



# THE PERFORMANCE

A Year in Review

# 2023



# TABLE OF CONTENTS

Introduction	3
City Commission	4-5
Budget, CIP, Grants	6-8
Infrastructure Improvements	9-12
Water Systems	13-15
Connecting People with Nature	16-18
Climate Change	19-24
Housing & Homelessness	25-28
Access & Mobility	29-30
Safeguarding the Public	31-32
Honors	33
City Academy	34
Looking Ahead	35
This is Us	36-37
At a Glance	38-39

## Hello!

As we reflect on the achievements and progress of our City throughout the past year, it is with shared pride and commitment that we present the City's annual report, The Performance, showcasing the collective efforts and accomplishments that have shaped our community's journey.

As Mayor of Traverse City, I am honored to join our new City Manager, Elizabeth Vogel, in extending our heartfelt gratitude to our residents, local businesses, community organizations, my fellow City Commissioners, and our dedicated City employees whose collaborative spirit has been instrumental in driving us forward.

The challenges we've faced have only strengthened our resolve. This report stands as a testament to the significant strides we've taken in enhancing infrastructure, fostering sustainable growth, safeguarding the public, and elevating the overall quality of life within our City. It also illuminates our achievements in alignment with the strategic framework set forth by the City Commission's Goals & Objectives.

Whether it was successfully completing a comprehensive and multi-year Bridge Rehabilitation project or working to acquire additional green spaces for our community's enjoyment, the accomplishments of the past year undeniably contributed to the enhancement of our quality of life here in Traverse City.

Looking ahead, our commitment remains steadfast. We are unwavering in our dedication to delivering essential municipal services while simultaneously forging pathways toward a more sustainable and equitable future for Traverse City. Together, we embark on this journey, working collaboratively to shape a city that thrives for all. Additionally, we stand committed to furthering our progress, listening to your valuable feedback, and implementing initiatives that align with our shared values for our beloved Traverse City.

We extend our sincere appreciation to all who have contributed to our City's success.



**Amy Shamroe**  
Mayor



*We stand committed to furthering our progress, listening to your valuable feedback, and implementing initiatives that align with our shared values for our beloved Traverse City.*



**Elizabeth Vogel**  
City Manager



# City Commission

## 2023 - 2025

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.



**Amy Shamroe**  
Mayor



**Mark Wilson**  
Mayor Pro Tem



**Jackie Anderson**  
City Commissioner



**Heather Shaw**  
City Commissioner



**Mi Stanley**  
City Commissioner



**Mitchell Treadwell**  
City Commissioner



**Tim Werner**  
City Commissioner



## CITY COMMISSION GOALS & OBJECTIVES



**ECONOMIC DEVELOPMENT**



**WATER SYSTEMS**



**CONNECTING PEOPLE WITH EACH OTHER AND NATURE**



**CLIMATE CHANGE**



**HOUSING & HOMELESSNESS**

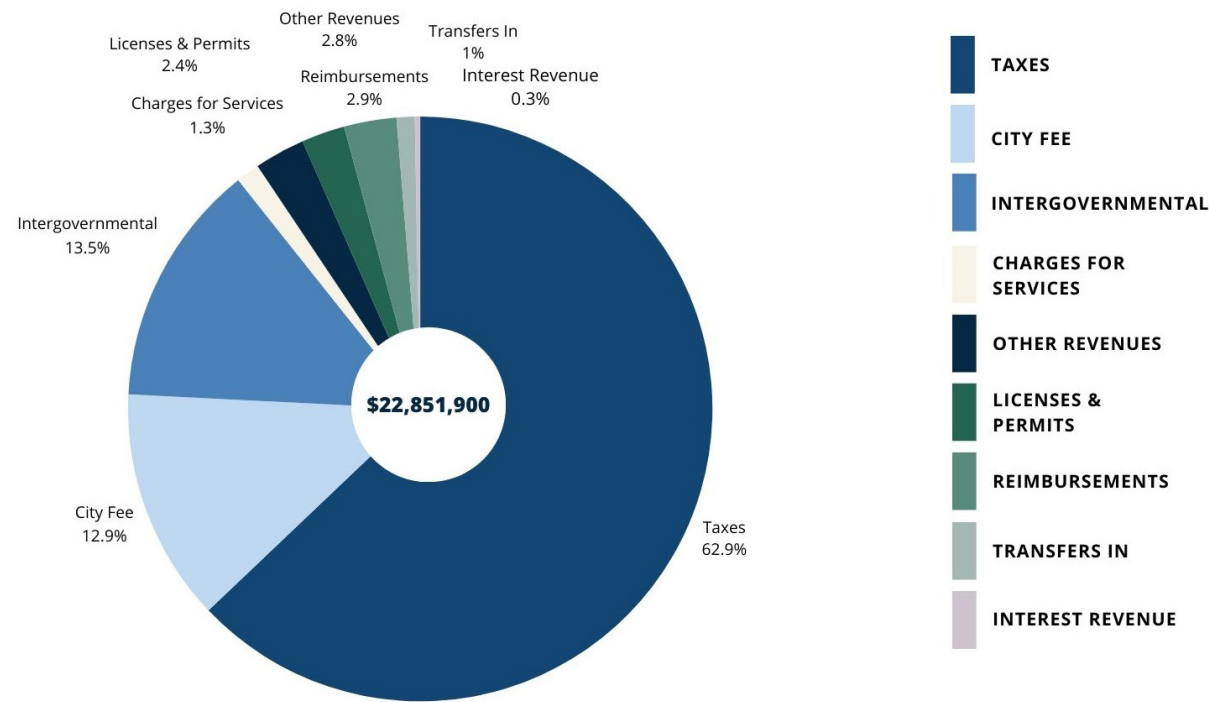


**ACCESS & MOBILITY**

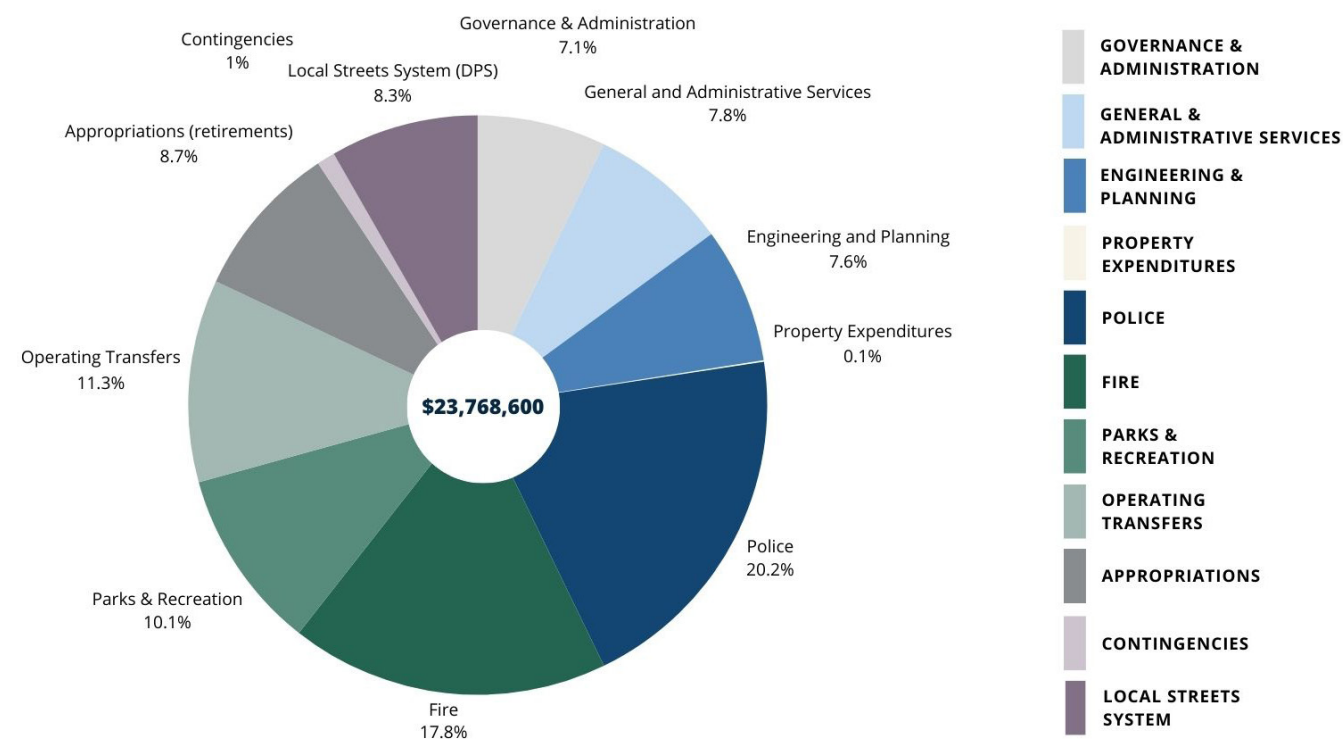
# Fiscal Year Budget

## REVENUES & EXPENDITURES

### FY '23 - '24 Revenues



### FY '23 - '24 Expenditures

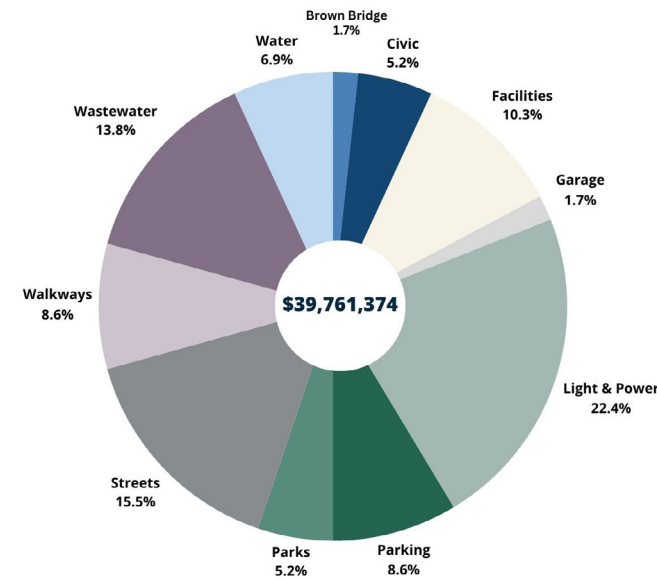


# Capital Improvements Plan

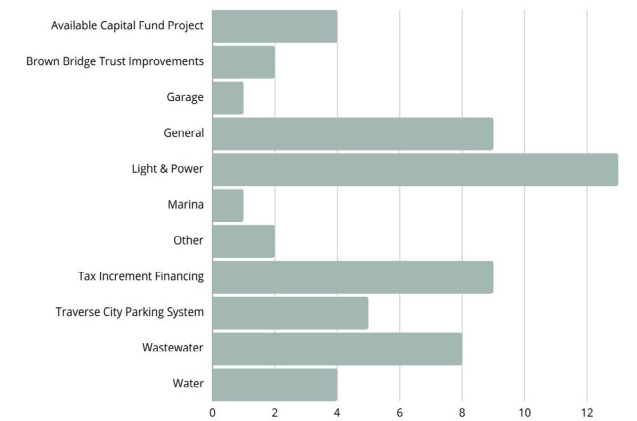
The City Capital Improvements Plan (CIP) is a six-year schedule of public service expenditures that is updated annually by City staff, and coordinated with the City Manager. The CIP does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature, including the basic facilities, services, and installations needed for the functioning of the community. These include transportation systems, utilities, municipal facilities, and other miscellaneous projects.

