

THE PERFORMANCE 2020



CITY of
TRAVERSE CITY



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WELCOME TO THE PERFORMANCE 2020

It is our pleasure to present the The Performance 2020 for the City of Traverse City. This year, Traverse City celebrated her 125th birthday! The City Commission adopted a strategy of goals and objectives to move us toward a more sustainable future.

Over the past year, the employees that make up the city team have met unprecedented challenges related to the COVID-19 pandemic. The City considers the health and safety of our residents and visitors a top priority and pivoted to adapt to the ever-changing environment surrounding the pandemic and still provide top quality municipal services.

Fiscal responsibility has never been more important. The pandemic has resulted in a decrease in allocated resources from state and federal agencies. However, due to the diligence and resourcefulness of the City Commission, city staff, and various members of our boards and committees, the City is healthy in terms of financial stability and through careful planning, we are poised to have a strong 2021.

We continue to address aging infrastructure as well as the toll high water has impacted infrastructure. We moved forward supporting Traverse City Light & Power’s implementation of a fiber network to the home, installed sidewalks on a number of residential streets, built the West Boardman Lake Trail, began the reconstruction of the Union Street Dam and FishPass project, addressed housing, and continued on our green path to reach our renewable energy goals.

Going forward, the City continues to provide its exemplary municipal services that support our health, culture, and environment. It has been a pleasure to serve the residents of the City of Traverse City. We look forward to a 2021 that is healing and we also look forward to working together to continue to make Traverse City the special and unique place we call home. Together, we will stand as we watch the sun rise even more beautifully over Traverse City.



Martin Colburn
City Manager



Jim Carruthers
Traverse City Mayor



through careful planning, we are poised to have a strong a 2021.

TRAVERSE CITY

city commission



Jim Carruthers

The City Commission is the legislative body of the City of Traverse City, essentially functioning as the City's "board of directors."

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



Brian McGillivray



Christie Minervini



Roger Putman



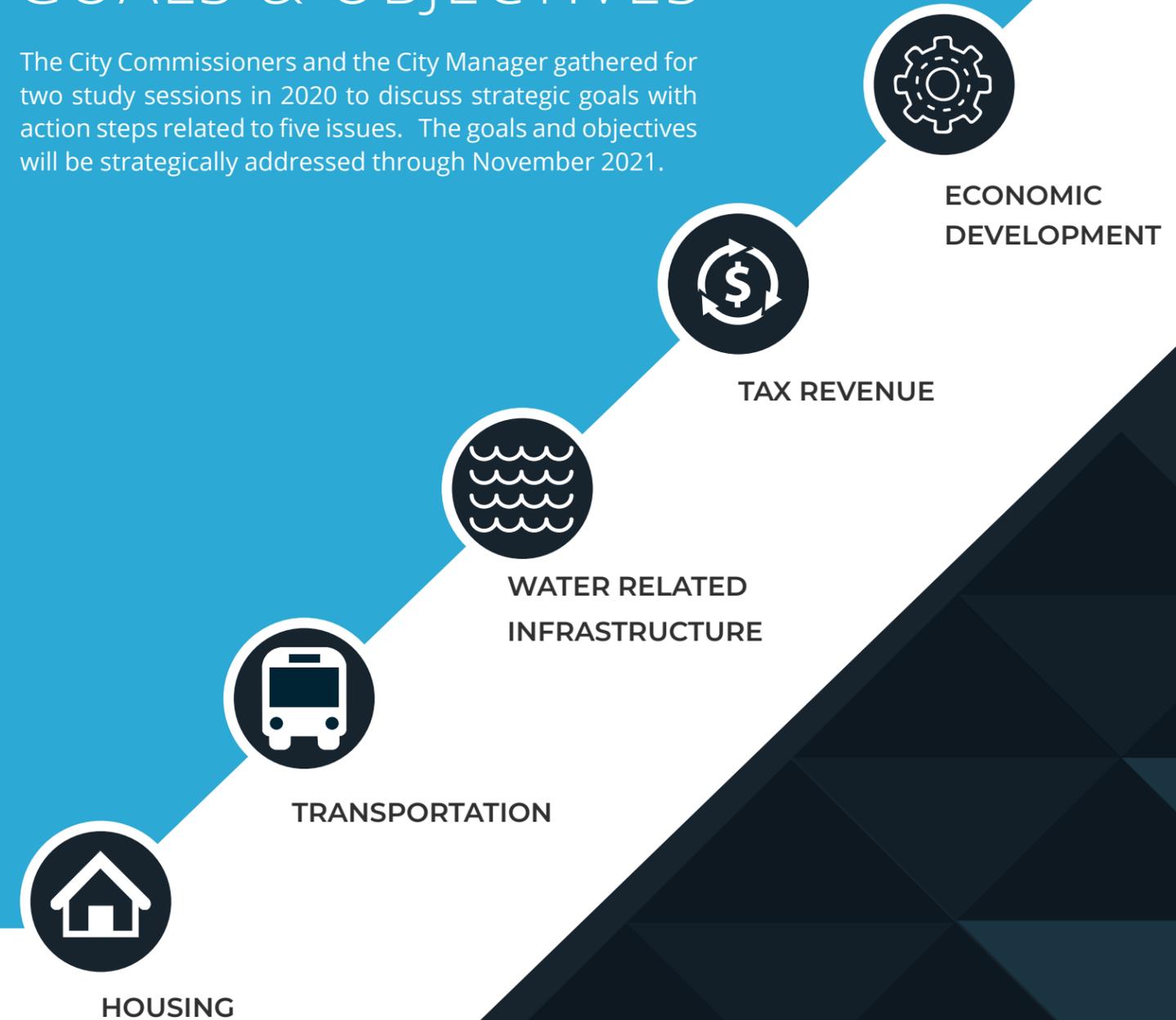
Ashlea Walter



Tim Werner

CITY COMMISSION GOALS & OBJECTIVES

The City Commissioners and the City Manager gathered for two study sessions in 2020 to discuss strategic goals with action steps related to five issues. The goals and objectives will be strategically addressed through November 2021.



