC Vibes council (if created)
  - Coordinate pilots
  - Make budget recommendations
  - Track performance outcomes

Additional staff or dedicated program management may be required for expansion beyond current commitments.

### **Primary Staff**

- Engineering
- Planning
- DDA
- Parks
- Communications & Strategic Initiatives

### **Commission Direction Needed**

- Approve establishment of “TC Vibes Council” (or similar advisory group) and funding
- Allocate initial tactical urbanism pilot funding (\$50K–\$100K)
- Define appetite for expanding social districts
- Direct Planning to advance Neighborhood Center zoning amendments
- Confirm desired scale of placemaking expansion beyond current capital projects
- Clarify parking tolerance in higher-activity areas
- Establish expectations for public engagement and pilot evaluation

### **Program B: Continue to build multi-modal connectivity across the community and between neighborhoods, focusing initially on filling key gaps in connectivity**

#### **Scope**

- Continuing DDA-led investments in “Destination Downtown,” including:
  - Free commuter pass partnership with BATA
  - Construction of mid-block crosswalks

- Implementation of downtown bike infrastructure aligned with the Mobility Action Plan
- Expanding pedestrian and trail access to Boardman Lake Loop and Brown Bridge Trust Fund projects
- Improving Bryant Park access at Garfield and Peninsula Drive
- Advancing Complete Streets and multi-modal improvements through the Complete Streets Advisory Committee
- Coordinating Planning, Engineering, Utilities, and Public Services to implement the Mobility Action Plan (with street improvements), Master Plan, and Street Design Manual
- Prioritizing and funding tactical urbanism pilot projects that enhance connection points in neighborhoods and downtown
- Establishing measurable goals for Complete Streets Annual Funds and defining success metrics

## **Sequenced Timeline**

### **Near-Term (2026)**

- Complete creation of Complete Streets Advisory Committee
- Continue “Destination Downtown” commuter pass program
- Advance Garfield sidewalk infill adjacent to airport
- Continue Boardman Lake Loop access improvements (Brown Bridge Trust Fund list)
- Identify tactical urbanism pilot sites
- Set performance goals for Complete Streets Annual Funds

### **Mid-Term (2027–2028)**

- Construct mid-block downtown crosswalks
- Advance Boardman/Washington/State/Cass reconstruction
- Begin design for the 7th and 14th Street reconstruction projects
- Coordinate with BATA, TART, and Norte on mobility improvements
- Begin phased tactical urbanism pilot program

### **Long-Term ( 2029+ and Ongoing)**

- Prioritize and implement Mobility Action Plan projects through Complete Streets Advisory Committee
- Implement Bryant Park access improvements (Garfield & Peninsula)
- Continue pedestrian access enhancements as funding becomes available
- Institutionalize annual Complete Streets and tactical placemaking investment cycle

## **Funding Requirements + Potential Sources**

## **Existing Programmed Projects**

- Brown Bridge Trust Fund
- TIF
- Act 51
- Complete Streets Annual Funds

## **Additional / Expansion Needs**

- Dedicated funding line item for Mobility Action Plan implementation outside reconstruction projects
- Tactical urbanism pilot funding (if expanded)
- Additional Complete Streets Annual Funds (if scaling desired)

## **Potential Sources**

- TIF (eligible areas)
- Brown Bridge Trust Fund
- General Fund (if contribution approved)
- Grant exploration (Transportation Alternatives, Safe Streets, MDOT)

Estimated funding horizon: multi-year (3–5 years) depending on Commission direction.

## **Staffing / Operational Constraints**

- Engineering workload tied to major reconstruction projects
- Planning and Public Services coordination demands
- No dedicated budget line for stand-alone mobility enhancements outside programmed reconstructions
- Complete Streets Advisory Committee administration capacity
- Limited staff capacity for additional unprogrammed projects

Expansion beyond currently programmed projects would require additional funding and potentially additional staffing support.