Of the 137 proposed projects, totaling \$238 million over six years, the City's share is about \$133 million, with the remainder allocated to projects associated with Traverse City Light & Power and the Downtown Development Authority.

### FY '23 - '24 CIP Projects



### FY '23 - '24 CIP Projects by Fund



### CIP INTERACTIVE MAP

In 2023, the City launched a CIP interactive map to better engage with citizens about upcoming infrastructure improvements being planned. The application provides a visual and interactive experience for end users to view CIP projects geographically as well as view information that is found in the CIP Report. Filters may be used to view projects by fiscal year, department, or by selecting a specific project. By clicking on the project extent on the map, a pop-up window will provide the detailed information. The map also contains a metrics tab that provides an additional breakdown of projects and is responsive to the filters.

**58**  
PROPOSED  
PROJECTS  
FY '23 - '24

**\$40M**  
ESTIMATED  
PROJECT COSTS  
FY '23 - '24

**137**  
PROPOSED  
PROJECTS  
FY '23 - '29

**\$238M**  
ESTIMATED  
PROJECT COSTS  
FY '23 - '29

# \$7,603,225 GRANTS AWARDED

**\$1,685,479**

Michigan Public Service Commission  
Low Infrastructure  
Enhancement & Development Grant

*Solar & Battery  
Storage Project*

**\$20,000**

Grand Traverse Band of Ottawa &  
Chippewa Indians 2% Grant

*Jubilee House Day Operations*

**\$34,000**

Preserve Hickory  
Snowmaking Equipment

**\$13,250**

EGLE Grant  
Source Water Intake Protection Plan

**\$2,352,200**

Michigan Natural Resources  
Trust Fund Grant

*Brown Bridge Land Acquisition*

**\$32,000**

Waterways Grant  
Conditional Assessment for  
Duncan L. Clinch Marina

**\$255,396**

United States  
Department of Agriculture  
Grant

*Compost & Food Waste  
Reduction Program*

**\$500,000**

RAP Grant  
(In coordination with TART Trails)

*TART Improvement & Extension Project*

**\$1,800,000**

State of Michigan  
City Fire Ladder Truck

**\$10,900**

United States Department of Justice  
Police Officer Protective Vests

**\$900,000**

EGLE Grant  
(In coordination with the DDA)

*Building Demolition & Environmental Clean Up*



## INFRASTRUCTURE IMPROVEMENTS

Maintaining and improving municipal infrastructure is vital for fostering thriving communities, serving as the backbone for supporting everyday life, facilitating transportation, ensuring access to clean water, promoting public safety, and bolstering economic growth. Neglecting infrastructure can lead to inefficiencies, and safety hazards. Therefore, investing in its upkeep and enhancement is crucial to sustainably propel cities forward, enhance residents' quality of life, and fortify the foundation for future generations.



# Critical Infrastructure & Improvements

## Bridge Rehabilitation Project

The City successfully concluded a multi-year, bridge rehabilitation project, including the completion of the S. Union Street Bridge and N. Cass Street. The total for both bridge projects in 2023 was approximately \$4 million. Since 2021, rehabilitation has been completed on the S. Cass Street Bridge, Eighth Street Bridge, Park Street Bridge, West Front Street Bridge (full reconstruction), S. Union Street Bridge, and N. Cass Street Bridge. Approximately, \$13.3 million was invested in bridge rehabilitation between 2021 and 2023. The funding was coordinated with various stakeholders, including MDOT, DDA TIF Funds, and federal agencies. A majority of the funds came from the MDOT Local Bridge Funding program.



### SOUTH UNION STREET BRIDGE

Improvements on the S. Union Street Bridge included replacement of existing concrete deck and steel beams on the existing foundation, widening sidewalks to 9' 10", installation of an MDOT crash tested/ approved bridge railing detail painted black along sidewalk edge with historic balustrade pedestrian railing to restore the original aesthetic treatment, and a pedestrian railing approaching the bridge.



### NORTH CASS STREET BRIDGE

Improvements on the N. Cass Street Bridge included replacement of existing deck, concrete beams and railing on the existing foundation, widening sidewalks to 8' 7.5", installation of an MDOT crash tested/ approved bridge railing detail painted black with aesthetic treatment at ends, and a pedestrian railing approaching the bridge.



### CASS AND EIGHTH INTERSECTION

In 2023, the City Commission approved the 2023-2024 Pavement Preservation Project, covering the reconstruction and resurfacing of streets, sidewalks, and parking lots citywide. Maple Street, Twelfth Street, Eastern Avenue, and Railroad Avenue will see improvements in 2024. The project will also address sidewalk repairs at State Street's Lot G and pavement issues in Lot C.

In 2023, the Eighth and Cass Street intersection was fully reconstructed with new concrete pavement and brick crosswalks. The Union and Eighth Street intersection reconstruction is planned for spring 2024.

This comprehensive project, with a total cost of \$2,577,831.26, is funded by the road commission millage fund, the Capital Projects Fund, the Parking Fund, and Downtown Development Authority Tax Increment Financing (TIF) Funds.



### A NEW SENIOR CENTER

In 2022, the Senior Center project received a significant boost with a \$7 million allocation from the State of Michigan, making the rebuild possible with a ground breaking in September 2023.

The new Senior Center will increase square footage from 5,780 to over 18,000, including exterior spaces like patios. The building will be north-oriented, offering views of park space, the public beach, and exterior covered spaces to maximize the outdoor views along the shores of West Grand Traverse Bay.

The total project cost is \$10,035,499. Currently, approximately \$8,100,000 in funds have been identified, including a \$500,000 commitment from the City and the \$7,000,000 state allocation. The City aims to secure an additional \$2 million through a pending Michigan Community Center Capital Project Grant.

# Madison & Jefferson

In 2023, Madison & Jefferson underwent a complete transformation, replacing existing streets to enhance traffic calming and pedestrian accessibility. Aligned with Traverse City's Street Design Manual and City Commission goals, the initiative added a north-side sidewalk on Jefferson, reduced intersection widths on Madison for shorter crossing distances, utilized speed tables for speed control, and relocated parking to Madison's east side for improved sidewalk access.

The project also included significant upgrades to water and sanitary sewer utilities, while thoughtfully integrating 27 street trees to preserve the urban tree canopy in strategic locations.

## Madison Street: Front to Wayne

- Parking Limited on the East Side
- Implementation of Drywells, Drainage Swales, and Outlet Covers for Stormwater Treatment
- New Sanitary Mains
- New Watermains and Services

## Jefferson Avenue: Fulton to Elmwood

- Fulton to Madison now 28' Wide with 4' Shoulders
- Sidewalk Constructed on North Side
- Implementation of Drywells and Outlet Covers for Stormwater Treatment
- New Sanitary Sewer Mains
- New Watermains and Services