CITY COMMISSION STRATEGY

goals & objectives

HOUSING

STRATEGIC GOAL

Add more housing stock in the City for year-round residents, so that those who work in Traverse City can live and retire in the City.

ACTION STEPS

- Develop a strategic plan for housing.
- Strongly encourage and provide for greater density where appropriate.
- Encourage more rental housing.
- Identify City-owned properties where affordable housing may be developed.
- Build smaller condos and houses.

FUTURE INDICATORS OF SUCCESS

- The creation of the strategic plan for housing.
- The creation of more housing in alignment with the goal.



CITY COMMISSION STRATEGY

goals & objectives



TRANSPORTATION

STRATEGIC GOAL

Enable and optimize use of current infrastructure and provide for more and better active transportation options.

ACTION STEPS

- Form an Active Transportation Committee.
- Identify potential options and funding.
- Explore and provide more resources for accessibility and maintenance.
- Enforce current ordinances.

FUTURE INDICATORS OF SUCCESS

- The Boardman Trail Loop is completed.
- Surface parking is reduced, while maintaining net zero parking citywide.
- BATA ridership increases.
- There are data collected regarding walking and biking.
- The amount of pedestrian-scale lighting is increased.

CITY COMMISSION STRATEGY

goals & objectives



WATER RELATED INFRASTRUCTURE

STRATEGIC GOAL

Address the impacts of high water levels and the needs of underfunded and aging stormwater infrastructure.

ACTION STEPS

- Put more resources into the City's stormwater system.
- Understand current conditions and impacts.
- Create the Ad Hoc committee.

FUTURE INDICATORS OF SUCCESS

- The Ad Hoc Committee is formed or reconstituted.
- Solutions are identified and implemented.

CITY COMMISSION STRATEGY

goals & objectives

TAX REVENUE

STRATEGIC GOAL

Secure adequate financial resources to meet current public asset and service needs while planning for the future.

ISSUES & OPPORTUNITIES

- Inadequate revenues to address growing needs and population.
- Dwindling state resources.
- Significant costs and increased demand for services and aging infrastructure.

ACTION STEPS

- Advocate for funding at the State level.
- Focus on economic development.
- Research and understand costs and funding sources.
- Share information with the public.
- Evaluate new sources of local revenue.



CITY COMMISSION STRATEGY

goals & objectives

ECONOMIC DEVELOPMENT

STRATEGIC GOAL

Implement policies and plans and make investments to support economic development.

ISSUES & OPPORTUNITIES

- Access to childcare opportunities.
- Talent attraction and retention.
- Wages and the cost of living.
- Housing choices.
- A need for fiber connectivity.
- Diversifying the economy.
- Additional corridor improvements that attract investments to improve quality of life and increase the tax base.
- Investments in public spaces that attract investments to improve quality of life and increase the tax base.
- Understanding the impacts of COVID-19 on local businesses, employers, and employees.
- Understanding the impact of the City's past and current policies and investments, including the return on investment of corridor improvements, and the impact of Tax Increment Financing (TIF).
- Clarifying the scope of services or support the City's in seeking to advance its economic development goals and objectives.

ACTION STEPS

- Evaluate economic impact and the return-on-investment of the City's policies and corridor and public space improvements.
- Clarify goals and needs related to economic development services.



GRANTS

awarded

Fiscal responsibility is a top priority for the City of Traverse City. Each year, revenues are leveraged by applying for grants to support various projects. Grants can be valuable resources to carry out projects by providing significant funding. In 2020, the City received over **\$12,000,000** in grant funding.



\$2,400,000

Michigan Department of Transportation/Federal

Safe Routes to School Program



\$100,000

Michigan Natural Resources Trust Fund

Improvements for Indian Woods Park and Hickory Hills



\$330,000

Michigan Department of Transportation/Federal

Garfield Avenue resurfacing project

\$600,000

Michigan Department of Transportation/Federal

Parsons and Airport Access road conversion

\$173,000

Michigan Department of Great Lakes, Energy & Environment

Wastewater Sampling/Tracking Project

\$6,800

Michigan Council for the Arts and Cultural Affairs

Boiler replacement at Carnegie Building and Arts Commission's Pitch Night

\$22,653

Traverse City Light & Power

Energy efficient lighting at Hickory Hills

\$8,042,000

Great Lakes Fishery Trust, Great Lakes Restoration Initiative, Michigan Natural Resources Trust Fund

FishPass Project

\$100,000

Northern Michigan Regional Entity

Healthy Drinking Culture Program

COMMUNITY HEALTH & SAFETY

responding to a global pandemic

The City pivoted in several areas to continue providing municipal services and mitigate the spread of COVID-19. In addition to City Officials joining a jurisdictional Joint Operational Center, the City was able to quickly pivot to a “virtual city hall” in response to the Stay Home Stay Safe Orders and implement several programs and initiatives to support the community, including residents and small businesses.