## **Primary Staff**

- Engineering
- Planning
- Parks
- DDA
- Utilities/Public Services

- Communications/Strategic Initiatives

### **Commission Direction Needed**

- Establish dedicated funding line item for Mobility Action Plan projects outside reconstruction schedules
  - Set measurable goals for Complete Streets Annual Funds
  - Confirm scale and annual allocation for tactical urbanism pilots
  - Clarify priority sequencing among major corridor reconstructions
  - Confirm appetite for expanding downtown and neighborhood gathering enhancements beyond programmed projects
  - Define performance metrics for measuring success (pedestrian counts, mode share, activation levels, etc.)
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## **POLICY FRAMEWORK**

**Policy A: Embed the concept of enhancing social gathering spaces that are focused on residents, in the planning and redevelopment of key corridors and neighborhoods. This especially applies to existing park amenities and recreation spaces.**

### **Scope**

Institutionalize the expectation that corridor reconstruction, neighborhood redevelopment, zoning updates, and park improvements intentionally enhance resident-focused social gathering spaces by:

- Integrating gathering space design into future corridor projects (7th Street, 14th Street)
- Prioritizing park and recreation enhancements in neighborhoods with lower amenity access
- Advancing park reconstruction and expansion projects (Slabtown Corner, Bryant Park access, Front Street Pocket Park, TART/Jupiter Gardens connections)
- Incorporating Crime Prevention Through Environmental Design (CPTED) principles into gathering spaces
- Supporting DDA investments in resident-focused downtown spaces (Rotary Square, Farmers Market Pavilion)
- Implementing “Neighborhood Center” zoning to support 15-minute neighborhood amenities
- Exploring acquisition of new parkland (Southwest quadrant; M-72/M-22 waterfront parcels)
- Leveraging asset management GIS data to prioritize investment
- Exploring establishment of a resident-led advisory model (e.g., “Vibes Council”)

## **Sequenced Implementation Timeline**

### **Near-Term (2026)**

- Complete Parks & Recreation Master Plan (critical foundation)
- Continue Slabtown Corner pickleball/tennis design and reconstruction
- Advance Bryant Park pedestrian/nonmotorized access (coordinate with MDOT)
- Launch Front Street Pocket Park
- Integrate CPTED standards into gathering space design review
- Utilize asset management inventory to identify low-amenity neighborhoods
- Evaluate “Vibes Council” concept

### **Mid-Term (2027–2028)**

- Implement zoning amendments for “Neighborhood Center” designation
- Advance TART to Jupiter Gardens feature improvements
- Explore submission MDNRTF grant for waterfront acquisition (M-72/M-22)
- Explore acquisition of parkland in Southwest quadrant (Thirlby Field area coordination with TCAPS)
- Prioritize neighborhood park enhancements (including interactive play/music elements identified in BBTF list)

### **Long-Term (2029+ and beyond)**

- Integrate gathering spaces into 7th and 14th Street corridor reconstruction (timeline may extend beyond 5 years)
- Advance Bryant Park access improvements (likely with external engineering consultant)
- Accelerate corridor projects if additional staff/funding provided
- Complete waterfront acquisition and development (if successful)
- Institutionalize placemaking review within all capital projects

## **Funding Requirement + Potential Sources**

### **Programmed Projects**

- DDA (Rotary Square, Farmers Market Pavilion)
- Brown Bridge Trust Fund
- Existing capital allocations

## **Potential Additional Funding Needs**

- Land acquisition (Southwest quadrant – TBD based on parcel availability)
- Waterfront acquisition: \$4M+ (MDNRTF grant requires minimum 25% match; estimated City match \$1M+)
- Bryant Park access – external engineering consultant costs
- Expedited 7th/14th corridor integration (if accelerated)
- Additional neighborhood park enhancements