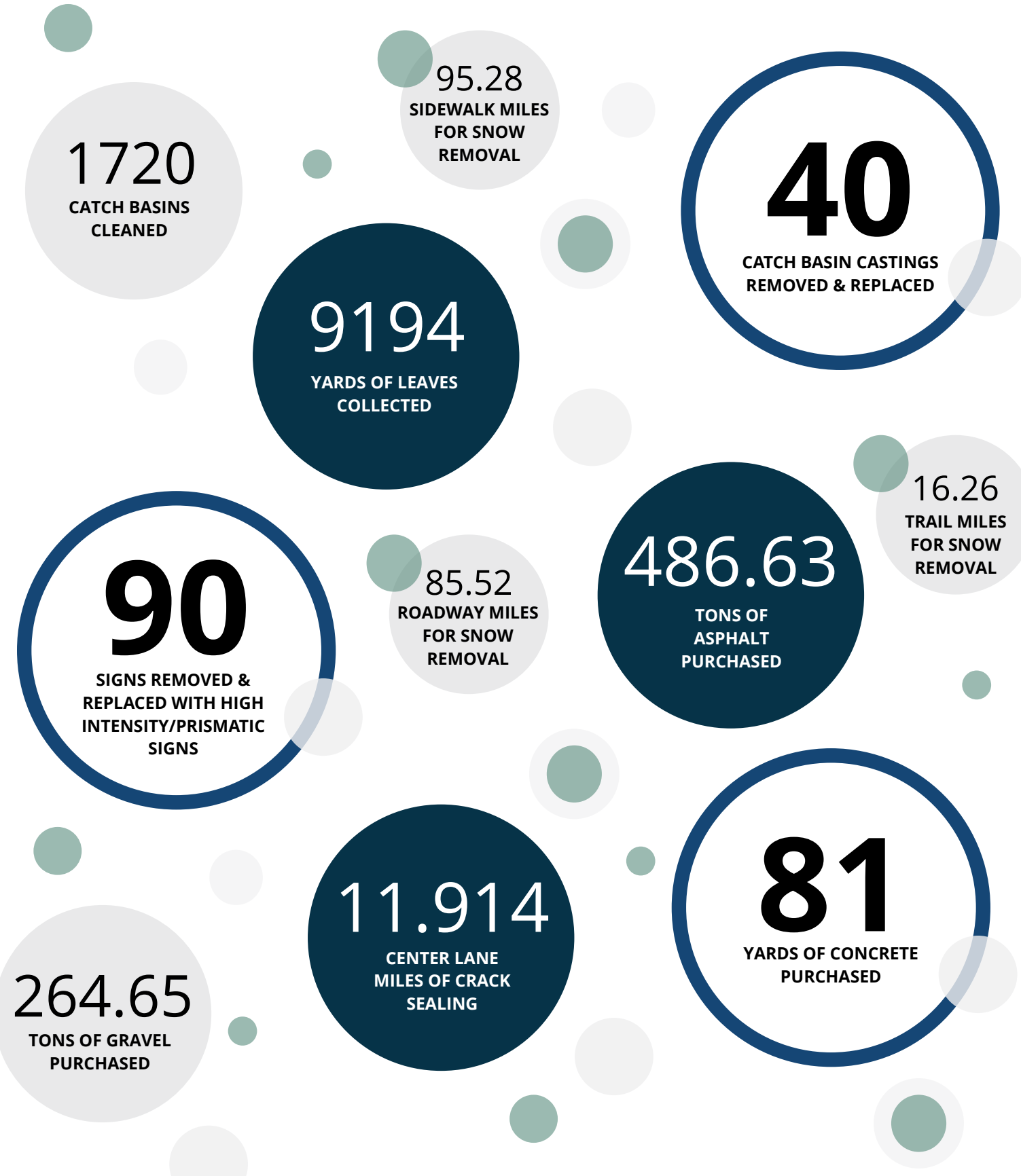


### MADISON & JEFFERSON STORMWATER IMPROVEMENTS

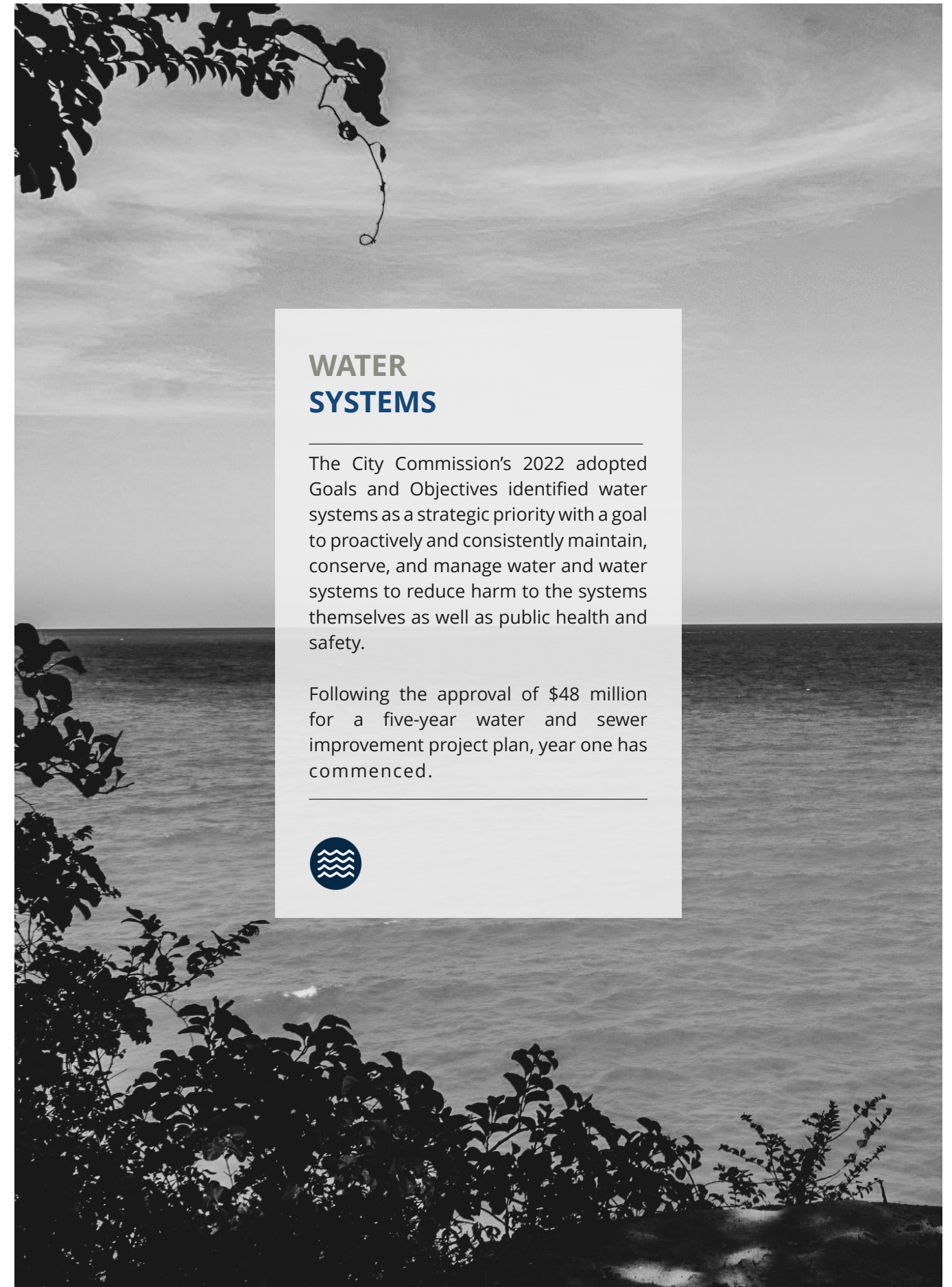
# \$2,350,000

### MADISON & JEFFERSON TOTAL INVESTMENT

# \$4,000,000




The Streets Division diligently upkeeps our roads, sidewalks, alleys, and trails, sometimes working day and night, even in challenging weather conditions, to create a secure environment for our residents and visitors alike.



### WATER SYSTEMS

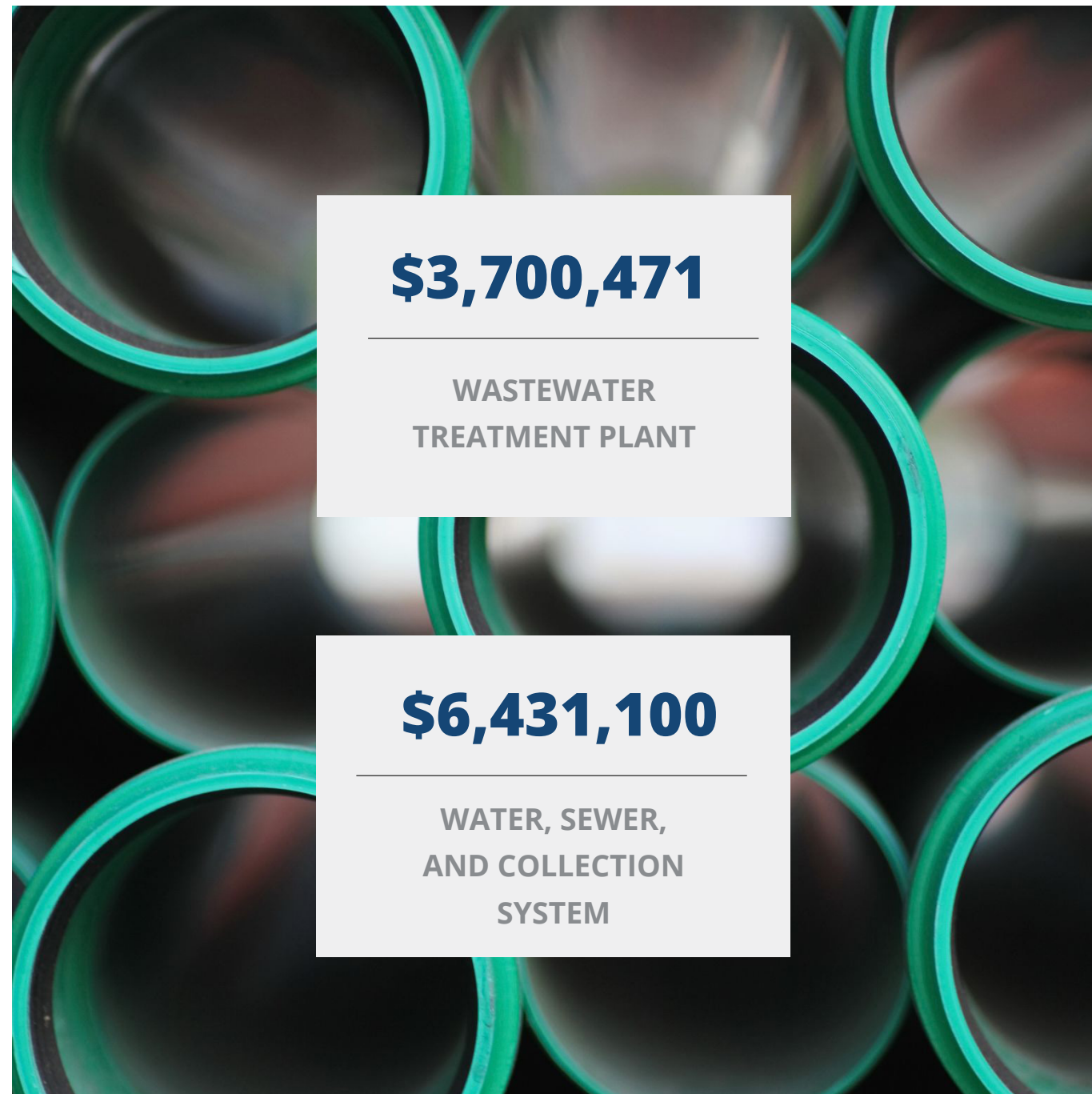
The City Commission's 2022 adopted Goals and Objectives identified water systems as a strategic priority with a goal to proactively and consistently maintain, conserve, and manage water and water systems to reduce harm to the systems themselves as well as public health and safety.

Following the approval of \$48 million for a five-year water and sewer improvement project plan, year one has commenced.



# Water & Sewer Investments

Maintaining and enhancing water and sewer infrastructure is critical for public health, ensuring clean and safe water for consumption and proper sanitation, reducing the risk of waterborne diseases, and safeguarding the environment from pollution. Upgrading these systems enhances efficiency, reducing infiltration and inflow, while also supporting economic growth by attracting businesses that need reliable water sources for operations. Additionally, it secures the long-term sustainability of the City's infrastructure, minimizing disruptions and ensuring continued functionality for future generations.



# Boardman River Wall Stabilization and Sewer Relocation Project

Along the frontage of the Lower Boardman/Ottaway River in the 100 and 200 block of Front Street, a concrete retaining wall built in the 1930's supports a sanitary sewer main, and surface parking and sidewalks. The wall is a cantilevered retaining wall, itself, that has been supported by a series of timber piles. In recent years it had become apparent that the river is scouring out the soil underneath the wall footing, and was confirmed by an underwater video inspection. During the spring of 2020, depressions formed in the landscape area, paving showed signs of failure, and signposts began falling over, all of which indicated that soil stability issues existed adjacent to the wall. The Boardman River Wall Stabilization and Sewer Relocation Projects were completed in 2023. Phase 1 and Phase 2 of the project totaled nearly \$2,200,000 and were funded with bonds through a State of Michigan program with low interest loan rates.