TACKLING 2020...TOGETHER

- **Shut offs for utilities were suspended** and no penalties assessed through August.
- **Encouraged online payment** to decrease face to face interaction.
- **Virtual public meetings** were developed by the City Clerk's Office to comply with the Open Meetings Act.
- Traverse City Parking Services **offered a refund/deferment of parking passes**, providing an expiration extension for those unable to utilize.
- The City Commission **approved 40% rent reductions to various tenants leasing City property.**
- The City Commission **approved Safe Harbor to extend operations** to include a day shelter.
- The City Clerk's Office **adjusted Sidewalk Cafe licenses to promote social distancing and extended the time-line.**



- The City Human Resources worked with various departments, including Information Technology, to **provide options for City employees to work remotely.**
- **\$60,775 was raised in 10 days** from the Downtown Development Authority's (DDA) Buy Local Give Local program to support local businesses and give to local organizations.
- **631 meals provided from 8 Downtown restaurants to 6 local organizations** through the DDA's Giving Thanks by Giving Meals program.
- Traverse City Parking Services **set up “curbside pick up” parking spaces throughout Downtown** to support local restaurants and provide ease for the public to make quick trips.
- The DDA **closed Front Street to provide additional social distancing space** and worked with the City Engineering Department to convert State Street to two way traffic.

INFRASTRUCTURE

maintenance and improvements

Maintenance and improvements on City infrastructure includes major projects relating to streets, sewer and water, facilities, and parks. Aging infrastructure and the effects of high water have created challenges that are addressed continually.

BY THE NUMBERS...

13,583 center lane miles of crack sealing was conducted by the Streets Division.

Over **1,000 lineal feet of Versa-Lok retaining wall constructed** and over 11,000 square feet of large concrete retaining wall blocks installed.

A **1,500 square foot building was constructed at Fire Station #2** to store public safety and rescue equipment and protect from the elements. The project also included construction of sidewalk along Fair St. and driveway improvements with stormwater retention areas to promote groundwater recharge.

TCLP invested nearly \$1.6 million replacing underground conduit, aged wire and padmounted equipment throughout the Aeropark industrial complex in order to increase reliability for commercial/ industrial customers, including over half of TCLP's key accounts.



STREET RECONSTRUCTION

RANDOLPH STREET: The Randolph Street project included a water main, sanitary sewer, storm sewer and sidewalk repair as necessary for utility service replacements. Street trees will be installed by the Parks Division and a public bike rack will be added in the future.

HISTORIC BARN PARK: The City facilitated the road reconstruction at the Historic Barns Park.

DIVISION STREET: MDOT began Division Street improvements between 10th and Griffin that included a northbound left turn lane and a landscaped pedestrian refuge island at 11th Street. The addition of a sidewalk on the east side of the street and the closing of curb cuts is also planned for the project.

The City installed an irrigation system and future lighting enhancements are being considered.

INFRASTRUCTURE

water & sewer infrastructure



CITY WATER & SEWER

The Department of Municipal Utilities is responsible for planning, directing and supervising all aspects of the City's Public Utilities, including wastewater collections and transmission systems, stormwater collection and treatment systems, and water treatment and distribution systems. Other responsibilities include estimating project costs and establishing project priorities, as well as, providing oversight for the wastewater treatment plant operations agreement—currently with Jacobs.

Significant investment into water and sewer upgrades were made in 2020 to continue to provide safe drinking water and oversee a system that will protect the Boardman River and Grand Traverse Bay watershed.

WATER & SEWER MAINTENANCE & UPGRADES

\$875,000

Approximately \$875,000 was invested in sewer and water maintenance and upgrade projects, including the restoration of 67 feet of a 24 inch storm sewer under Monroe St., restoration of 1,165 feet of a 24 inch sanitary sewer on E. Front St., replacement of 564 feet of sewer main on Randolph St., and replacement of 172 feet of 8 and 12 inch water main on Randolph St. between Division and Bay St.

WASTE WATER TREATMENT PLANT MAINTENANCE & UPGRADES

\$1,850,000

Approximately \$1,850,000 was invested in maintenance and upgrades for the Waste Water Treatment Plant, including the refurbishing of a digester and the replacement of the 8th train of membranes. Additional projects included membrane blower system replacement and back pulse pump replacement.

TC LIFT STATION MAINTENANCE & UPGRADES

\$200,000

Approximately \$200,000 was invested in the TC Lift Station, including a new 8 inch auxiliary sewage pump for emergency use at the Front St. Lift Station and the installation of an emergency overflow gate valve at the Front St. Lift Station to prevent river water from entering the lift station. The project helped reduce high water impacts on the pump capacity and removed excess flow from entering the Waste Water Treatment Plant.

INFRASTRUCTURE

water & sewer infrastructure

BY THE NUMBERS...

The Water Treatment Plant treated **1.8 Billion Gallons of Drinking Water** and the Waste Water Treatment Plant **2.1 Billion Gallons of Waste Water**.

The Microbiology Lab at the Water Treatment Plant tested over **1,700 water samples for bacteria** to keep the City and nearby water supplies safe.

335 inspections were completed in homes/businesses for cross-connections to the water system as part of the State of Michigan required Cross Connection Control program.

Responded to and **remedied 7 emergency water main breaks**.

Installed 176 new water meters for City water customers as part of the ongoing Automated Metering Infrastructure project and installed **28 new water taps**.

