

RISE + RESILIENCE

TRAVERSE CITY, MI



MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION

SMITHGROUP

THE RISE + RESILIENCE TEAM

The Rise and Resilience Technical team consists of staff from MEDC and SmithGroup. A special thanks to all the community members, elected officials, and others who contributed their time, energy, and enthusiasm to this program.

Committee Members

- Deb Allen | Traverse City Manager's Office
- Chrissy Black | Traverse City Department of Public Services
- Jackie Johnson | Traverse City Department of Water & Sewer
- Sarna Salzman | SEEDS
- Shawn Winter | Traverse City Department of Planning
- Brian Giddis | Traverse City Department of Engineering
- Michelle Hunt | Traverse City Department of Parks and Recreation
- Kristine Bosley | Traverse City Department of Human Resources
- Nicole VanNess | Traverse City Department of Parking
- Liz Vogel | Traverse City Manager's Office
- Leslie Sickterman | Traverse City Department of Planning
- Katie Miller | Traverse City Department of Planning



SECTION A

WELCOME TO THE RISE & RESILIENCE PROGRAM



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SHOCKS

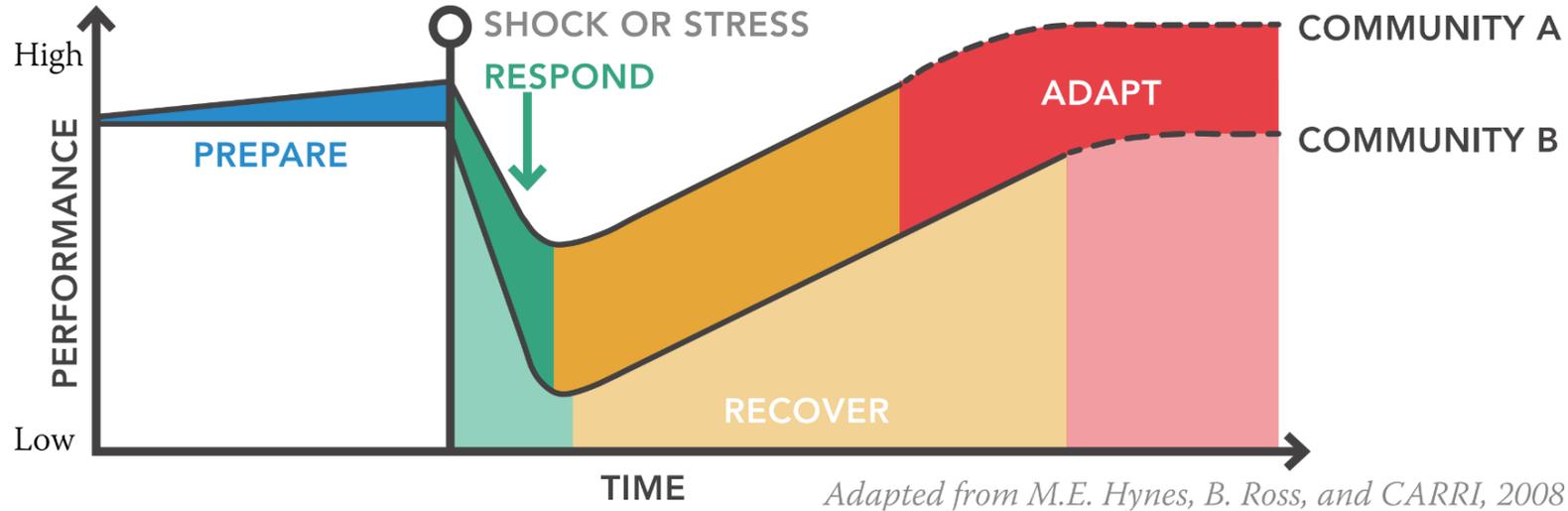
shocks are single event disasters like floods, epidemics, and closures of big employers



STRESSES

stresses are pressure that happens on a daily or recurring basis like an aging population or sprawling development