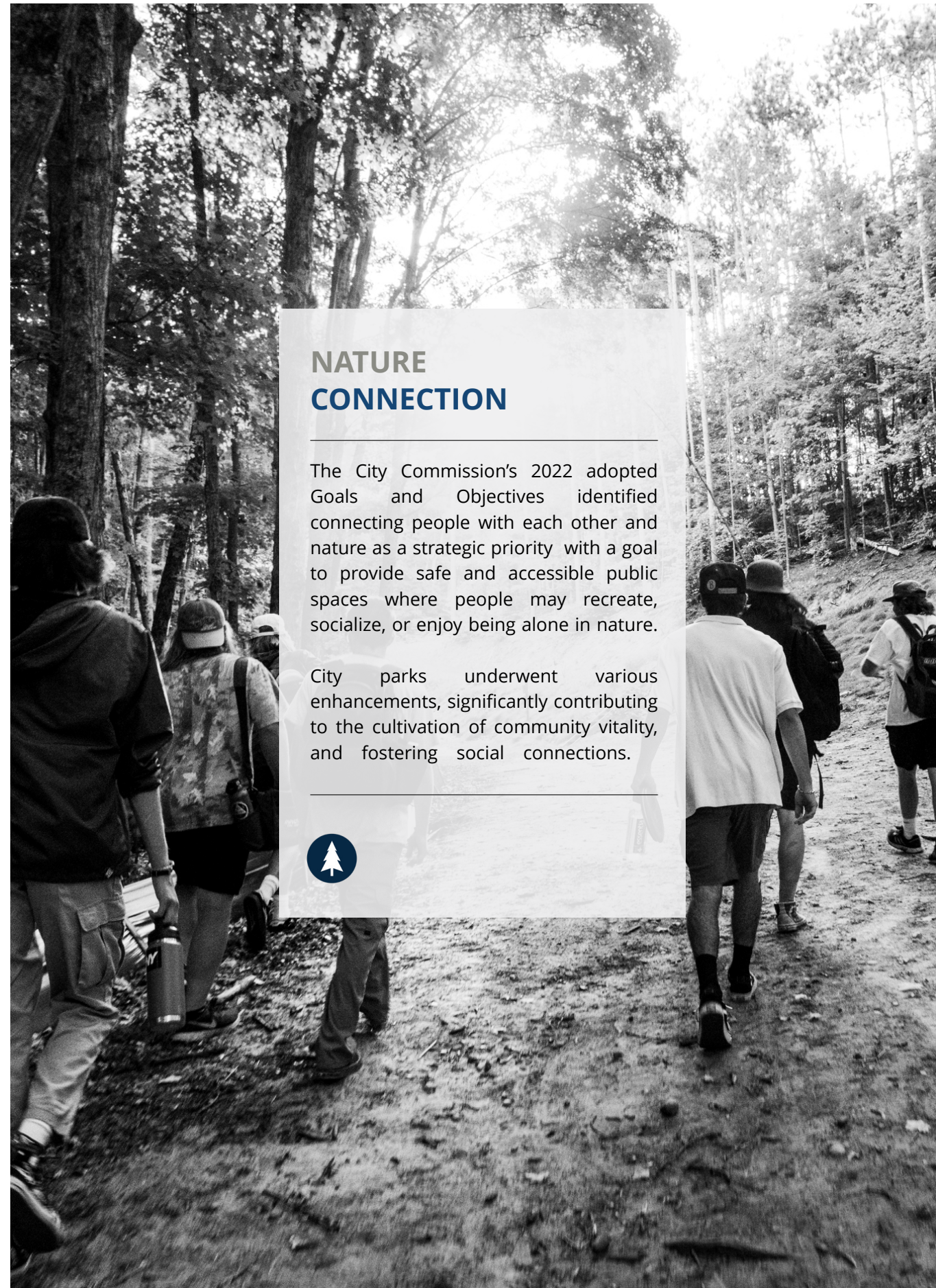
## 100 & 200 Block Alley

The Boardman River Wall Stabilization & Sewer Relocation Project began with work in the 200 block north alley on E. Front Street in December 2022. The project included wall stabilization along the Boardman/Ottaway River to protect a trunk line 24-inch sanitary sewer main that serves the entire west side of Traverse City and portions of Garfield and Elmwood Townships.

## 100 Block Alley

Determined to be at risk, a 24-inch sanitary sewer main along the 100 Block alley of East Front Street between Union and Cass Street was protected (or relocated) since it sat directly on top of the river wall foundation, which was supported by wooden piles. The sewer main was relocated to the south in the alley away from the wall to reduce the risk of sewer failure.





## NATURE CONNECTION

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.

City parks underwent various enhancements, significantly contributing to the cultivation of community vitality, and fostering social connections.



# A Year in Parks



## BOON STREET PARK

Boon Street Park underwent renovations with carefully selected, sustainable playground equipment based on theme, style, and functionality. In response to a spring 2023 survey, neighbors expressed a desire for a swing set, climbing feature, and slide, while emphasizing the importance of maintaining the basketball hoop and open green space. The project was funded through the Brown Bridge Parks Improvement Trust Fund.



## PUBLIC ART

The Arts Commission grew the City's public art collection in public spaces across the City in 2023. The Arts Commission launched its "Art in the Park" initiative at Bryant Park, featuring a mural titled "Our Neighborhood Spot" by local artist Katherine Corden Bellisario. Selected from over 20 submissions, Katherine's work aims to enhance the City's beauty and create a meaningful space for visitors. The project was funded by the Public Art Fund.



## VOLLEYBALL COURT EXPANSION

In 2023, the West End Volleyball Courts expanded from six to eight volleyball courts. Funding for the project came from the Parks and Recreation Division Fund and the Capital Projects Fund.



## INDIAN WOODS PARK

Improvements to Indian Woods Park included replacing play equipment with a small new structure that would meet current safety and ADA accessibility standards, new stairs, tree plantings, and bike racks.

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



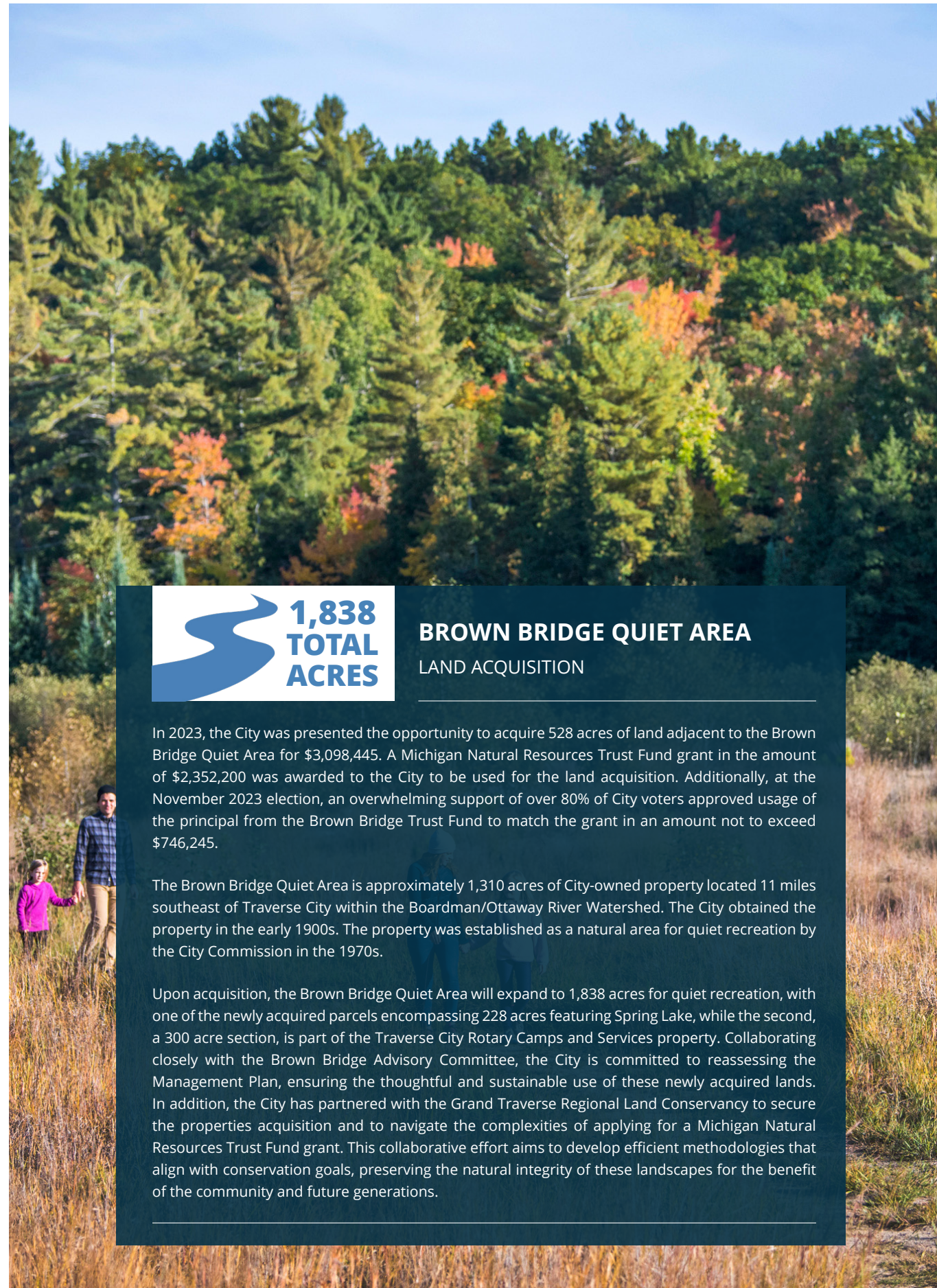
## HOMOLOGATION CERTIFICATION

Hickory Hills' Nordic course received homologation certification (course approval) from the International Ski and Snowboard Federation (FIS), making it the sole homologated cross-country ski course in Michigan's lower peninsula, alongside two others in the Upper Peninsula. This recognition, achieved through a multi-year effort by VASA Ski Club, City staff, and Preserve Hickory volunteers, involves meeting FIS technical requirements and facilitates discussions on safety, course preparation, and facility use.



## BASKETBALL COURTS

Basketball courts at Arbutus Court Park and F&M Park received a facelift in 2023. A new reinforced concrete slab basketball court was enlarged with a new hoop structure in Arbutus Court Park. A new basketball court and hoop structures were also completed in F&M Park. The projects were funded by Brown Bridge Parks Improvement Trust Fund.



 **1,838  
TOTAL  
ACRES**

**BROWN BRIDGE QUIET AREA**  
LAND ACQUISITION

In 2023, the City was presented the opportunity to acquire 528 acres of land adjacent to the Brown Bridge Quiet Area for \$3,098,445. A Michigan Natural Resources Trust Fund grant in the amount of \$2,352,200 was awarded to the City to be used for the land acquisition. Additionally, at the November 2023 election, an overwhelming support of over 80% of City voters approved usage of the principal from the Brown Bridge Trust Fund to match the grant in an amount not to exceed \$746,245.

The Brown Bridge Quiet Area is approximately 1,310 acres of City-owned property located 11 miles southeast of Traverse City within the Boardman/Ottaway River Watershed. The City obtained the property in the early 1900s. The property was established as a natural area for quiet recreation by the City Commission in the 1970s.

Upon acquisition, the Brown Bridge Quiet Area will expand to 1,838 acres for quiet recreation, with one of the newly acquired parcels encompassing 228 acres featuring Spring Lake, while the second, a 300 acre section, is part of the Traverse City Rotary Camps and Services property. Collaborating closely with the Brown Bridge Advisory Committee, the City is committed to reassessing the Management Plan, ensuring the thoughtful and sustainable use of these newly acquired lands. In addition, the City has partnered with the Grand Traverse Regional Land Conservancy to secure the properties acquisition and to navigate the complexities of applying for a Michigan Natural Resources Trust Fund grant. This collaborative effort aims to develop efficient methodologies that align with conservation goals, preserving the natural integrity of these landscapes for the benefit of the community and future generations.