## **Potential Sources**

- MDNRTF Acquisition Grant exploration
- Brown Bridge Trust Fund
- TIF (if eligible)
- General Fund (if contribution approved)
- Grant exploration (recreation, placemaking, transportation)

## **Staffing / Operational Constraints**

- No key corridor projects currently in design phase
- 7th and 14th corridor timelines may extend beyond 5 years
- Zoning ordinance rewrite workload limits capacity for new initiatives
- Bryant Park access requires coordination with MDOT and consultant support
- Park acquisition and grant administration require significant staff time
- Acceleration of corridor integration would require additional staff and funding

## **Primary Staff**

- Engineering
- Parks & Recreation
- Planning
- Asset Management/GIS
- DDA
- TCPD
- City Manager's Office
- Communications & Strategic Initiatives

## **Commission Direction Needed**

- Affirm policy expectation that gathering spaces be integrated into corridor and redevelopment planning
- Confirm priority of Parks & Recreation Master Plan as guiding document
- Provide direction on waterfront acquisition pursuit and matching funds strategy
- Clarify appetite for land acquisition in Southwest quadrant

- Determine whether to accelerate 7th and 14th corridor integration (with additional funding/staff)
- Approve Neighborhood Center zoning implementation
- Provide guidance on establishment of “Vibes Council” advisory concept

## Pillar 2 – Objective 2

**Encourage and support community driven Program initiatives that build local sense-of-place and neighborhood cohesion.**

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### **PROGRAM FRAMEWORK**

**Program A: Develop a fund to support community-driven initiatives, and place-making (including continued support for public art)**

#### **Scope**

Establish a dedicated, flexible fund to support resident-led initiatives that strengthen neighborhood identity and cohesion, including:

- Placemaking and tactical urbanism pilots (small- and mid-scale)
- Public art and interactive elements that encourage community connection
- Neighborhood-led activation, beautification, and “big and small” cohesion projects
- Pilot concepts modeled after programs such as Seattle’s “Rainworks”

This program includes defining an implementation structure, potentially through:

- A “TC Vibes Council” (volunteer advisory group) working with a designated Employee Team liaison to recommend projects and allocations to the City Manager, or
- An expanded/refocused role for an existing body (e.g., Arts Commission) to broaden placemaking scope beyond art alone.

The fund would create a consistent mechanism for community creativity and neighborhood-scale improvements separate from large capital projects.

### **Sequenced Implementation Timeline**

#### **Near-Term (2026)**

- Commission discussion and direction on establishing the fund
- Decide governance model (TC Vibes Council vs existing committee expansion)
- Identify staff liaison from existing employee team
- Establish initial allocation and basic program rules (eligibility, application, review)
- Launch first pilot funding cycle

### **Mid-Term (2027–2028)**

- Formalize advisory structure and annual application cycle
- Expand project reach across neighborhoods (equitable distribution)
- Evaluate outcomes and refine criteria (cohesion impact, participation, feasibility)
- Explore a recurring funding formula (fixed annual amount vs % allocation model)

### **Long-Term (2028–2031 and Ongoing)**

- Institutionalize annual placemaking/cohesion fund allocation
- Align efforts with DDA/TIF initiatives where appropriate
- Scale the fund based on demonstrated outcomes and community demand
- Integrate successful pilots into permanent programming or capital improvements where justified

## **Funding Requirements + Potential Sources**

### **Initial Suggested Allocation**

- \$50,000 initial fund (TBD by Commission)

### **Potential Ongoing Range**

- \$50K–\$100K annually depending on desired scale
- Consider a percentage-based allocation model (similar to other annual set-asides)

### **Potential Sources**

- General Fund (if contribution approved)
- TIF (where eligible)
- Alignment with Arts Commission funding streams (if structure is shared)

## **Staffing / Operational Constraints**

- Requires a designated staff liaison (reallocation of existing staff time)
- Administrative workload for application intake, coordination, contracting, and reporting
- Potential need to modify charter/charge of an existing committee or stand up a new one
- Ongoing evaluation and equitable distribution tracking

Scaling beyond a modest pilot likely requires additional staff capacity or a clearly assigned program owner.