Cleaned 8 miles and televised 3 miles of sewer pipeline as part of the Sewer Maintenance program.

Responded to and **remedied 59 emergency sewer back up calls**.



BOARDMAN RIVER STABILIZATION PROJECT

High water levels and the river current has scoured up to 5 feet of soil from under the river wall foundation between Union and Park Streets along the Boardman River, leading to voids forming behind the wall in the alley. The City with the DDA worked with engineering firms to explore options to stabilize the river wall and protect or re-route a 24 inch sanitary sewer. The DDA will be funding the cost for hydraulic modeling.

KIDS CREEK 14TH STREET STORM DRAIN PROJECT

The City has been working with the Watershed Center to improve water quality from the discharge at the 14th Street storm sewer west of Division Street that directly enters Kids Creek. The Watershed Center was awarded a \$499,989 Great Lakes Restoration Initiative grant and completed design plans, bidding, and successful project construction. The project will improve the overall stormwater quality entering Kids Creek.

GREEN INITIATIVES

maintenance and improvements

Investing in green initiatives for a more sustainable future continues to be implemented throughout the City's municipal services. As the City anticipates continued efforts toward its renewable energy goals, staff is working diligently to implement clean, sustainable, and environmentally friendly solutions.

FOR FUTURE GENERATIONS...

1,680 catch basins cleaned, keeping debris from reaching our waterways by the Streets Division.

6,000 yards of compacted leaves collected from the Loose Leap Pick Up program by the Streets Division. The leaves will be composted into rich top soil for flower beds.

Traverse City Light & Power was awarded a USDA \$1.8 million loan to support the On-Bill program, creating a new **financing opportunity for residential customers to make energy efficiency and/or renewable energy improvements**. Loan amounts range anywhere from \$5,000 to \$30,000 with a fixed interest rate of up to 3% for 10 years.

The City joined the Great Lakes and St. Lawrence Cities Initiative, which is a binational coalition of 131 U.S. and Canadian officials working to advance the protection and restoration of the Great Lakes and St. Lawrence River.

The Planning Department was awarded an urban wood grant to **capture urban wood for future projects** from an 8 foot diameter willow tree that required removal.

The City Garage performed an ongoing program of **replacing insulated utility and overhead doors to reduce heat loss**.

The City Garage strategically continued **efficient vehicular and equipment replacement**, such as 4 hybrid Police vehicles, and 2 low emission dump trucks,

Traverse City Light & Power **installed an EV charging station** for use of the public at the Hastings St location.



WATERWAY PROTECTION

The Planning Department began drafting a proposed Riparian Buffer Zone Ordinance, which includes standards to use less energy for mowing turf adjacent to the water's edge. The ordinance would result in a reduction for the use of fertilizers and pesticides and preserve water quality.

BEET HEET HITS THE STREETS

The Streets Division began using an eco-friendly alternative to sand and salt, Beet Heet, on City streets in December 2020. 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.

GREEN INITIATIVES

urban canopy and assessment plan



URBAN CANOPY & ASSESSMENT PLAN

The Parks and Recreation Division completed the Urban Canopy and Assessment Plan in 2018. The plan 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.

Since 2012, City Parks and Recreation crews have planted 1,914 street and park trees. In 2017, the City started to increase tree planting efforts to boost future canopy. 1,102 trees have been planted since fall of 2017.

2020 URBAN CANOPY IMPROVEMENTS & INITIATIVES

- 105 trees planted throughout the City in public spaces and right of ways and 1,000+ seedlings planted at Hickory Hills.
- Each time a new tree is planted on City property or in the right of way, GPS and other physical data is collected for the tree.
- 1,646 trees were pruned from July 2019 to June 2020. Previous annual averages ranged from about 350-500 trees pruned annually.
- With reduced staffing in 2020, watering efforts were maintained and the watering truck was used 2-3 days each week during the growing season.
- Approximately 100 dead or otherwise damaged trees need to be removed each year.

TRAVERSE CITY TREE FUND

As a Tree City USA for 30 years, the City has now established a "Tree Fund" to help supplement tree planting in addition to funds from the Parks budget and contributions made by the Garage Fund.

A focus for the Tree Fund is to also shade buildings on the north side of east/west streets to help with the cooling of buildings and strategically plant evergreen trees to soften cold north winds in the winter.