**CLIMATE  
RESILIENCY**

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.

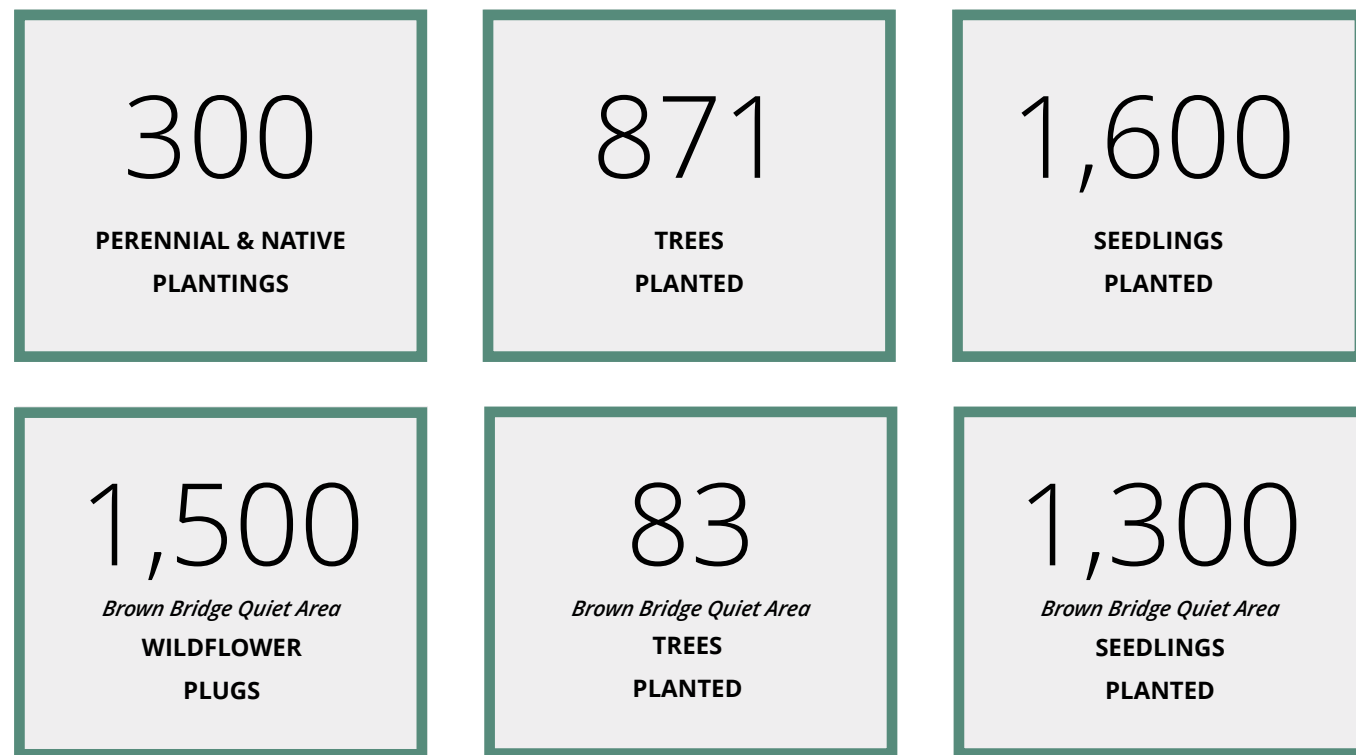
The City was honored with the Michigan Green Communities Challenge Gold Certification in 2023. The Michigan Green Communities Challenge is an annual program that serves as a guide to help communities measure their progress towards sustainability.



# Planting our Future

The City is committed by ordinance, policy, and tradition to the full responsibility for the management of all trees on City-owned public land within the City limits. The value and importance of trees continues to be increasingly clear, and the City has taken steps to create a brighter, greener future.

Regions across the globe are facing challenges with air quality, water resources, personal health, and energy use. A robust tree canopy plays a vital role in mitigating these challenges by promoting cleaner air, conserving water, enhancing personal health and well-being, and promoting sustainable energy practices.



## Diversifying the Urban Tree Canopy

Diversifying the urban tree canopy is crucial for enhancing resilience against climate change by promoting a variety of tree species that can adapt to different environmental conditions and mitigate the impacts of extreme weather events.

A diverse urban canopy not only contributes to improved air quality by filtering pollutants, but it also fosters biodiversity, creating habitats for various species and supporting ecological balance within urban environments.

# Compost & Food Waste Reduction Project

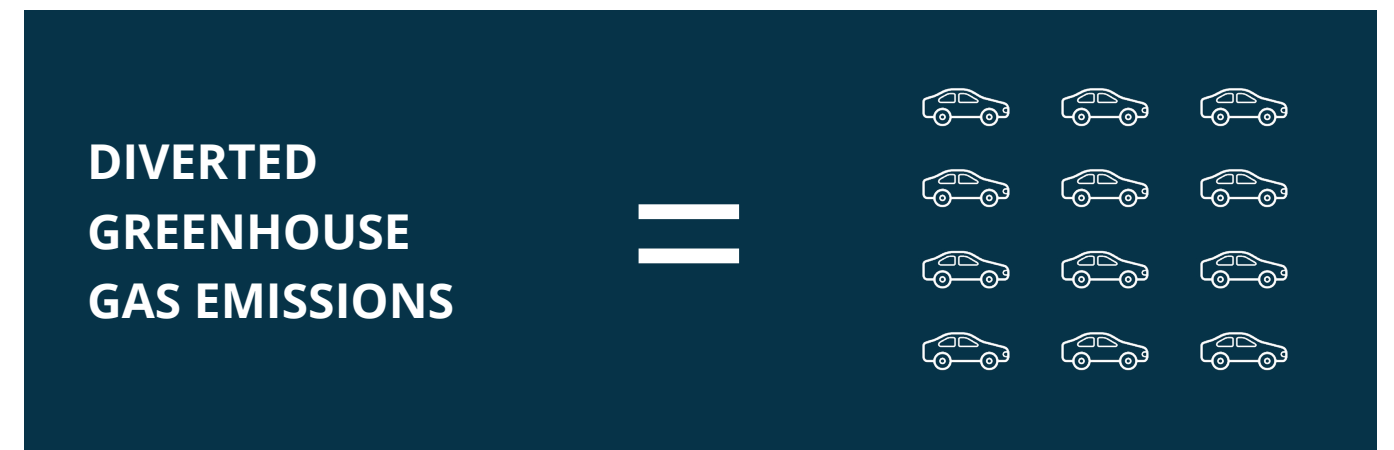
In 2023, the City was awarded a \$255,396 two-year United States Department of Agriculture grant to pilot a Compost and Food Waste Reduction project. The City will partner with SEEDS Ecology & Education Centers to support the project with processing management, logistics, oversight, and aid with the selection of interested vendors through RFP hauling contracts as well as food waste source identification. The program is targeting a spring 2024 kick off.



Currently, the City provides curbside seasonal leaf pick up and annual brush pick up for its residents. Materials are taken to the City's Keystone facility for composting. The organic material is supplemented by materials from the Grand Traverse County-operated brush drop-off. Finished compost products are used by the City for its public lands, parks and green spaces, and any remaining material is sold for bulk purchasing.

The objective of this program is to expand access to organic material pickups, particularly incorporating food waste, for City residents and businesses. Additionally, the program aims to monitor reductions in Greenhouse Gas Emissions resulting from diverting organic material from landfills to composting, contributing to the City's Carbon Neutral Target. It is projected that, at maximum capacity, the program could divert Greenhouse Gas Emissions equivalent to removing twelve cars from the road in a one-year period.

The implementation of the program is underway, encompassing equipment acquisition, the development of management processes, and outreach efforts. The acquisition and deployment of a 20-yard "In-Vessel" composter will enable the annual processing of nearly 150 tons of food waste, equivalent to 2.5 64-gallon totes. The high-quality compost produced can be donated by the City to support food pantry gardens and community gardens, utilized in City parklands, or sold at its retail value.



# Electrification & Decarbonization

The City is demonstrating its commitment to reducing its carbon footprint and becoming more resilient to the impacts of climate change. In addition to creating a more sustainable future, the City can set a positive example for other communities to follow in the fight against climate change .

Decarbonization of Energy Production for all of Traverse City is being addressed by Traverse City Light & Power's goals of 40% renewable electricity by 2025, and 100% renewable electricity by 2040. Specific to City of Traverse City facilities, the 100% renewable electricity goal was met at the start of 2020.

## Decarbonization & Climate Resiliency

The City took an important step towards a more sustainable future with the adoption of the Resolution Towards Decarbonization and Climate Resiliency. Outlining specific goals for the City to strive for, it also enables staff to identify the most energy, environmentally, and financially responsible ways to achieve these objectives. The approach ensures that the City can balance its operational and service demands with its sustainability goals.



## Electrification Policy

In addition to the Resolution Toward Decarbonization and Climate Resiliency, the City Commission adopted a Building Electrification Policy in 2023. Building electrification, a key aspect of decarbonization efforts, entails shifting from traditional fossil fuel-based systems to electric-powered alternatives for heating, cooling, and energy needs. This approach significantly reduces carbon emissions. Building electrification offers various benefits, including lower energy costs, improved indoor air quality, and increased resilience to disruptions.

To promote this transition, the policy encourages electric systems in new construction and major renovations, while also supporting the retrofitting of existing buildings to reduce reliance on fossil fuels. Many cities are exploring such policies to achieve their decarbonization goals and create more sustainable communities.

# Climate Action Plan

## TRAVERSE CITY LIGHT & POWER

Traverse City Light & Power (TCLP) has taken a proactive step towards environmental stewardship by developing a Climate Action Plan, reflecting its commitment to sustainability. This forward-thinking initiative underscores TCLP's dedication to addressing climate change and fostering a cleaner, greener future for the community. The plan outlines strategic measures aimed at reducing carbon emissions, promoting renewable energy sources, and engaging the community in a collective effort to combat the impacts of climate change.



In a significant milestone, the Climate Action Plan marks a pivotal moment in TCLP's journey, signifying its commitment to implementing tangible strategies that will contribute to the energy landscape. The plan positions TCLP as a leader in environmental responsibility within the Traverse City region, showcasing its role as an integrated resource plan that charts the energy needs with available resources.

TCLP has developed and implemented a strategic framework for measuring, planning, and positively impacting the climate, based on the following. This strategic framework will be utilized for future corporate strategic planning, as well as further collaboration with the Traverse City community and government.



From energy storage to smart grid technologies, TCLP is committed to innovation.

Learn how TCLP aims to evolve from mere energy providers to partners in energy decisions and production.

Switch to 100% renewable energy sources by 2040.

Find out how TCLP is working to make distributed energy resources a core part of their DERS strategy.

Stay updated on TCLP's plans to promote electric vehicles and energy-efficient home heating.

# Doing Our Part...Climate Action



## TREE REUSE

The Parks Division salvaged the Black Locust trees from the Senior Center property that were removed for reconstruction. The trees will be repurposed to build a nature playscape in Ashton Park in the Slabtown Neighborhood. The improvements are anticipated to begin in Spring 2024.