COMMUNITY RESILIENCE WHY IT MATTERS



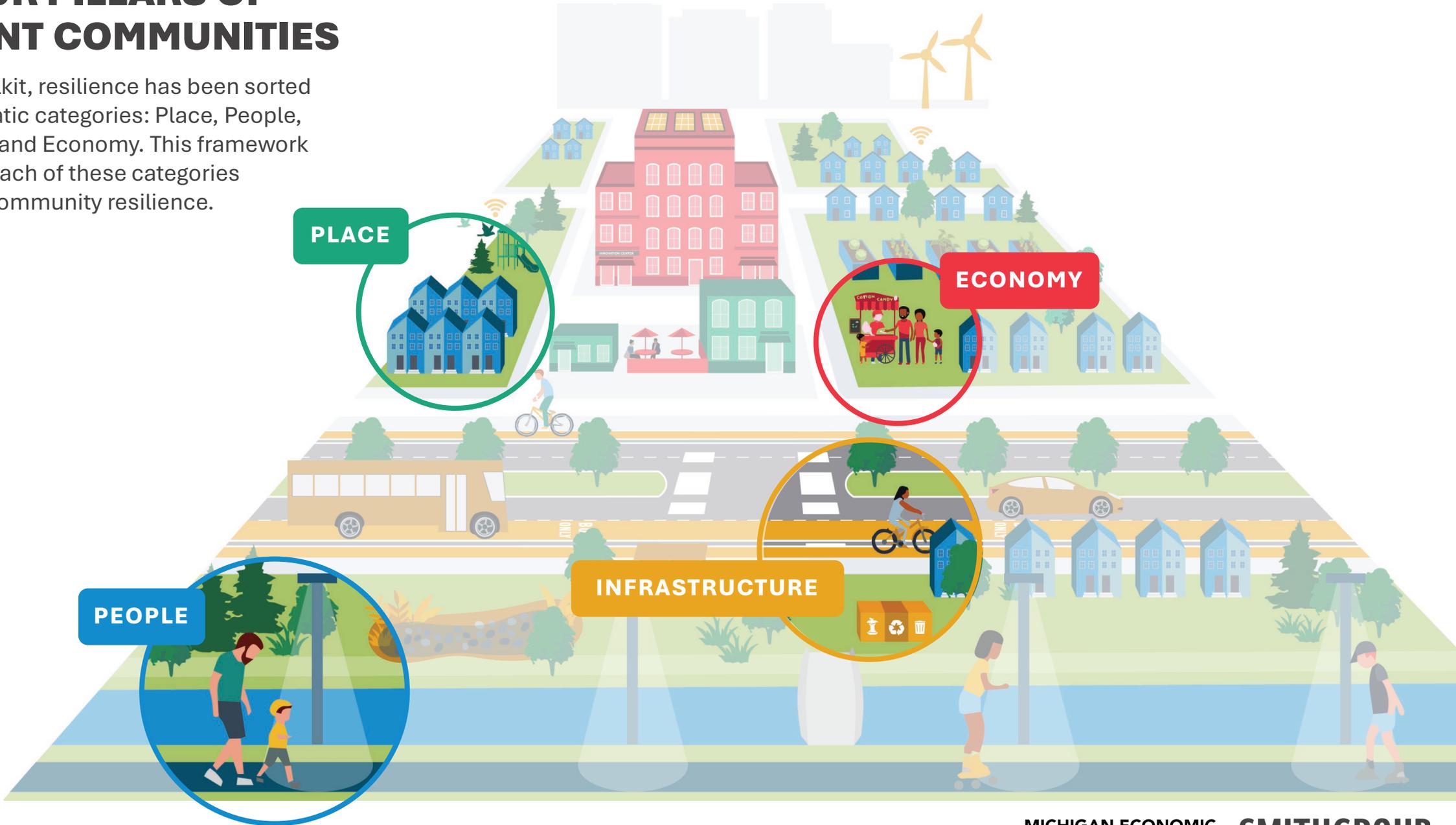
RESILIENCE IS THE CAPACITY TO

PREPARE for potential disruptions,
RESPOND and **RECOVER** from immediate shocks,
ADAPT & THRIVE through long-term stresses,
transforming systems for a stronger future

Planning for resilience **today**
ensures faster recovery **tomorrow**

THE FOUR PILLARS OF RESILIENT COMMUNITIES

In the RRC Toolkit, resilience has been sorted into four thematic categories: Place, People, Infrastructure, and Economy. This framework explores how each of these categories contribute to community resilience.



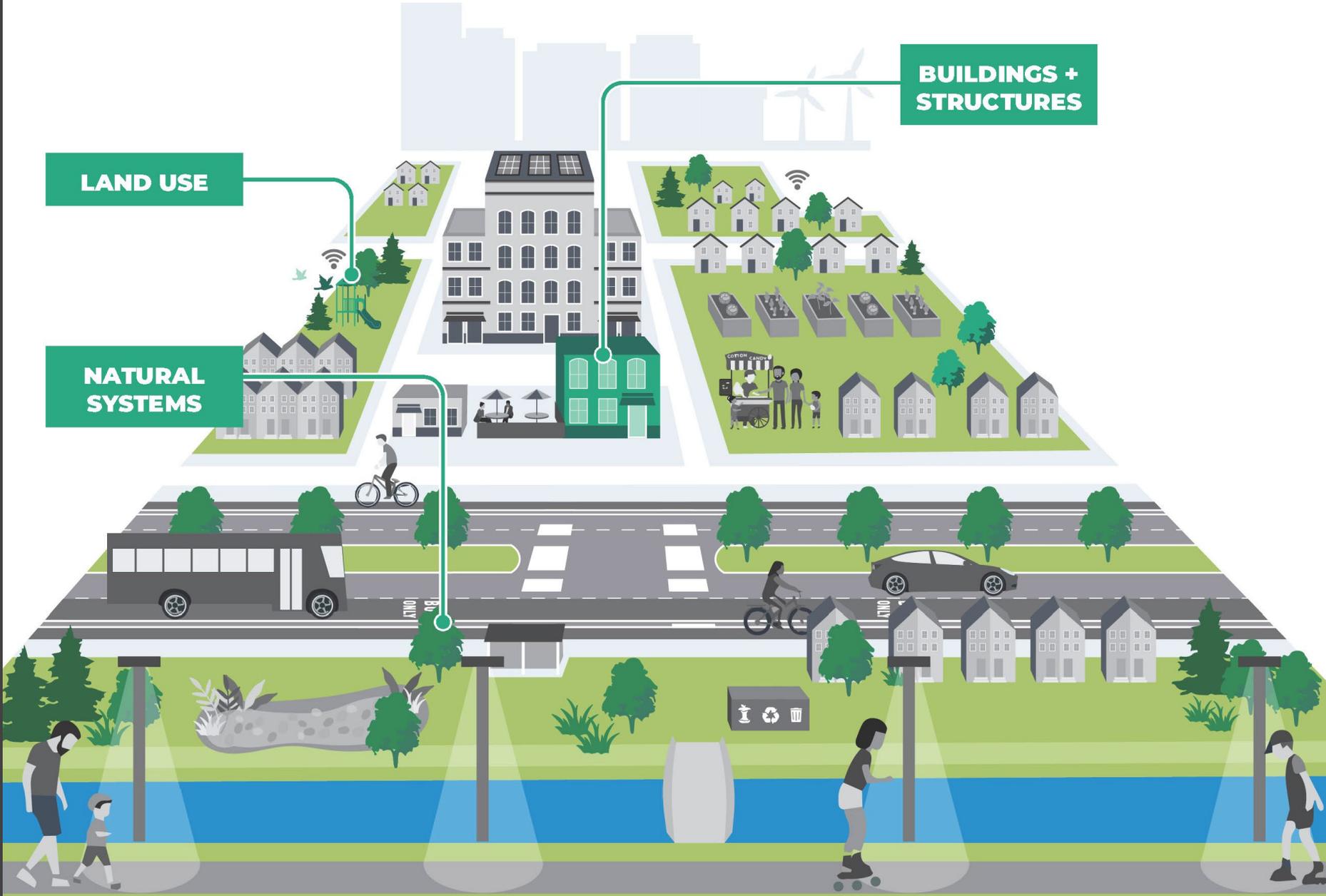
CREATE RESILIENT PLACES

WHAT ARE RESILIENT PLACES?

Resilient places include the spaces, structures, systems, and environments that our communities occupy.

These places are physical parks, open spaces, cultural spaces, and historic buildings. They are also the natural and man-made environments that support and impact our daily lives.

They are influenced heavily by the land use, development, and land management policies of our communities.