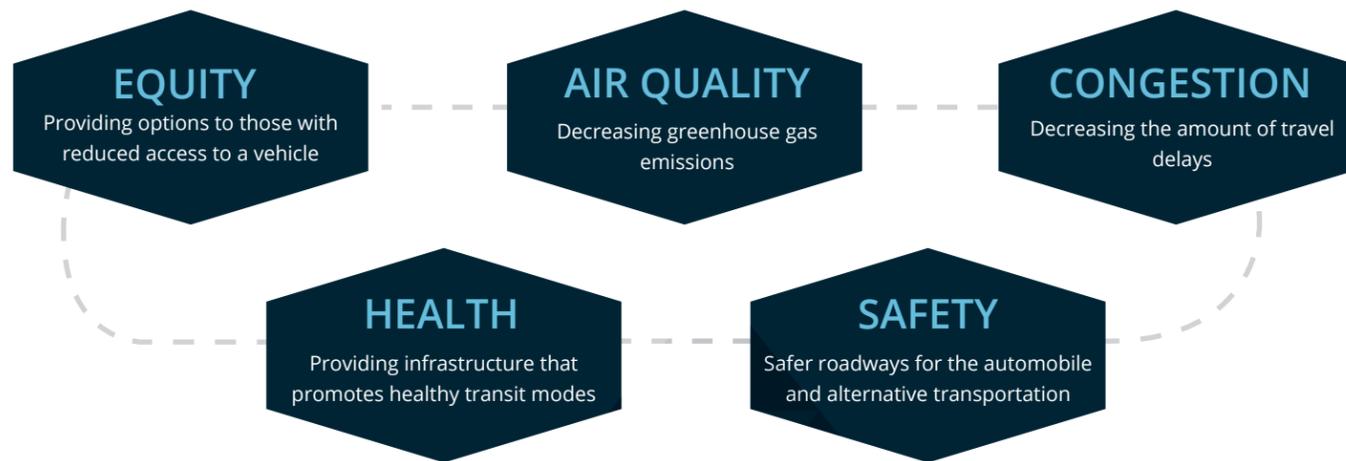


MOBILITY

transportation improvements

The City continues to address transportation improvements and increase mobility systems through public and private partnerships. Investing in mobility systems and technologies can enable more accessible transportation choices and result in numerous benefits to our region.

BENEFITS OF MOBILITY INVESTMENT



INCREASING MOBILITY CHOICE

- Traverse City Parking Services invested in BATA's Bayline, Destination Downtown Program, and a bus shelter at Cass and Lake to support the use of public transit.
- The Engineering Department worked with BATA to secure easements for Bus shelters, bus stops, and placement of bike racks at bus stops.
- The City Commission approved investment into the completion of the Boardman Loop Trail, a partnership with TART Trails.
- The intersection of E. Eighth and Boardman received a bicycle crossing signal light.
- A Shared Streets program was implemented on Washington Street.



MOBILITY

sidewalk investment

The City has delineated three programs that relate to sidewalk construction and improvements, the Sidewalk Gap and Infill Program, the Sidewalk Preservation Program (concluded in 2019), and the Safe Routes to School Program. Entering year 2 on the Sidewalk Gap and Infill Program and through a \$2,400,000 grant to support the Safe Routes To School Program, the City has been actively supporting non-motorized and options for its residents.



3.3 Miles

Sidewalk added during the 2020 construction season was 17,300 Ft. (3.3 miles) in the areas of Traverse Heights and E. Front St. The total sidewalk investment to date is **\$1,731,805** through the Sidewalk Gap and Infill Program.

20.5 Miles

Nearly 20.5 miles of sidewalk and a nearly **\$8,000,000** investment will be made on the City's behalf between 2017 and 2021 through the Sidewalk Gap and Infill Program, the Sidewalk Preservation Program, and the Safe Routes to School Program. 2021 will mark the final year of the Gap and Infill project and will include sidewalk infill in the Traverse Heights area and along Garfield Avenue. An additional 4 miles of new sidewalk including pavement markings and signage to promote a more walkable community and safety for school children to use non motorized methods to get to school is also being planned.