### **Primary Staff**

- City Management
- Communications & Strategic Initiatives
- Finance (fund administration) Planning
- Parks & Recreation
- DDA/Arts Commission

### **Commission Direction Needed**

- Approve creation of a community-driven placemaking/cohesion fund
- Determine governance model (TC Vibes Council vs existing committee expansion)
- Approve initial allocation amount and preferred ongoing funding approach
- Assign staff liaison responsibility (role, department, time allocation)
- Define program goals and selection criteria (neighborhood cohesion, sense-of-place, equity)
- Establish reporting cadence and outcome measures (participation, distribution, satisfaction, durability)

### **Program B: Elevate the role of neighborhood associations in community engagement, including strengthening support to help convene neighborhood associations and the President's Council.**

### **Scope**

Strengthen and formalize the role of Neighborhood Associations (NAs) as key partners in City engagement by:

- Convening and supporting the Traverse City Neighborhood Association Presidents Council as a quarterly forum for structured information exchange
- Ensuring proactive engagement of Neighborhood Associations on projects and issues impacting their neighborhoods or the City as a whole
- Creating a consistent feedback loop between Neighborhood Associations and City leadership

- Providing advance agenda coordination and structured opportunity for NA leadership to identify concerns and discussion topics
- Disseminating accurate information shared at Presidents Council meetings through:
  - Bay Brief
  - Individual NA monthly meetings
  - Other City communication channels
- Developing a public-facing interactive map to increase awareness of NA boundaries and leadership contacts
- Strengthening internal coordination between departments to ensure timely responses to NA concerns

### **Sequenced Implementation Timeline**

#### **Near-Term (2026)**

- February 25, 2026: Launch first Presidents Council meeting
- Establish quarterly meeting cadence
- Implement agenda review process with NA leadership prior to each meeting
- Formalize internal department presentation coordination process
- Begin development of public-facing Neighborhood Association interactive map

#### **Mid-Term (2027)**

- Evaluate effectiveness of quarterly Presidents Council meetings
- Refine agenda development and feedback processes
- Launch public-facing NA interactive GIS map
- Expand communication integration (Bay Brief + NA dissemination tracking)

#### **Long-Term (2028 and Ongoing)**

- Institutionalize Presidents Council as standing engagement mechanism
- Integrate NA feedback into annual OKR and capital planning processes
- Expand digital engagement tools to support neighborhood awareness

### **Funding Requirements + Potential Sources**

#### **Primarily Staff**

- No significant new funding allocation anticipated
- Technology costs for interactive NA map (absorbed within IT/GIS operations)

## **Potential Sources (if expanded tools are desired)**

- General Fund (if contribution approved)

## **Staffing / Operational Constraints**

- Ongoing coordination workload for:
  - Deputy City Manager
  - Director of Communications & Strategic Initiatives
  - City Manager Executive Assistant
- Departmental staff time to prepare presentations for quarterly meetings
- IT/GIS development capacity for interactive NA map
- Sustained communications support to ensure consistent message dissemination

Expansion beyond quarterly coordination would require additional staff time allocation.

## **Primary Staff**

- City Management
- Communications & Strategic Initiatives
- Department Heads (issue-specific presentations and follow-up)
- IT/GIS (interactive map development and maintenance)

## **Commission Direction Needed**

- Define reporting expectations (e.g., summary to Commission following meetings)
- Provide guidance on how NA input should influence capital planning and OKR prioritization

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## **POLICY FRAMEWORK**

**POLICY A: Encourage an ongoing shift in perspective to focus on quality of life for current residents and future residents.**

### **Scope**

Institutionalize a quality-of-life lens in City decision-making, planning, and reporting by:

- Working collaboratively with the City Commission to define what “quality of life” means in a Traverse City context
- Utilizing the Neighborhood Association Presidents Council to better define neighborhood-level interests and concerns
- Integrating survey findings into Strategic Action Plan reporting and “The Performance” annual review

### **Sequenced Implementation Timeline**

#### **Near-Term (2026)**

- Work with Commission to define quality-of-life framework and performance indicators
- Define interests from Neighborhood President’s Council

#### **Mid-Term (2027–2028)**

- Integrate SAP and OKR status into “The Performance” annual reporting
- Present updates to SAP and OKR at Presidents Council and Commission work session

#### **Long-Term (Ongoing, Every 2 Years)**

- Integrate results into Strategic Action Plan updates and Master Plan discussions
- Track trend data over time

### **Funding Requirements + Potential Sources**

#### **Primarily Staff Time**

#### **Estimated Cost**

- Publication outsourcing: \$10,000 +

#### **Potential Sources**

- General Fund (if contribution approved)

### **Staffing / Operational Constraints**

- Coordination with Neighborhood Associations for distribution
- Maintaining consistent methodology for longitudinal tracking

## **Primary Staff**

- City Management
- Communications & Strategic Initiatives
- Department Head Coordination

## **Commission Direction Needed**

- Affirm quality-of-life lens as a standing northstar
- Define key performance indicators to be measured

# **Pillar 2 – Objective 3**

**Re-focus the downtown as a key neighborhood within the local community fabric.**

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## **PROGRAM FRAMEWORK**

**Program A: Work with DDA to reframe the approach for supporting downtown businesses and infrastructure and help encourage a live and work environment. (Refer also to Pillar 1)**

### **Scope**

Strengthen downtown as both an economic center and a livable neighborhood by:

- Partnering with the DDA to align infrastructure investments with a resident-focused, live-work environment
- Advancing pedestrian safety and connectivity improvements (mid-block crossings, intersection upgrades, sidewalk enhancements)
- Supporting completion of catalytic projects:
  - Farmers Market Pavilion
  - Rotary Square
  - Lower Boardman Riverwalk and Pedestrian Bridge
  - Cass Street mid-block crossing
  - State Street pedestrian crossings
  - 7th & Union intersection improvements
- Evaluating future improvements to Front Street (pending resources)
- Supporting potential Boardman/Ottaway River habitat improvements per current DDA study
- Maintaining strong coordination with the Downtown Traverse City Association (DTCA) to ensure business interests are represented

- Support DTCA programming that offers community gathering and economic development for businesses
- Incorporating downtown districts (DTCA, NOBO, Village at the Commons) into Neighborhood Association Presidents Council information sharing
- Maintaining a dedicated Downtown Community Police Officer
- Aligning downtown reinvestment with residential quality-of-life considerations
- Adopting Short Term Rental amendments

## **Sequenced Implementation Timeline**

### **Near-Term (2026)**

- Construct Cass Street mid-block crossing
- Continue support for Farmers Market Pavilion and Rotary Square construction
- Advance State Street pedestrian crossings
- Request Downtown sidewalk improvement funding (FY 2026/2027)
- Include downtown districts in Presidents Council information sharing
- Maintain dedicated Downtown Community Police Officer
- Adopting Short Term Rental ordinance amendments

### **Mid-Term (2027–2028)**

- Construct 7th & Union intersection improvements (2028 target)
- Advance Lower Boardman Riverwalk and Pedestrian Bridge
- Evaluate Front Street improvement feasibility (pending funding/staff)
- Continue placemaking investments through DDA
- Assess Boardman River habitat improvement opportunities

### **Long-Term (3–5 Years and Ongoing)**

- Institutionalize live-work environment strategy
- Expand pedestrian-first design enhancements
- Continue collaboration with DTCA and DDA
- Evaluate long-term downtown infrastructure reinvestment needs
- Monitor impact of infrastructure investments on residential quality-of-life