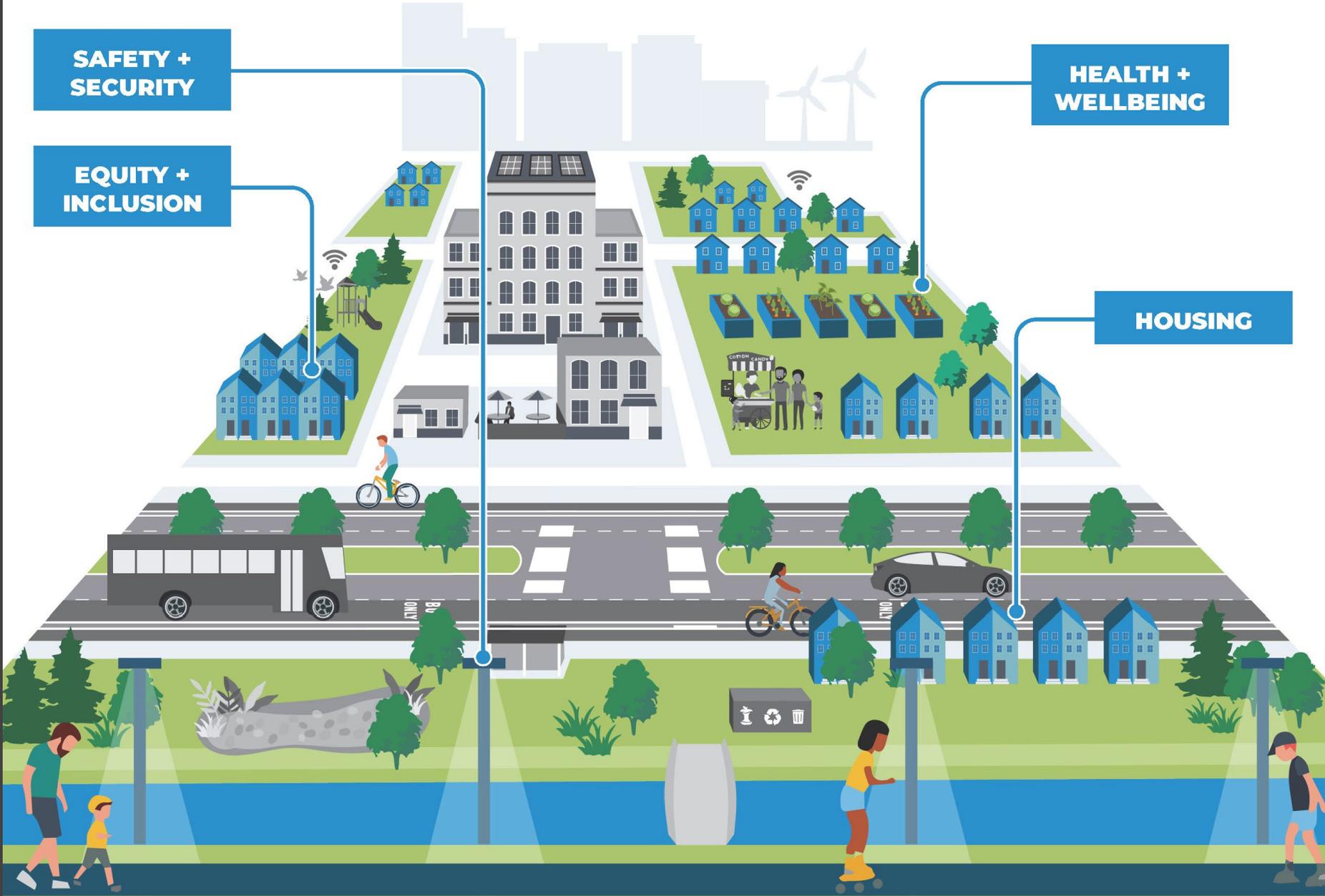


CREATE RESILIENT PEOPLE

WHAT ARE RESILIENT PEOPLE?

Resilience depends on providing all people with fair access to the resources needed to ensure a stable, secure, and well-rounded quality of life.

People are the foundation of a community. As individuals, residents exercise their voices, actions and rights in diverse ways, while collectively, the cultures, social groups and organizations they form provide support and momentum for the lives of Michiganders.

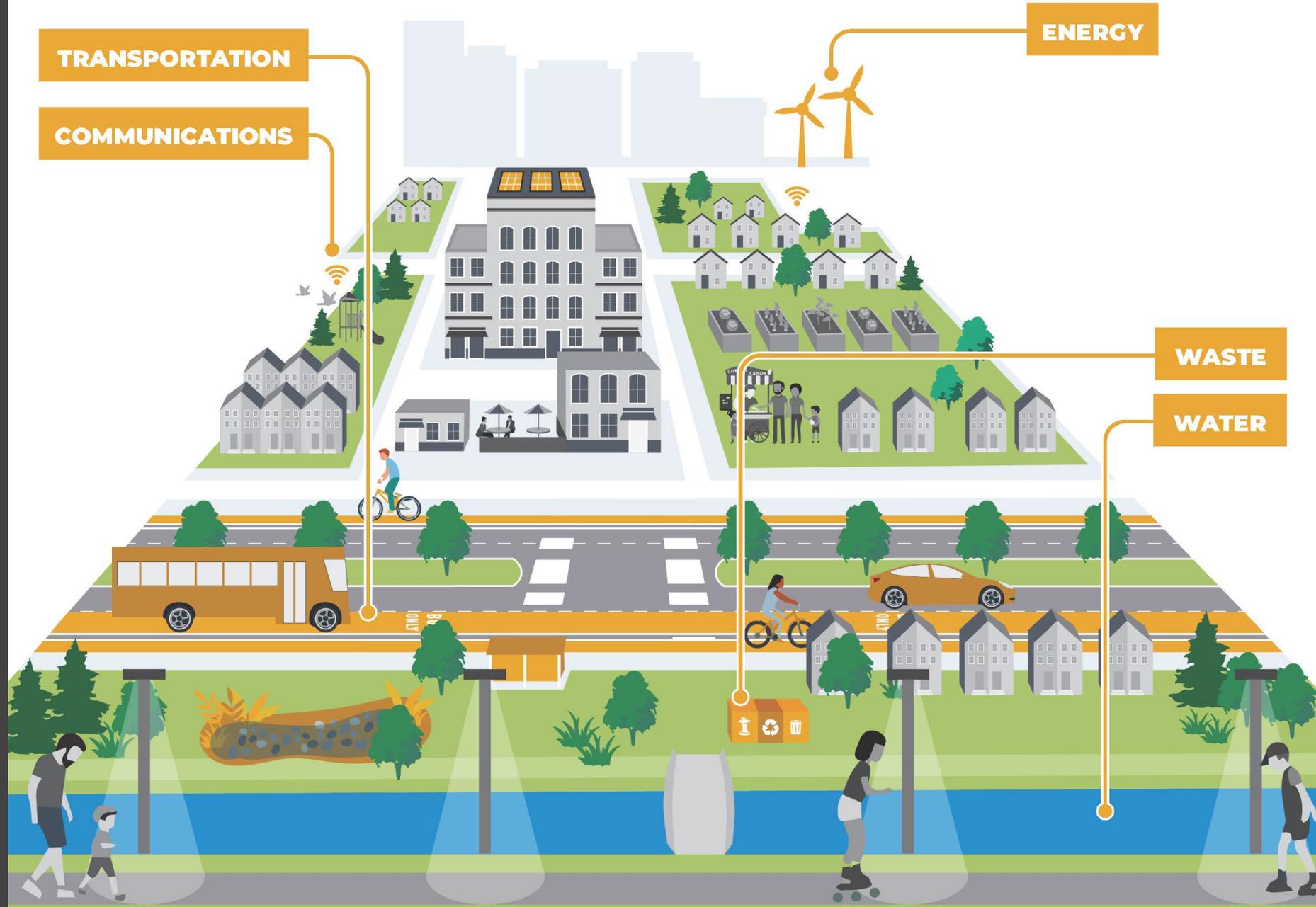


WHAT IS RESILIENT INFRASTRUCTURE?