BENEFITS OF SIDEWALKS



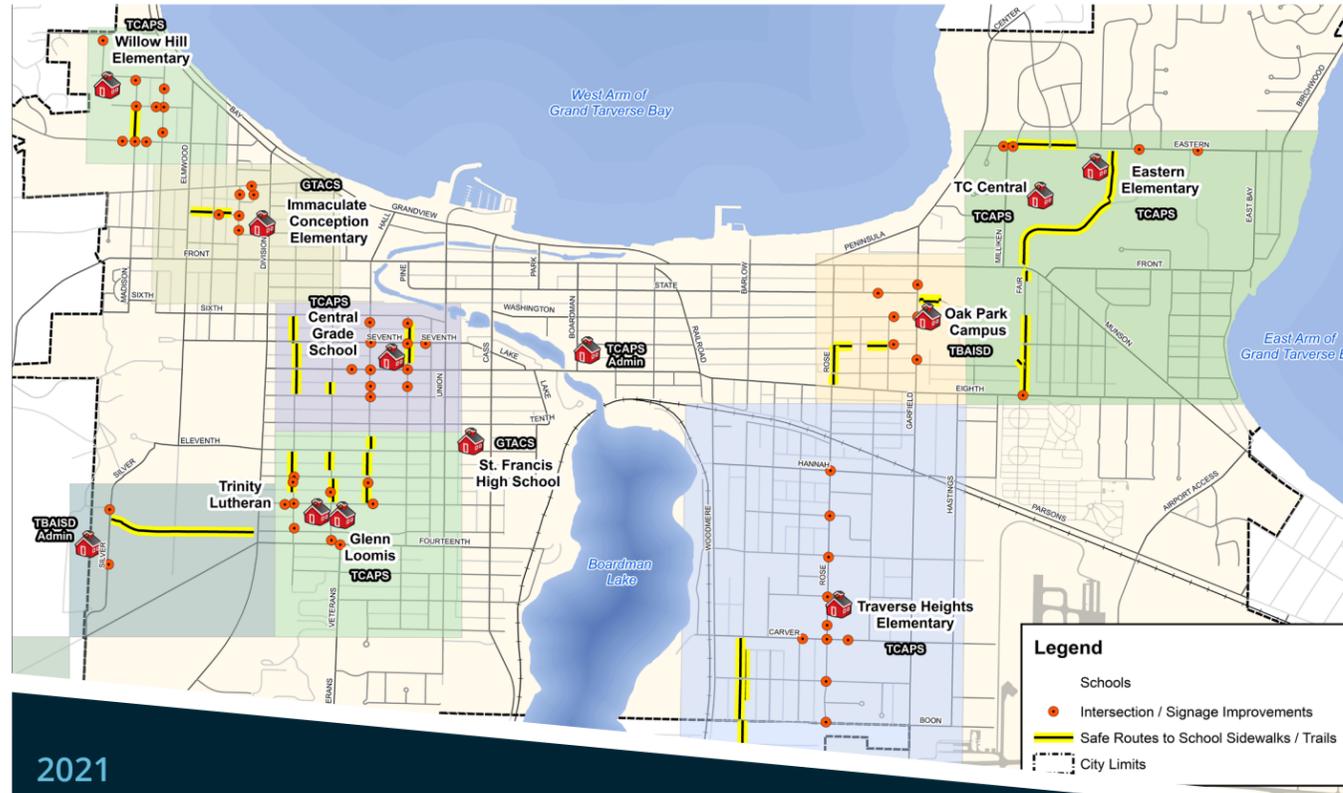
WHY SIDEWALKS MATTER

66% of Americans believe that investing in schools, transportation choice, walkability, and key community features is the best way to strengthen the economy (American Planning Association, 2014).

Americans prefer walkable communities more so than they have in the past; 79% place importance on being within easy walking distance of neighborhood destinations (National Association of Realtors 2015).

MOBILITY

safe routes to school



2021 SAFE ROUTES TO SCHOOL:

Today, only 13% of kids actively travel to school, compared to 48% in 1969. Among those living within a 1.4 mile of school, just 56% walk or bike. Safe Routes to School is a movement that aims to make it safer and easier for students to walk and bike to school. The most successful programs incorporate the Six E's: evaluation, education, encouragement, engineering, enforcement, and equity.

Since 2005, Safe Routes to School Programs have benefited more than 14,000 schools in all 50 states. The demand continues to grow, especially within low-income communities, communities of color, and rural communities, where it is hard for anyone to safely and conveniently walk, bicycle, or get physical activity.

The City has partnered with Garfield Township, Grand Traverse County, Grand Traverse County Road Commission, Michigan Department of Transportation, Michigan Fitness Foundation, Norte, TART Trails, and four school districts (GTACS, TBAISD, Trinity Lutheran, and TCAPS) to implement the Safe Routes to School Program, surrounding 10 schools within the City.

The City's Safe Routes to School Program is anticipated to kick off in Spring 2021 with the construction of 3.5 miles of new sidewalk.

COMMUNITY ENHANCEMENTS

our quality of life

What makes Traverse City so special? Well, the people, of course, but also the enhancements brought forward by the City and its leadership to increase our quality of life and make Traverse City an attractive place to live and work. From the planting of flowers to the installation of fiber to the premises, 2020 resulted in some major milestones for the City and its residents.



More than 1,500 flowers planted in the City's right of way and public spaces.

16,000+ skiers at Hickory Hills in the 2019-2020 season.

Approximately **one mile extension of the West Boardman Lake Trail** between 14th St. to Dendrin Drive (NMC University Center) with expected completion in 2021.



#1 female and #2 male hailed from Traverse City when **Hickory Hills hosted the 2020 High School Nordic State Championships**, which saw skiers from across the state.

The Streets Division was responsible for **207.03 miles of snow removal during each snowfall** (not including parking lots).



The launch of an online Sara Hardy Downtown Farmers Market generated **\$164,750 for 49 vendors**.

An interactive zoning map was developed by City GIS. The public can search and look up zoning for any parcel in the City with a link to the corresponding zoning code.



The Traverse City Arts Commission executed **two public art installations.** A mural by Artist Em Randall was painted on the Farmers Market "birdhouse" building and was chosen through a public vote at Pitch Night, and sculptural mural was installed by Artist Daniel Roache at the Hull Park Boathouse.



The City and TCLP jointly funded Eighth Street lighting improvements with LED decorative "candy cane" style lighting that provides a more pleasant experience and limits the lighting to the ground and not into the night sky.

A 3 year agreement was executed for the GT Conservation District to provide resource management services at the Brown Bridge Quiet Area.

COMMUNITY ENHANCEMENTS

our quality of life

TCLPfiber
Your Community Network

- COMMUNITY-OWNED, RUN BY FOLKS YOU KNOW
- SYMMETRICAL ALL-FIBER INTERNET SERVICE
- DIGITALLY CONNECTED TRAVERSE CITY
- SPEED, RELIABILITY, AND SUPPORT YOU DESERVE

TCLPFIBER

In October, Traverse City Light & Power launched its new broadband network, TCLPfiber. TCLP undertook the broadband project in the light of pressing customer demand to fulfill the needs of a changing marketplace and had envisioned building a world-class communications infrastructure—a FTTP (fiber-to-the-premises) network offering gigabit broadband internet access for residents, businesses, and others in their service area. The vision was to attract industry and entrepreneurs to the area and put the City of Traverse City in the forefront of becoming a tech hub and a smart city in Northern Michigan.

TCLPfiber, brought ultra-fast internet and digital voice services to 1900 of the 12,700 residential and commercial customers within the City. Subsequent phases to connect to the network throughout TCLP's service territory are forthcoming.