## **Funding Requirement + Potential Sources**

### **Programmed Projects**

- DDA Funding

- TIF
- Existing capital improvement funds

### **Potential Additional Needs**

- Downtown sidewalk improvement funds (FY 2026/2027 request)
- Front Street enhancement funding (TBD)
- Additional staffing capacity for expanded projects
- Ongoing Downtown Community Police Officer funding (regardless of TIF amendment/extension outcome)

### **Potential Sources**

- TIF (if extended or amended)
- DDA
- General Fund (if contribution approved)
- MDOT grant exploration (eligible components)
- State/Federal infrastructure grant exploration

### **Staffing / Operational Constraints**

- Engineering capacity tied to multiple concurrent capital projects
- Future Front Street improvements require additional staffing and funding
- Continued interdepartmental coordination (Engineering, DDA, Police, Planning)
- Potential impact if TIF structure changes
- Limited capacity for new, unprogrammed downtown projects without additional resources

### **Primary Staff**

- City Management
- Engineering
- DDA/Downtown Traverse City Association
- Police Department
- Planning
- Communications & Strategic Initiatives

### **Commission Direction Needed**

- Affirm downtown as a resident-focused neighborhood priority in addition to economic center

- Confirm continued support for Downtown Community Police Officer regardless of TIF outcome
  - Approve downtown sidewalk improvement funding request
  - Provide direction on potential Front Street improvement prioritization
  - Clarify long-term TIF posture and funding strategy
  - Confirm inclusion of downtown districts in Presidents Council engagement
  - Define expectations for live-work environment metrics and reporting
  - Approve Short Term Rental amendments
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## **POLICY FRAMEWORK**

### **Policy A: Support the Maintenance and Refinement of Local Funding Tools to Support Urban Design and Place Making**

#### **Scope**

Evaluate, maintain, and refine local funding tools that support downtown and corridor-focused urban design, infrastructure, and placemaking investments by:

- Reviewing the long-term sustainability of existing funding mechanisms
- Identifying gaps in funding for strategic and capital investments in downtown and key corridors
- Evaluating corridor-specific funding tools such as:
  - Corridor Improvement Authorities (CIA)
  - Business Improvement Districts (BID)
  - Voter approval required
- Aligning funding tools with Strategic Action Plan priorities and capital planning needs
- Ensuring funding strategies support both infrastructure modernization and resident-focused place enhancement

#### **Sequenced Implementation Timeline**

##### **Near-Term (2026)**

- Q2 2026: Continued Commission discussion on TIF/Commission discussion on corridor funding needs
- Q2 2026: Staff analysis of current and potential funding tools (CIA, BID, TIF structures)
- Q3 2026: If directed, DDA to engage in TIF Ballot Proposal
- Q4 2026: Commission direction on whether to pursue formation or ballot placement

### **Mid-Term (2027 and Ongoing)**

- Implement and administer adopted funding tool
- Align revenue with corridor and downtown capital programming
- Monitor financial performance and adjust as needed

### **Funding Requirements + Potential Sources**

#### **Primarily Staff for Analysis Phase**

#### **Funding Sources (if approved)**

- DDA/TIF

### **Staffing / Operational Constraints**

- Significant staff time required
- Finance and Administration workload
- Interdepartmental coordination with Planning, DDA, Engineering, and Communications/Strategic Initiatives
- Political sensitivity and communication demands

### **Primary Staff**

- City Management
- Finance Department
- DDA
- City Attorney
- Communications & Strategic Initiatives

### **Commission Direction Needed (Q2/Q3 2026)**

1. Confirm need to explore corridor-specific funding tools
2. Provide direction on analysis of CIA and BID structures
3. Provide guidance on TIF and potential ballot consideration
4. Confirm alignment of funding tools with Strategic Action Plan and capital priorities
5. Provide guidance on interim funding strategy if tools are under development