Robust infrastructure is critical to everyday life. Resiliency includes efficient transportation, a reliable power grid and communications outlets, and safe drinking water.

As infrastructure degrades over time, it is important to consider future shocks and stressors that may determine how effectively upgrades or replacements will serve the community in decades to come. While infrastructure is often a high cost investment, it can also be the source of costly catastrophes unless they are built properly upfront.

CREATE RESILIENT INFRASTRUCTURE



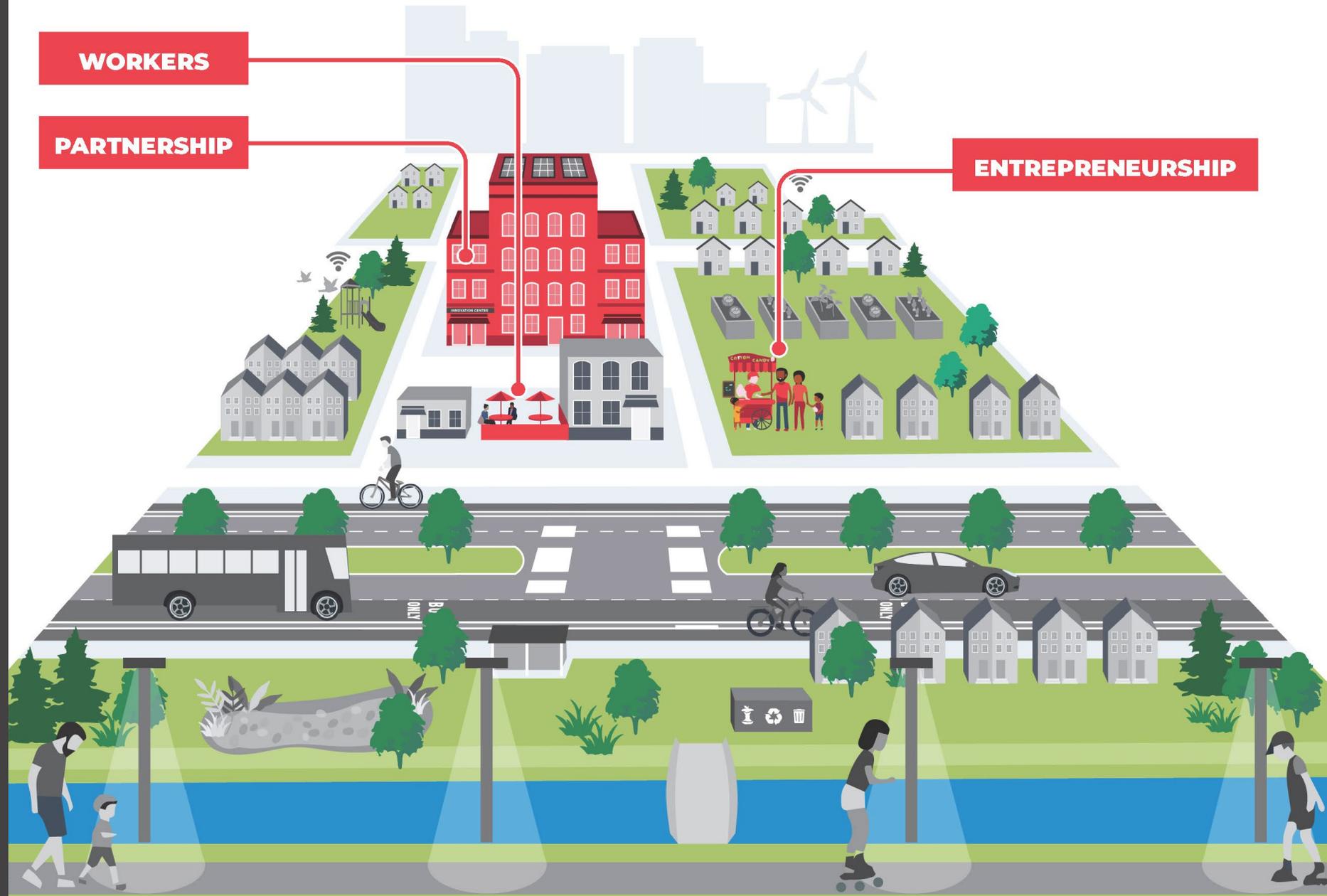
WHAT ARE RESILIENT ECONOMIES?

Resilient communities prepare residents to weather economic events by equipping communities with financial means and diverse skill sets.

Resilient economies include the businesses, institutions, and agencies that provide financial capital to support community members livelihoods. It should...

- Include a diverse mix of industries that can handle shifts in the market
- Provide educational opportunities to train working individuals for the jobs of tomorrow
- Retain and recruit workers through quality benefits and income