76% VOTER TURNOUT

TRAVERSE CITY VOTES

The City Clerk's Office managed a 300% increase in absentee voting for the November election and the *City voter turnout was historic at 76%. There were 1,878 new voter registrations in 2020.*

To celebrate voter pride, the City Clerk's Office hosted an "I Voted" sticker design contest where the public voted on the winner. Over 1,700 votes were tallied for the contest. Congratulations to City resident Roger Amundsen on the winning design.



COMMUNITY ENHANCEMENTS

housing



As the City Commission identifies Housing as a major strategic goal in the upcoming year, efforts have been made to increase the housing stock and collaborate with area organizations to increase affordable housing within the city core. City Planning has proposed a number of initiatives to move forward and address housing challenges within the City.

PROPOSED INFILL HOUSING: Placing housing where infrastructure currently exists will be a more efficient use of materials. Energy is saved as extending infrastructure will not be required and less driving will incur from placing homes in a more walkable area.

PROPOSED LOT SIZE REDUCTION: Reducing lot sizes will help to curtail urban sprawl which results in high transportation and energy costs. Smaller lots lend itself to smaller and more energy efficient homes. Furthermore, smaller dwellings require less space to heat and cool and use fewer materials for construction.

MINIMUM 2-STORY PROPOSAL: A 2-story minimum in commercial areas allow for a more efficient use of land, improved pedestrian travel, and encouraging development to be more compact, and can lead to the increase in housing units.

INCREASE WORKFORCE HOUSING: The City Commission adopted a strategy to explore workforce housing on City owned land and most recently approved to direct staff to develop a request for proposals for development of Lots O, X and T as mixed-use development that include workforce housing.

The RFP is to articulate that proposals will be evaluated primarily on maximizing the number of residential units, minimizing carbon footprint and parking; and further that proposals will be evaluated for building design and first floor retail that intentionally create community, a diversity of price points, and favoring long-term rentals over condominiums.

CONDITIONAL REZONING: 1028 Carver Street was rezoned to R-29 Multi-family Dwelling District for plans submitted by Homestretch for 10 affordable rental units, not to exceed 80% AMI per family size.

PUBLIC SAFETY

city fire

The Traverse City Fire Department continues to provide professional development and training for its personnel to maintain a high level of public safety to residents. This past year, training included a Nozzle Forward class, relating to safe and efficient fire hose techniques to provide for accuracy and reduce injury. The department also participated in a containment boom deployment course to learn the latest techniques and practices and how it impacts waterways.

2,679
TOTAL EMERGENCY
RESPONSES

50
STRUCTURE
FIRES &
RELATED

1,911
EMERGENCY
MEDICAL &
RELATED

13
WATER
RESCUES

FOR YOUR SAFETY

- Installed emergency call alerting monitors in apparatus bays at both Fire Stations to insure timely notification of 911 calls and accurate response unit routing and special notifications.
- Retired obsolete mobile data computers in response units and replaced with tablets at 25% of cost with better performance and ease of accessing information while responding to the scene of the emergency.
- Purchased Crew Force software which enables City Fire units to engage with mutual aid units responding into the City on major incidents. Also provides for acquisition of further information regarding emergency scene.
- Engaged with Byrx emergency notification program to enable off-duty City Fire personnel to be requested to respond in event of a major emergency. Shared with mutual aid fire departments.
- Completed replacement of fire hose and obsolete fire nozzles with new.
- Purchased additional equipment to permit the flaring off of leaking propane containment vessels from 1 lb. size to 10,000+ storage tank sizes. Controlled flaring of vessels that are leaking propane reduces the risk of a vapor cloud explosion and the resultant injury to people and property.
- Participated in 6 Juvenile Fire Setter intervention programs to assist young individuals and their families who have experienced a fire due to the actions of a juvenile in or about the home.

PUBLIC SAFETY

city police

The Office of the Chief of Police was able to actualize several short term goals in 2020. As an active member of the Joint Operation Center relating to the pandemic, the TCPD has assisted in several programs including the phase two operations of distributing the vaccine for COVID-19. Training to serve the community and protect residents was ongoing, including an Implicit Bias Training session that included all police personnel and City department heads.

**CITY POLICE
BODY CAMERAS**

The City Commission approved the purchase of 30 body cameras to be worn by on-duty uniformed personnel.

ANGEL PROGRAM

TCPD migrated its Hope Not Handcuffs program in partnership with the Grand Traverse County Sheriff's Office, Grand Traverse County Prosecuting Attorney's Office, the Michigan State Police to launch the Angel Program. The program serves as a resource for individuals struggling with substance abuse disorder (including alcoholism) in our community and provides professional assessments to ensure proper treatment placement.

Police Officers are trained in the proper protocol of the Angel Program. The program allows those who come to the police department seeking help to receive the assistance they need while at the same time avoiding arrest or jail time.

CRISIS INTERVENTION

Building upon previous training in crisis intervention and hostage negotiation, Officer Justin Nowland, Officer Jonathan Culver, and School Resource Officer Jennilyn Oster completed the training of all department sworn officers in Crisis Intervention and how to respond to calls for service involving a mental health crisis. Officers were trained to differentiate mental disorders and how to approach these types of situations using deescalation and understanding.

The Crisis Intervention Team is working with Great Lakes Community Mental Health to bridge the gap of fewer mental health resources so individuals suffering a mental health crisis get the help they need and avoid being arrested and placed in the jail system.

GOVERNANCE

efficiency and efficacy

A healthy ratio of output and input ensures that the City is ran efficient and in an economical manner. The City also focused on increasing communication efforts through digital platforms.

BY THE NUMBERS & MORE...