## KIDS CREEK RESTORATION

The City continued to collaborate with the Watershed Center on the improvement of the water quality and habitat with the Kids Creek Enhancement Wetland and Streamside Restoration Project, located on City owned property south of Silver Lake Road, by funding \$25,000 toward tree planting.



## EXPANSION OF GREEN FLEET

The City continues to demonstrate a commitment to sustainability by investing into cleaner transportation methods through electric and hybrid vehicles for Traverse City Light & Power, the Streets and Parks Divisions, and the Police Department.



## EXPANSION OF RENEWABLE PORTFOLIO

TCLP completed the M72 Solar project. This includes upgrading the overhead line along M72 with larger wire to allow the installation of more renewable generation at the old wind turbine site.



## SOLAR & BATTERY PROJECT

The City was awarded a Michigan Public Service Commission (MPSC) Low Carbon Infrastructure Enhancement & Development Grant in the amount of \$1,685,479 for a battery storage project and solar array on the rooftops of the Traverse City Wastewater Plant.



## BEET HEET

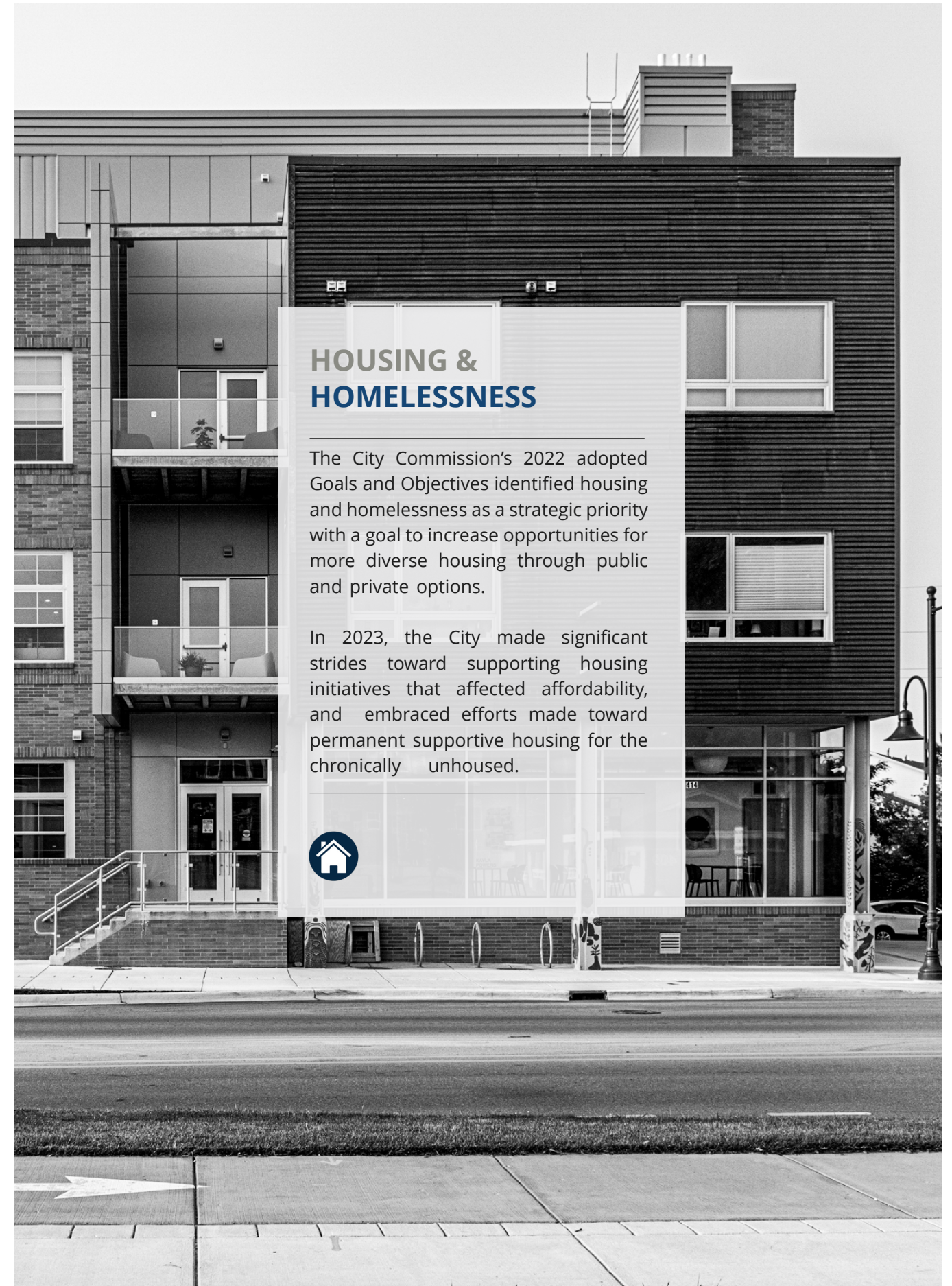
The Streets Division continued the use of BEET HEET, a molasses based product that de-ices while being more environmentally friendly than typical rock salt. The product outperforms rock salt, and provides safer driving conditions while reducing salt use and further negative effects on the environment.

The City created the Deputy Planner & Sustainability Coordinator Position that will be responsible for assisting with the development and implementation of a Sustainability Action Plan, working closely with, and reinvigorating the Green Team, and promoting awareness on the impact of emerging sustainability issues.

The DDA facilitated interest in participating in the Downtown Composting Program and will contract with SEEDS on the program.

TCLP installed the first Siemens Carepole pole-mount oil-free transformer in the U.S. This environmentally friendly solution enhances resilience to weather extremes, ensures safety with a cast-resin design (no oil). The transformer is placed on the west side of Hastings Street, south of Carver.

Clinch Marina was re-certified as a Michigan Clean Marina by the Michigan Boating Industries Association for 5 years.



## 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.

In 2023, the City made significant strides toward supporting housing initiatives that affected affordability, and embraced efforts made toward permanent supportive housing for the chronically unhoused.





APPROVED BY PILOT ARRANGEMENTS

381 INCLUSIVE HOUSING UNITS

35 SUPPORTIVE PERMANENT HOUSING UNITS

# Housing Accessibility

In a significant stride toward inclusive housing, the City approved a number of PILOTs (payment in lieu of taxes). Supporting affordable housing initiatives in Traverse City is essential to ensure that all residents, regardless of income, have access to safe and stable living environments, promoting social equity and stability within the community. By addressing housing affordability, the City can retain its workforce, foster economic resilience, create a more balanced and vibrant local economy, and most of all, care for its people.

Since 2019, the City has approved PILOT arrangements that will add 539 inclusive housing units to the City's housing inventory. In 2023, PILOT arrangements approved included 35 permanent supportive housing units for the chronically unhoused.

## PILOT Legislation

In late 2022, Michigan passed a law allowing local governments to establish PILOT policies and engage in agreements with developers working on workforce housing, without the previous requirement of obtaining state or federal tax credits. Before this change, developers had to compete for low-income housing tax credits from MSHDA, limiting local government participation in PILOTs.

With the approval of Senate Bill 432, local governments can now enter PILOT agreements without the need for state or federal tax credits, simplifying the approval process and supporting affordable housing initiatives aligned with the City Commission's objectives.

### RUTH PARK

6% PILOT Arrangement for 16 years  
53 Residences  
70% to 80% AMI

### ANNIKA PLACE

6% PILOT Arrangement for 16 years  
52 Residences  
70% to 80% AMI

### EAST BAY FLATS

4% PILOT Arrangement for 14 years  
67 Residences  
Less than 60% AMI

### HOMESTRETCH

6% PILOT Arrangement for 30 years  
10 Residences  
Not Exceed 80% AMI

### ANNIKA PLACE II

6% PILOT Arrangement for 16 years  
53 Residences  
70% to 80% AMI

### 125/145 HALL STREET

10% PILOT Arrangement for 15 years  
127 Residences  
80% to 120% AMI

### HOUSING COMMISSION

6% PILOT Arrangement for 45 years  
46 Residences  
Less than 60% AMI

### BRADLEY COMMONS

6% PILOT Arrangement for 16 years  
53 Residences  
70% to 80% AMI

### 155 GARLAND STREET

10% PILOT Arrangement for 15 years  
78 Residences  
80% to 120% AMI



# HOUSING GAP NEXT FIVE YEARS

1,192 FOR SALE HOUSING

1,010 RENTAL HOUSING

# Housing Variety

Housing variety is crucial for affordable and inclusive housing as it allows for diverse options that cater to various needs and preferences within a community. Different housing types, such as apartments, multi-family dwellings, and single-family homes, accommodate varying family sizes, income levels, and lifestyle preferences. This diversity not only fosters social inclusivity, but also ensures that housing solutions are accessible to a broader range of individuals, promoting a more equitable and inclusive living environment.

In 2023, amendments were made to the Traverse City Code of Ordinances to allow additional dwelling types and to modify dimensional standards in the R-1a, R-1b and R-2 residential zoning districts.

## Cluster Housing

- Reduce minimum lot size from five acres to one acre
- Switch from a City Commission SLUP to an Administrative SLUP

## R-1a and R-1b Single-Family Dwelling District Modifications

- Reduce minimum lot width in the R-1a from 90 ft to 70 ft
- Reduce minimum lot width in the R-1b from 45 ft to 35 ft
- Reduce minimum lot area in the R-1a from 9,000 sf to 7,000 sf
- Reduce minimum lot area in the R-1b from 5,000 sf to 4,000 sf
- Increase maximum impervious area in the R-1a from 30% to 35%
- Option to increase maximum impervious area in the R-1b from 45% to 50% subject to complying with standards
- Increase maximum impervious area in the R-1a from 45% to 50%

## Two Principle Dwellings in R-1a/b

- Allow two single family dwellings on lots that are twice the minimum area without a lot split

## Increase Density in the R-1a/b District

- Allow duplexes by right

## Accessory Dwelling Unit (ADU) Modifications

- Remove the annual cap of 15 permitted ADUs
- The requirement that the property owner live in either the principal residence or the accessory dwelling unit remains

### 2010 - 2020

Household Increase

727 Households

### 2022

Largest Share of Household Heads

65 - 74 YO 19%

### 09/22 - 03/23

Largest Share of Household Sales

\$400,000 + 36.7%

### AS OF 02/23

Available Homes for Sale

\$400,000 + 70.6%



**QUICK** identification of resources and shortcomings of community supports for Vulnerable People in Traverse City

**RESPONSE** to overdoses in the community, connecting people to treatment

**TEAM** members who discuss needs of individuals to promote wrap-around community services

## Quick Response Team

The Quick Response Team (QRT) has emerged as a vital component of the Traverse City Police Department's community policing strategy. Launched in late 2022 with substantial support, including a \$150,000 grant from the Michigan State Police's Comprehensive Opioid, Stimulant, and Substance Abuse Program (COSSAP) and \$60,000 from Rotary Charities, the QRT introduced a pioneering role for a law-embedded community social worker, known as the Police Social Worker (PSW) Coordinator.