CREATE RESILIENT ECONOMIES



SECTION B

CREATING A SHARED PROCESS

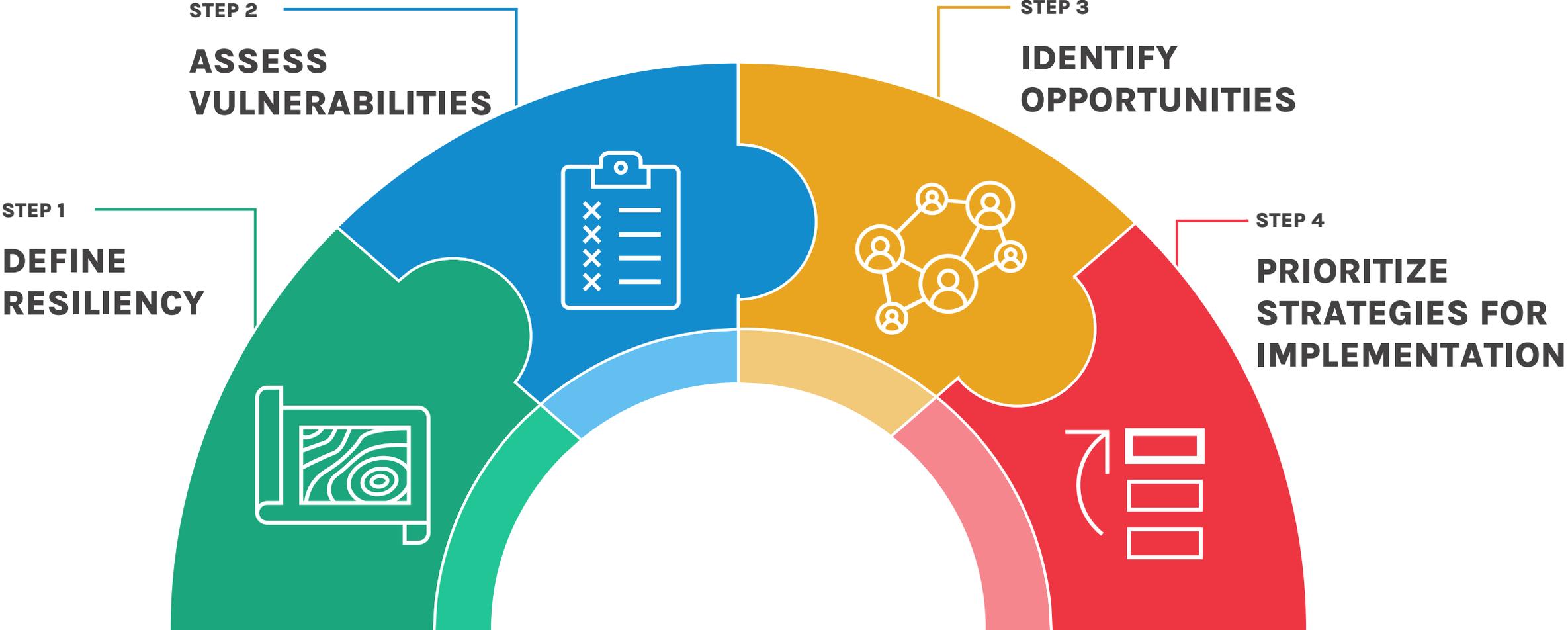


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PROCESS

The Rise + Resilience Program walks through four steps to understand the biggest challenges Traverse City may face in the future and identify actionable steps to prepare and adapt. A workshop with the committee and follow-up with City staff during each phase ensured the team was able to continuously build on findings throughout the process.



PROCESS SUMMARY

The Technical team, with the help of the City, organized several workshops dedicated to understanding Traverse City's strengths, challenges, and what initiatives are actively being pursued.

The initial kickoff was held in early July of 2025. In this session, the team introduced the Rise + Resilience program, the RRC Toolkit, and the Resiliency Scorecard. A brief discussion was held to understand the shocks and stressors affecting each of the framework categories so committee members could better understand the scorecard that would be used to guide future workshops.

The committee returned to collaboratively discuss how they feel Traverse City ranks using the scorecard during an interactive workshop later in July. At the end of this discussion, the committee identified **Housing**, **Stormwater**, and **Retention and Recruitment** as their top three overall challenges to better understand and tackle. These topics covered multiple shocks, stressors, and growth opportunities for the City.

The Technical team then developed recommendations based on what was learned in this workshop and through review of Traverse City's existing conditions and on-going initiatives. Each challenge was considered through the lens of the four framework categories to determine relevant implementable strategies that can help the city address these topics. These were reviewed with the committee during an August workshop and refined to create the final Rise + Resiliency recommendations found here.



STEP 1

IDENTIFIED WHAT THE CITY WAS ALREADY DOING TO TACKLE THESE CHALLENGES AND WHAT THEY ALREADY HAVE PRIORITIZED IN THE STRATEGIC ACTION PLAN



STEP 2

COMPARED THIS WITH THE MEDC RESILIENCY TOOLKIT AND BEST PRACTICES



STEP 3

CREATED A SHORT LIST OF TOP ACTIONS THE CITY COULD TAKE ON IN ADDITION TO WHAT THEY HAVE ALREADY IDENTIFIED TO BOOST THEIR RESILIENCY SCORES

SECTION C

UNDERSTANDING
**WHAT IS ALREADY
BEING DONE**



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RECENT PLANS

Traverse City's leadership and its residents have long been proponents of sustainable, green practices. The principals of sustainability permeate much of the City's activities today. Traverse City was honored with the Michigan Green Communities Challenge Gold Certification in 2023 in recognition of the efforts made to date. The Michigan Green Communities Challenge is an annual program that serves as a guide to help communities measure their progress towards sustainability. The City has made steady and meaningful progress since turning its attention toward sustainability. The City joined the Rise + Resiliency program the summer after adopting their Strategic Plan to have dedicated discussions as a team about how they could integrate resiliency as a part of their implementation going forward.

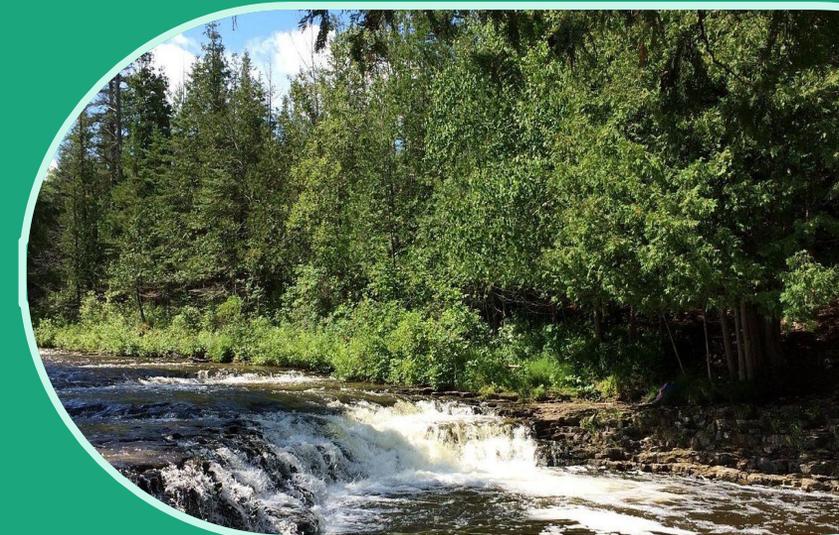
The Rise and Resilience Technical team analyzed data, trends, existing conditions, and several prior plans to understand what is happening in Traverse City today and what the community is already tackling.