The City Clerk's Office is responsible for risk management and analyzed projects and all operations to ensure proper coverage for the City's financial solvency, **to cover over \$160 million in City assets and managed all claims against the City and claims on behalf of the City.**

The City Clerk's Office vetted and reviewed licenses and permits across more than 30 categories which included **issuing 402 permits and licenses** and continues to monitor and administrator throughout the year.

Parking Services **Implemented a Managed Parking Systems Approach** will require multiple changes and phases in order to shift parking demand.

The City Treasurer **audited and reviewed in excess of \$140 million in financial disbursements across 15,000 different transactions**, with the City Clerk providing final approval, after determining compliance.

Increased Facebook following by over 13% and posts reaching in excess of 30,000 for increased engagement and transparency.

The City Clerk's Office reviewed with the City Manager's Office **business items for 56 different City Commission meetings** and prepared briefing materials for sound governance and transparency.

CITY ORDINANCE AMENDMENTS ENACTED

STREET SETBACKS: Ordinance amendment to provide street-specific setbacks, to ensure that there is a buffer for pedestrian and non-motorized traffic.

VACATION HOME RENTALS: Ordinance amendment that restricts vacation home rentals in the C-1 and C-2 districts, with the exception for newly modified developments of two or more residential units which would be allowed the greater of either one vacation home rental or 25% of the units rental and added the Transportation District.

COAL TAR BAN: Ordinance amendment that bans the use and sale of coal tar sealant products in the City.

WASTEWATER DISCHARGE: Ordinance amendment which modifies the industrial pretreatment program as approved by the Michigan Department of Environment, Great Lakes, and Energy.

TREE AND CANOPY REQUIREMENTS: Ordinance amendment requiring properties covered by the trees and canopy requirements of the code to have a moisture sensor on its irrigation system to reduce water and energy use and to provide a minimum canopy tree size requirement for parcels with one or two dwellings and for vacation parcels greater than 10,000 square feet.

FUTURE IMPACT

looking ahead

Working together helps City leaders shape policy initiatives and services. Implementation of several programs and initiatives assist in efficient services for residents and programing for the future.

PLANNING FOR THE FUTURE

A Five Year Parks and Recreation Master Plan was developed with public input sought through a community survey and virtual meetings. The purpose is to create an inventory of existing facilities and resources, identify community recreation and open space needs, and set a plan of action for a 5-year period.

The City's Street Design Manual was updated to be utilized by staff for future design.

New systems were implemented with the Capital Improvement Plan to streamline planning, communication, and multi-departmental collaboration. Future planning is underway to publish an interactive Capital Improvements map for staff and the public.

Lower Boardman River Leadership Team continued the development of a Unified Plan for the Lower Boardman River and planning is under way for public engagement to finalize in 2021.

Traffic study and research was conducted through **107 traffic volume and class counts, 38 speed studies, and 23 intersection analyses.**

A Water Reliability Study was conducted by the Department of Municipal Services to evaluate the water distribution with findings presented in 2021.

The DDA entered into a purchase agreement to purchase the property located at the southeast corner of Union and State Streets for the **future development of a civic square.**



FISHPASS

Ground broke on the FishPass project on October 24, 2020, the final phase of the Boardman River Restoration Project to allow for up and down stream (or bi-directional) passage of desirable species by improving connectivity between the Great Lakes and its tributaries.

The mission of FishPass is to provide up and down stream passage of desirable fishes while simultaneously blocking and/or removing undesirable fishes. The project will replace the deteriorating Union Street Dam with an improved barrier featuring a fish-sorting channel and a nature-like river channel.

Once FishPass is constructed, scientists will optimize various sorting technologies and techniques below the barrier to maximize efficiency of passing desirable fishes and removing invasive and non-desirable fishes. The result will provide a brand new world-class research and technological center and dam in a park setting with several new amenities.

COMMUNITY LEADERSHIP

together

The City could not operate without the a strong dedication from the various board and commission participants, volunteers, and community partners. We extend a thank to those that contribute toward a better and brighter Traverse City community.

BECOME INVOLVED

We want you to join the conversation! The City is seeking volunteers for various Boards and Commissions. Your contributions will shape policy initiatives and services that affect the future of our beloved community! Learn more and complete a simple application to become involved on the City's website.

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

AND THE HONOR GOES TO...

"Tom has a passion for those in need, whether the incarcerated, those experiencing homelessness, or people just needing a hand up. It is his heartfelt belief that all people have value and should be treated with dignity. Tom always sees the good in people and what they can accomplish," said one nominator.

Congratulations to Tom Bousamra, who was honored with the 2020 Sara Hardy Humanitarian Award by the Traverse City Human Rights Commission.



ACCOLADES



RACE RAVES

Best Racing Cities in the US
November 2020



READER'S DIGEST

Best Day Trip in Every State
September 2020



SMU DATA ARTS

Most Vibrant Art City
September 2020



OUTSIDE MAGAZINE

Best Road Trips in the US
August 2020



CONDE NAST TRAVELER

Best Hikes in the US
July 2020



US NEWS & WORLD REPORT

10 Most Affordable Place to Retire on the Water
May 2020



LISTS FOR ALL

Best Cities to Retire In
March 2020



CONDE NAST TRAVELER

Prettiest Towns in the USA
February 2020



MSN MONEY

America's 50 Best Cities to Live
February 2020

*"Alone we can do so little,
together we can do so much"*
HELEN KELLER

THE PERFORMANCE 2020



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