The PSW Coordinator collaborates with the crisis intervention team on overdose prevention programs and establishes connections with vulnerable people in the community. Since its inception, the QRT has fostered extensive collaboration with the community's human service providers. Setting itself apart from other programs that primarily focus on overdose response, the QRT goes the extra mile by engaging with individuals most susceptible to crises related to substance use, mental health, and homelessness.

### Mission

The Traverse City Police Department QRT will implement quick support to individuals at risk for, and following, overdose. To address the link between substance misuse, mental health and homelessness, the QRT will also address (respond to) the systemic barriers to recovery by examining gaps in local social service provisions and supporting wrap-around services for vulnerable populations in the Traverse City community.

### Eligibility

Eligibility for the QRT refers to at least two of three crises related to homelessness, mental health, and substance use disorder, or a recent overdose. Program participants must live in the City limits.

The QRT's goal is to interrupt the cycle of arrest and addiction in the City's vulnerable population, while focusing on prevention of overdoses and overdose response.

**238**  
Referrals to Program

**175**  
Eligible for Program

**130**  
Program Participants

**118**  
Active Participants

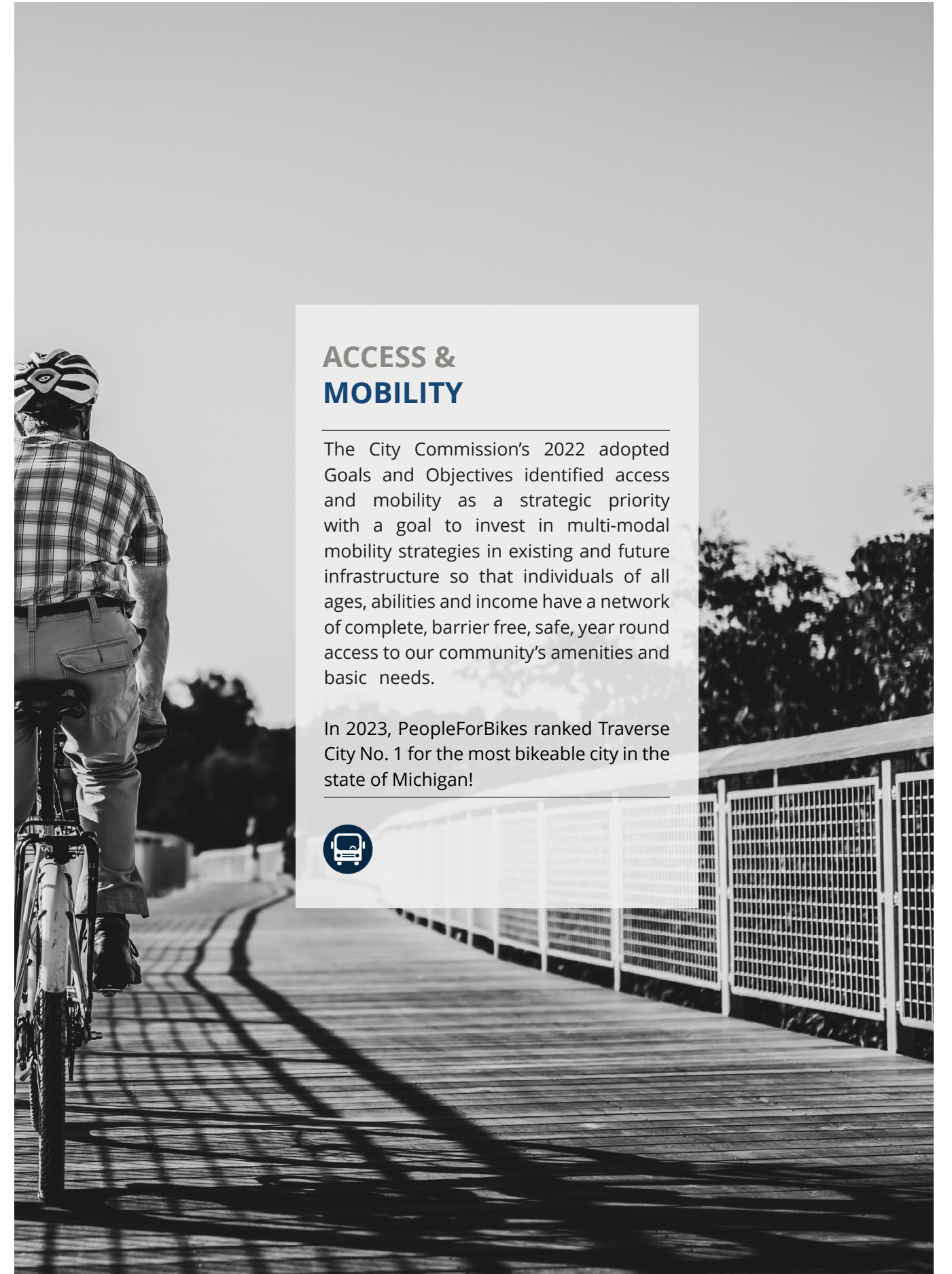
#### ELIGIBLE INDIVIDUALS

**38%**  
Experiencing All Three Criteria

**88%**  
Experiencing Crises Related to Homelessness

**75%**  
Experiencing Crises Related to Substance Use or Overdose

**68%**  
Experiencing Crises Related to Mental Health



## 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 in 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.

In 2023, PeopleForBikes ranked Traverse City No. 1 for the most bikeable city in the state of Michigan!



# Mobility Improvements



## TART Improvement & Extension Project

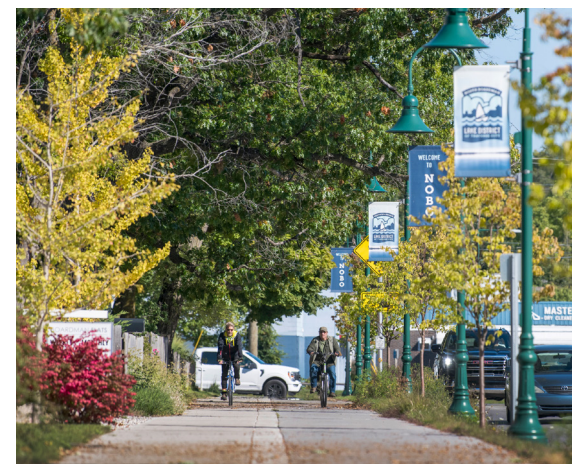
In 2022, the City initiated the TART Improvement and Extension Project, located between West End Beach and the intersection of Peninsula Drive and Eastern Avenue. The section of non-motorized trail between West End Beach and Murchie Bridge serves as confluence of the regional trail network for both transportation and recreation, providing a junction for the TART, Leelanau Trail, and the Boardman Lake Loop Trail. Extending the trail to Eastern Avenue will serve as a critical connector to the City center for the east side of the City and Old Mission Peninsula.

### PHASE 1

In October 2023, TART Trails was awarded a \$500,000 grant from the Michigan Economic Development Corporations RAP 2.0 Program. In addition, the City Commission, in June 2023, approved an allocation of \$421,449 for the project, contingent upon successfully being awarded the above-mentioned grant. The funding will be allocated to Phase 1 of the project, which includes the following:

- Sunset Park to Senior Center: Connecting the public properties with an improved trail
- Clinch Park to Murchie Bridge: Improved section of aging asphalt trail
- Division to Hall Street: Trail construction along the southern portion of Grandview Parkway

A Request for Proposals is intended to be issued in winter 2024, and construction for Phase 1 of the project is being targeted for 2024.



## Mobility Action Plan

A Mobility Action Plan is a strategic document that outlines a set of measures and strategies to guide policies designed to improve transportation and mobility. The plan will address various transportation challenges and promote more sustainable, efficient, and accessible transportation systems. Mobility Action Plans are crucial to addressing issues related to urban congestion, environmental concerns, and the overall quality of life for residents. A draft Mobility Action Plan was approved by the Mobility Action Plan Leadership Team on October 18, 2023.

In 2024, the review and integration of the draft Mobility Action Plan will be folded into the Master Plan Rewrite process.

# SAFEGUARDING THE PUBLIC

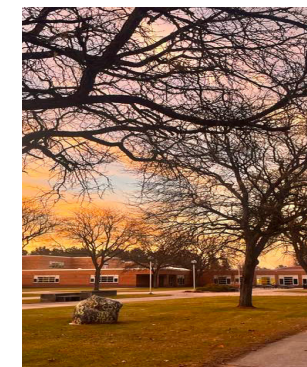
The Police and Fire Departments play pivotal roles in safeguarding the public by ensuring swift and effective responses to emergencies and crises. Through proactive law enforcement, crime prevention, and rapid emergency response, these essential services work together to maintain public safety, protect lives, and uphold the well-being of the community they serve.



## NEW POLICE CHIEF

Matthew Richmond

Matthew Richmond assumed the role as the new Police Chief in October 2023. Richmond began his career with the City in 2004. He has been assigned as a Detective, promoted to Sergeant, Detective Sergeant, Lieutenant, and most recently Captain of Patrol Services, and Interim Chief in 2023. He has also served as the School Resource Officer at Central High School, Crime Scene Technician, Interdiction Team Leader, and a Motor Cycle Officer. Richmond holds a Master of Science in Law Enforcement and Public Safety Leadership degree.



## SCHOOL RESOURCE OFFICER

Central High School

The TCAPS School Board proposed reinstating a School Resource Officer (SRO) at Traverse City Central High School, and the City Commission approved the contract in July 2023. The SRO Program, established in 1982, is a successful initiative of the Traverse City Police Department, focusing on education, crime prevention, and rehabilitation for school-aged individuals involved in criminal incidents. The SRO program at Traverse City Central High School will replicate the existing program at Northwest Education Services, supported by a State of Michigan School Resource Officer Grant awarded to TCAPS.



## AERIAL APPARATUS

Ladder Truck

The City was awarded \$1.8 million by the State of Michigan for an aerial apparatus (ladder truck) for the Traverse City Fire Department, which will replace the aging City Ladder 1, a 2004 KME aerial platform truck approaching 20 years old. The new truck, featuring a 100-foot ladder, is crucial as fire and rescue vehicles are custom orders that can take up to three years to build.

<p><b>7110.63</b></p> <p>TCFD Training Hours</p>	<p><b>3537</b></p> <p>TCFD Total Responses</p>	<p><b>44</b></p> <p>TCFD Fire Responses</p>	<p><b>2464</b></p> <p>TCFD EMS Responses</p>
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### EMERGENCY TRANSPORT SERVICES TRAVERSE CITY FIRE DEPARTMENT

The City engaged the services of TriData to study and prepare a report that would assist the City in determining if it was fiscally and operationally feasible for the City to provide primary first response Advanced Life Support (ALS) transport.