PLACE PRIOR PLANS AND INITIATIVES

NATURAL SYSTEMS

- **Air Quality** | The City is partners for Smart Commute Week to help improve air quality. Additionally, the Rec Authority, a joint effort between the City of Traverse City and Garfield Township, opened the Hickory Forest Natural Area, a 76-acre natural forest with hiking trails and parking for public use in 2024. In 2024 the city also acquired 528 acres of land adjacent to the Brown Bridge Quiet Area, expanding the natural area to 1,838 acres for quiet recreation.
- **Green Infrastructure** | The City focuses on sidewalk infrastructure, trails, and green roofs as to offset impervious spaces. Interns are mapping green infrastructure this summer, and the city is working on riparian buffer ordinance.
- **Biodiversity** | In 2018, the City enacted ordinance requirement to plant deciduous canopy trees as part of surface parking lot development. In 2020 Traverse City received an \$8 million grant from the Great Lakes Fishery Trust, Great Lakes Restoration Initiative, and the Michigan Natural Resources Trust Fund to reconstruct the fish pass on the Boardman/Ottaway River. The Union Street Dam was replaced with innovative technology that includes a fish sorting channel which only allows for the passage of desirable native fish species.
- **Urban Heat Island** | The City is responsible by ordinance and policy to care for all trees in City-owned public land. The Parks Department keeps an updated inventory of all City-owned trees and annually plants new trees to supplement any lost in the previous year. The City planted 192 new trees in 2017 and 350 trees in 2018. The City received a grant for tree planting in 2019 and a grant for urban wood capture in 2020. The City continued investments in the tree canopy through the Tree Fund and the reuse of salvaged trees in 2023.



BUILDINGS & STRUCTURES

- **Building Energy Efficiency** | In 2023 the City Commission adopted a build electric policy advancing the City's goal of becoming climate neutral by mid-century. This policy requires all new buildings on City property to be fully electrified and obtain 100% clean energy from TCLP. This policy will also require all major renovations and updates of buildings and equipment to be fully electrified. Additionally, the City's existing composting program, which includes curbside leaf and brush pick up, was enhanced in 2024 with the addition of a 20-yard in-vessel composter capable of composting 60 tons of food waste annually. The program involves a partnership with SEEDS Ecology and Carters Compost for management and training. In 2020 The City reached its goal of converting all City meters to 100% clean electricity. This transition prevents an estimated +/- 7800 MTCO₂e annually based on 2009 data.
- **Historic & Cultural Assets** | The City is good about protecting its historic treasures and has some standout examples of adaptive reuse throughout the city. TIFs and tax abatements/historic tax credits happen a lot (ex. Traverse Commons).

LAND USE

- **Redevelopment** | The development of an interactive map combining the City's ordinance text with spatial data, called NorthWest Michigan Zoning Atlas, is in the works. This map will make new kinds of analysis possible through providing information for over 100 housing variables. This is an important step in understanding the patterns existing in different zoning designations as well as unlocking improved analysis for the potential of new developments both in policy and building. Also, In 2019 the City of Traverse City was certified by the state of Michigan as a Redevelopment Ready Community. The program measures and then certifies communities that integrate transparency, predictability and efficiency into their daily development practices. The RRC certification is a formal recognition that your community has a vision for the future - and the fundamental practices in place to get there.
- **Limit Environmental Impacts** | The City improved lighting to help preserve the night sky in 2017. In 2018, the City committed funding to continue improvements for the Kids Creek Stream Corridor Restoration Project. In 2020, the City began using Beet Heet, an alternative, eco-friendly product used for winter street maintenance.
- **Vacant Land** | Little land vacancy compared to other peer communities.

PEOPLE

PRIOR PLANS AND INITIATIVES

HEALTH & WELL-BEING

- **Active Living** | The TART Improvement & Enhancement project connects the East side of the City and Old Mission Peninsula to the City center extending the regional trail network for increased recreational activities. In 2020, the City adopted an ordinance change that bans the use of coal tar products due to their high levels of toxic chemicals. In 2017, the City prohibited the use of smoking and tobacco products at City parks and beaches. Additionally, Traverse City Light and Power released the My Clean Choice Program formally known as ‘Going Green’ which offers tools, educational resources, incentives, for customers seeking to reduce their carbon footprint and conserve resources.
- **Healthy Food** | The Parks & Recreation Commission and City Commission invited City residents to participate in a program of raised bed gardening across four City parks in 2015. This program allowed city residents to grow their own fresh produce, to foster neighborhood improvement, and develop strong community ties. The city has one of the largest farmers markets in the state; Food assistance programs also participate. Additionally, there are grocery stores in every community in the city.
- **Health Care Access** | Many move to the city because of the hospital and access to health care. As a result, there are lots of health resources but there is also a lot of need.



HOUSING

- **Affordable Housing** | The City took advantage of Michigan legislation that allows for alternative tax structures for certain developments related to affordable housing. From 2019 to 2024 the City added 463 inclusive housing units to the City for individuals who make 30-80% of the area median income through Payment in Lieu of Taxes (PILOT) Programs. In 2024 the City of Traverse City became a CDBG Entitlement Community. In this process the City developed a Consolidated Plan detailing housing and community-based needs, especially as they relate to at-risk populations. With the funds from this HUD based grant the City has been working to direct funding towards inclusive housing projects as well as public infrastructure and improvements. The City is exploring further disposing of City owned property for affordable housing. One former City owned parking lot has already been developed through the PILOT program, with the development of other lots under consideration. Within the last year, the city has started to be more proactive in permanent supportive housing for the unhoused, tapping into funding for housing, etc.
- **Housing Access** | The City has made several amendments to the Traverse City code of ordinances to allow for increased density in the residential districts of R1-a, R1-b and R-2. These amendments include reduced minimum lot sizes, allowing for duplexes in R1-a/b, and removing the cap for the annual allotment of accessory dwelling units (ADUs).
- **Homeowner Support** | The City seeks to protect its residents from housing discrimination in all circumstances including renting, lending, sales, and insurance. Any fair housing related complaints can be brought to the City of Traverse City.

SAFETY & SECURITY

- **Community Trust** | In 2021 the City Commission supported a resolution to declare water and sanitation as basic human rights and ensured that water shall remain in public trust. This resolution is especially significant in the face of future ecological concerns as it ensures that water will not become a tradeable commodity that excludes certain segments of the community. The City is generally doing well in this area because there is lots of interagency coordination.
- **Emergency Response** | A small geography benefits Traverse City's emergency response; even when the power goes out, it comes back on immediately. Additionally, county emergency managers are constantly running tests; because Traverse City is the central hub for the region, they are the center of this testing.