Currently, the City contracts with a third party to provide emergency transportation services. The response time performance standard for the Contractor as listed in the agreement is "to meet or exceed response time standard of 9 minutes or less 90% of the time as calculated on a two (2) month (bi-monthly) basis for emergency calls within the City." For the months of January 2023 - May 2023, the Contractor did not meet the requirement of 9 minutes or less, 90% of the time.

Traverse City Firefighters are EMTs and Paramedics. Both TCFD and the Contractor currently respond to all emergency medical calls. However, the Contractor provides transport. City voters approved to restore up to 1 mill for the purpose of fire department emergency transportation services and facilities at the November 2023 election by a 2:1 margin.

The ballot proposal will provide funding to allow TCFD to provide transport services, with the 1 mill tax levy. The revenue provided would support the proposed staffing model of nine additional personnel, one captain, the purchase of additional equipment, and two new ambulances. The approval of this ballot proposal will not provide sufficient funding for a new fire station. TCFD will begin phasing in this project over the next 12-24 months.

## AND THE HONOR GOES TO...

**SARAH LUTZ  
DEPUTY CITY CLERK**

*The Deputy City Clerk of the Year*

Michigan Association of  
Municipal Clerks



**CHIEF PETTY OFFICER  
ROBERT TEAL**

*Guardian Award*

City of Traverse City  
Coast Guard City Committee



**FOOD RESCUE OF NW MI &  
TRAVERSE HEALTH CLINIC  
AND COALITION**

*Business/Organization  
Humanitarian Award*

City of Traverse City Human  
Rights Commission



**JERRY SWANSON  
GIS & IT ADMINISTRATOR**

*GIS for Everyone Award*

IMAGIN



**CITY ENGINEERING  
DEPARTMENT**

*Department of the Year*

City of Traverse City



**ALLISON GEISERT  
HUMAN RESOURCES  
GENERALIST**

*Employee of the Year*

City of Traverse City

**ASSESSING  
DEPARTMENT**

*Perfect Score*

State of Michigan's Assessment  
Roll and Practices Audit

**CITY CLERK'S OFFICE**

*Clarie Award  
I Voted Sticker Contest  
US Election Assistance  
Commission*

**KATHY SANDERS**

*Sara Hardy Humanitarian Award*

City of Traverse City  
Human Rights Commission





## CITY ACADEMY

In 2023, the City launched City Academy. The program's purpose is to inspire citizens to be informed about the issues surrounding City government and how it functions in order to contribute in the most meaningful way.

The 5-week program included 8 sessions between April and May. During these weekly sessions, participants connected with City staff to discover what goes into both long-term planning and day-to-day operations throughout the City and how citizens can become more involved. Presentations and "behind-the-scenes" facility tours provided participants a better understanding of the role local government plays in the quality of life that residents of the City enjoy. Sessions took place at various City facilities such as Hickory Hills, Fire Station 1, Water Treatment Plant, and Wastewater Treatment Plant, giving participants a true sense of what it's like to work in local government.

### KNOWLEDGE

Inform citizens about how the City is organized and how services are funded and delivered through first-hand involvement. Create opportunities for mutual learning.

### COMMUNITY RELATIONS

Building relationships with City staff by developing open lines of communication by reducing barriers and developing social capital for meaningful dialogue and collective action.

### INVOLVEMENT

Growing a pipeline for substantial citizen involvement in the form of serving on boards, commissions, committees, and so forth. Become ambassadors for the City.

## LOOKING AHEAD



### MASTER PLAN REWRITE

The City will have a new Master Plan in 2024. A Master Plan is a comprehensive long-term planning document that serves as a strategic framework to guide decision-making related to land use, infrastructure, transportation, zoning, economic development, and other aspects of urban or regional development. Key features of a Master Plan often include land-use maps, policies, and recommendations to help manage growth, promote sustainability, and ensure efficient resource allocation.

During the Master Planning Rewrite's current quiet phase, the review of chapters and fine-tuning a Five-Year Action Plan are being conducted.

#### Next Steps

- January - March 2024: Finalizing draft chapters
- March - May 2024: Draft Plan and Action Plan reviewed by Planning Commission
- May - July 2024: City Commission reviews draft Plan and 63 day public review is established
- June 2024: Open House & Public Engagement
- August 2024: Planning Commission public hearing
- September 2024: City Commission considers formal adoption



### FISHPASS

FishPass, the culmination of a 20-year restoration effort on the Boardman/Ottaway River aims to reconnect the river with Lake Michigan by replacing the deteriorating Union Street Dam. This innovative project includes an automated selective passage system as its long-term goal, allowing the sorting and passage of desirable fishes while blocking invasive species like sea lamprey. During the initial 10 years, fish passage will be coordinated with fishery management agencies, limited in number, and restricted to native fishes of the upper Great Lakes. FishPass comprises a 6.5 ft vertical barrier, a nature-like river channel, a fish-sorting channel, a research and education building, and a platform for scientific research and community outreach in a revitalized public space. Construction is planned for spring 2024.



### MOVING DOWNTOWN FORWARD

The Moving Downtown Forward plan identifies priorities for downtown public infrastructure projects and services as well as guiding principles that will serve as a framework for future DDA resource allocation and investment decisions. The plan also includes a detailed market assessment, documentation of community interests and priorities, and an examination of the DDA's operational structure and financial model.

The DDA is currently working to amend the TIF-97 Plan (the amended plan will be renamed the Moving Downtown Forward TIF Plan) that would extend the duration of TIF by 30-years. The amended TIF Plan includes several new public infrastructure projects, as well as plans to continue regular maintenance of existing public infrastructure. In addition, the amended plan includes a new revenue sharing model that ensures more money is returned to the participating taxing jurisdictions.

#### Next Steps

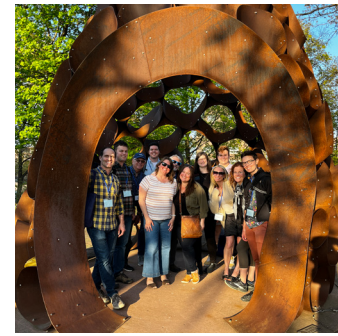
- December 2023: TIF Plan approved for review by the Development Area Citizens Council (DACC)
- January 2024: City Commission approved Adhoc Committee's recommendation for the DACC
- February 2024: DACC meets to discuss content of the TIF Plan and makes a recommendation
- March 2024: DDA Board considers adopting a resolution to approve
- April 2024: City Commission considers scheduling a public hearing
- May 2024: City Commission holds a public hearing on TIF Plan and considers formal adoption

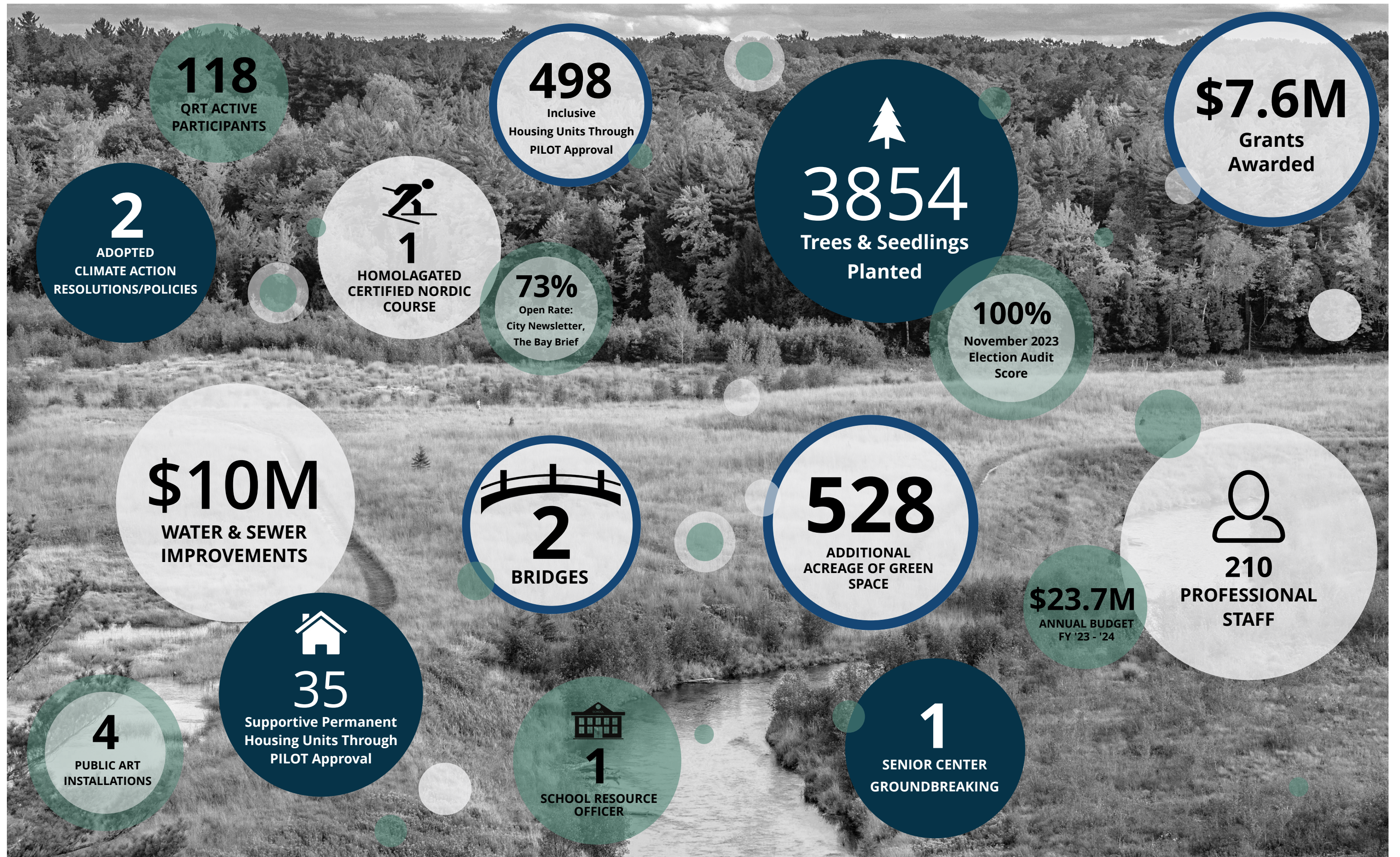


### PARK SIGNAGE

In 2024, City Parks will have a diverse range of new signage types, tailored in size and design to complement each park's unique landscape. The signage array includes new park identification monuments, information kiosks, guide signs, trail markers, and regulatory markers. The design process also included guidance for each park in the sign message schedule for physical sign placement, sign quantities, and upgrades to regulatory text. The consistency of this new package allows the Parks and Recreation Division to have a level of cohesion to better educate the public on park rules, wayfinding information, and environmental education.

# THIS IS US







CITY OF  
**TRAVERSE CITY**

City of Traverse City  
400 Boardman Avenue  
Traverse City, Michigan 49684  
(231) 922-4700  
[traversecitymi.gov](http://traversecitymi.gov)