EQUITY & INCLUSION

- **Community Engagement** | Traverse City is a very engaged community. In 2024 the Community-Driven Strategic Action Plan was developed in partnership with the community. The plan involved multiple public engagement sessions in which the community was invited to share their input on the needs and aspirations of the community. The results of these workshops will serve to guide City programs and investments in the coming years. In 2024 the City completed the new Senior Center—a long awaited project that enhances community spaces. This building also meets the new electrification policy. In addition, the City created several commissions to advise the City Commission on a variety of matters important to the City’s character and sense of community. These include the Human Rights Commission, the Arts Commission, the Historic Districts Commission, the Housing Commission, the Election Commission, and the Parks & Regulations Commission. Not only do these commissions advise the City Commission, but they also serve to inform and educate the public on respective topics.
- **Diversity** | In 2024 the City partnered with Kchi Wiikwedong (Grand Traverse Bay) Anishinaabe History Project to install a marker, the first of its kind within City limits, inspired by traditional Anishinaabe beadwork design in Clinch Park. The installation is accompanied by a multi-lingual plaque featuring both Anishinaabemowin and English.

INFRASTRUCTURE PRIOR PLANS AND INITIATIVES

TRANSPORTATION

- **Accessibility** | Accessibility and safety have made huge effort over last 10-15 years. A mobility action plan was incorporated in the master plan.
- **Equitable Access** | Beginning in 2016 the City targeted the Traverse Heights neighborhood for sidewalk improvements plans to increase public connectivity. Concluding in 2021, the project resulted in 20.37 miles of sidewalk improvements. In 2023 Traverse City was ranked no. 1 for most bikeable city in the state of Michigan. This comes after several years of improvement to the city's bike networks and sidewalks especially on newly redeveloped roads such as Veterans Drive which features 6–7-foot bike lanes and marked bike lane shields. The city's downtown and commercial corridor streets follow a design strategy that mitigates speeding and improves safety for all street users. Neighborhood residents can submit applications for traffic concerns to the City. These applications serve as official requests for traffic calming measures such as curb extensions, traffic circles, and on street parking.

WATER

- **Safe Drinking Water & Stormwater Management** | The City's drinking water is extremely clean, as well as water going back into the Bay. Traverse City is also a MS4 Area for stormwater management.



INFRASTRUCTURE PRIOR PLANS AND INITIATIVES

ENERGY

- **Carbon Footprint** | The City adopted its first Climate Action Plan in 2011. Grand Traverse County also adopted a Climate Action Plan in 2011. In 2016, Traverse City adopted a Resolution to Increase Renewable Energy and Sustainability for the City, resolving to:
 - Commit to meeting 100% of electricity demand for City operations with clean, renewable energy sources by 2020
 - Reduce greenhouse gas emission by pursuing renewable energy and energy efficiency and/or other sustainability projects annually (with a goal of initiating at least two such project per year through 2027)
 - Establish an advisory Green Team to spearhead the City’s green initiatives and to 1) update the 2011 Climate Action Plan, 2) Recommend two renewable energy, energy efficiency, and/or other sustainability projects each year, 3) Report progress annually to the City Commission, and 4) Develop a plan for Traverse City to become carbon neutral before mid-century.
 - Assign City staff to promote and further development clean and renewable energy opportunities in conjunction with the Green Team

The City also received a \$3,000 mini-grant in 2017 to update the lighting at the marina for increased energy efficiency and saved more than 2.4 million kilowatt hours through various Energy Smart Programs. In 2018, Traverse City obtained a \$45,000 Climate Leadership Grant from Rotary Charities for renewable energy and green infrastructure to help reduce the City’s carbon footprint and TCLP approved its Strategic Plan to become 100% renewable by 2040 and 40% by 2025. In 2019, the City purchased 16 low emissions maintenance vehicles and continued fleet replacements with higher efficiency vehicles in 2020. The City’s 100% renewable electricity goal was met at the start of 2020. In 2021, the City received an EGLE grant to install EV charging stations and continued efforts to replace equipment with low emission alternatives and implemented building upgrades meeting higher efficiency and environmental standards. In 2023 The City took an important step towards a more sustainable future with the adoption of the Resolution Towards Decarbonization and Climate Resiliency and the adoption of the Building Electrification Policy. The City was also awarded a \$1.685 million MPSC Low Carbon Infrastructure Enhancement & Development Grant for a battery storage project and solar array on the City’s wastewater plant. Multimodal transportation is also increasing.

INFRASTRUCTURE PRIOR PLANS AND INITIATIVES

WASTE

- **Maintenance** | The five-year project plans for wastewater resulted in \$48 million in investments. Active/past projects include:
 - Sanitary Sewer Evaluation Project: A proactive study meant to identify areas of inflow and infiltration to better help detect leaks, breaks, or improper connections that allow stormwater or groundwater to enter the sanitary sewer system, overburdening the pipes and treatment facilities
 - Water Service Replacement Project: The City has been replacing lead goosenecks, small sections of lead water pipes installed prior to 1940. 463 city and privately owned goosenecks have been replaced over three years with an estimated 320 still to go.
 - Water Reliability Study (2021): This study confirmed that the firm water capacity of the Water Treatment Plant can meet the projected needs of the 5-year and 20-year conditions.
- **Decrease Waste** | In 2019 the City went paperless for public meetings, eliminating significant paper waste. 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 has partnered with SEEDS Ecology & Education Centers to support the project with processing management, logistics, oversight, and aid with the selection of haulers as well as food waste source identification. The program is underway with the recent installation of a 20-yard “in-vessel” composter. This will allow for the processing of nearly 150 tons of food waste, diverting greenhouse gas emissions and creating high quality compost.

COMMUNICATIONS

- **Expand Access** | City parks received a comprehensive signage update in 2024 addressing insufficient, outdated, or nonexistent signage. This update enhances communication, visitor experience, park management, as well as safety by effectively communicating rules, warnings, and detailed wayfinding. The City is also getting all sorts of high-speed internet access through metro permits.
- **Emergency Communications** | The City is part of the CodeRED emergency communication system. This type of communication has greatly increased in last 10 years.

ECONOMY

PRIOR PLANS AND INITIATIVES

WORKERS

- **Workforce Development** | People that have ties to the area/community are likely to stay and work. There is lots of access to training for trades industries.

ENTREPRENEURSHIP

- **Strengthen Small and Medium Enterprises** | In 2024 the City piloted a social district near the Eighth and Garfield Intersection. In the social district, adults can consume alcoholic beverages in public spaces within the common area. The social district designation allows for increased district branding and marketing as well as encourages new commercial investment in the area. The social district designation is being explored for other areas where commercial businesses are struggling. Additionally, there is lots of job training and networking support, and more support in the private sector (DDA, SCORE, etc.)

PARTNERSHIPS

- **Tourism** | Traverse City is great at attracting tourists. This is a strength but also a challenge.
- **Workforce Diversity** | There is evolving workforce diversity and tech industry.
- **Community Employment Opportunities** | The City of Traverse City has had a long-standing partnership with SEEDS Ecology and Education Center. SEEDS is a local nonprofit dedicated to local solutions to global issues related to ecology. Most recently SEEDS partnered with the city to develop the citywide Compost Food & Waste Reduction Project. Additionally, there are many nonprofit and public sector opportunities.



SECTION D

TRAVERSE CITY'S RESILIENCY SCORECARD RESULTS



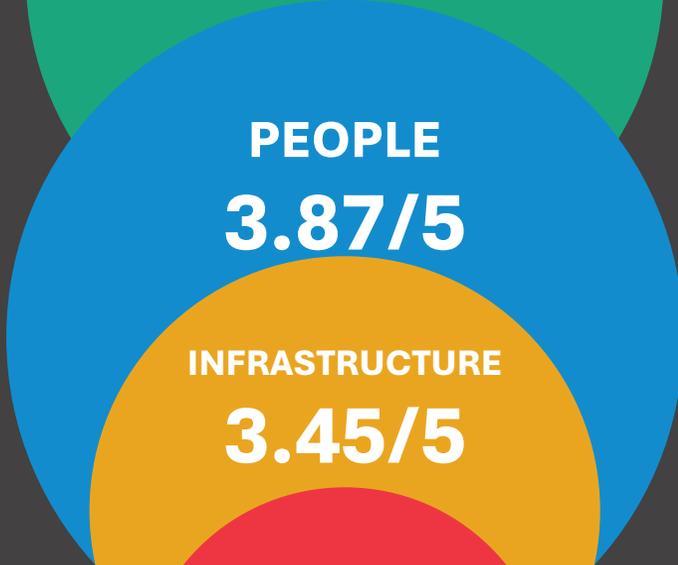
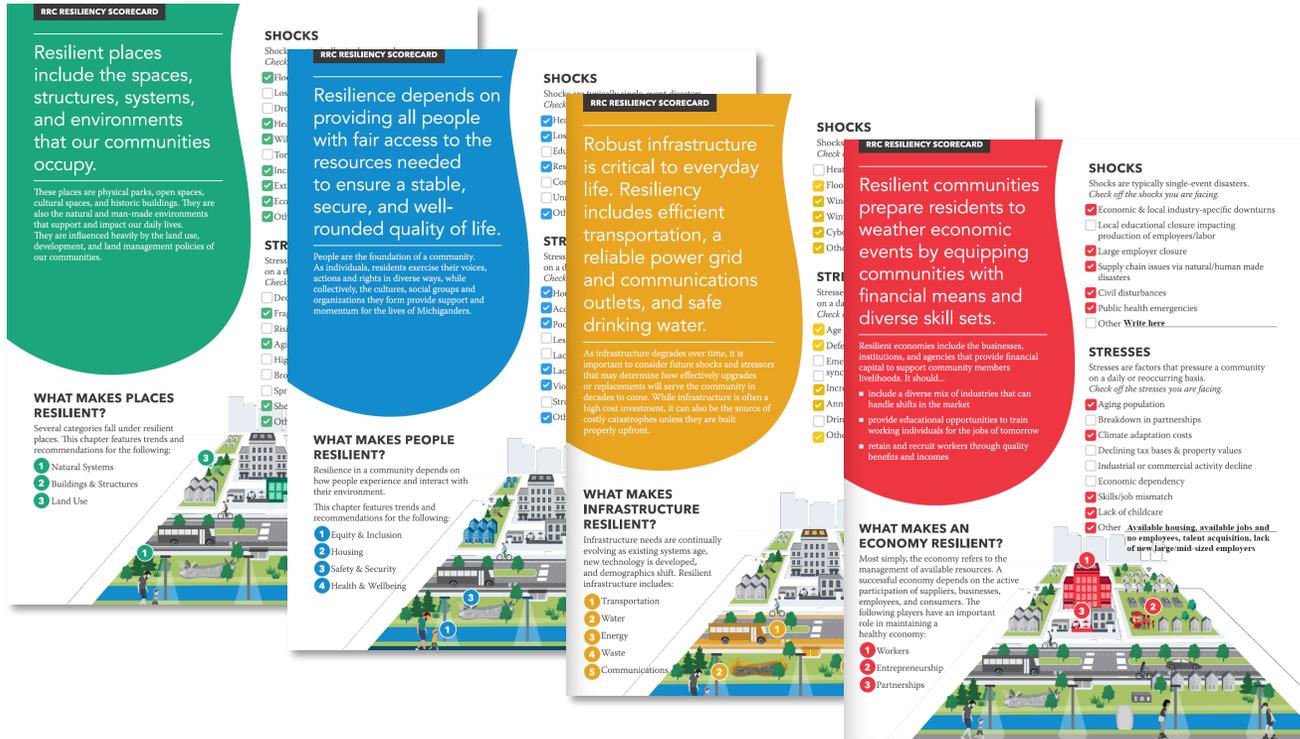
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UNDERSTANDING TRAVERSE CITY'S SCORE

Throughout the workshops, committee members went through the Rise + Resiliency Scorecard to understand how they would rank Traverse City's overall resiliency, identify shared priorities, and select three key opportunities to explore more.

These scores are a personal reflection of how the City is doing according to city staff and community non-profit leaders. Understanding their perspective helps to establish a baseline of where community leaders are already working, making progress, and achieving success versus where they would like to grow their knowledge and strength. See their full scorecard for more details.



SECTION E

TRAVERSE CITY'S RESILIENCY OPPORTUNITIES



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KEY CHALLENGES

After completing the scorecard together, the Rise + Resiliency Committee identified three key challenges to explore more.



HOUSING

Traverse City currently does not have enough affordable housing options, which can lead to challenges in city growth, talent retention, and supporting the unhoused community.



STORMWATER MANAGEMENT

There are many things to celebrate about Traverse City's water safety and cleanliness. However, **there are also water practices that could be improved, such as consumption and stormwater management.**



RECRUITMENT & RETENTION

While Traverse City's workforce diversity is evolving, **the challenge persists to recruit and retain talent and attract industries that will support a diverse workforce.**

HOUSING CHALLENGES

Traverse City currently does not have enough affordable housing options, which can lead to challenges in city growth, talent retention, and supporting the unhoused community.

SHORT-TERM AND SEASONAL HOUSING STRAIN

- Short-term rentals are heavily straining the availability of affordable housing
- Seasonal housing is also a problem, particularly in historic neighborhoods

ACCESS TO AFFORDABLE HOUSING & SUPPORT FOR THE UNHOUSED COMMUNITY

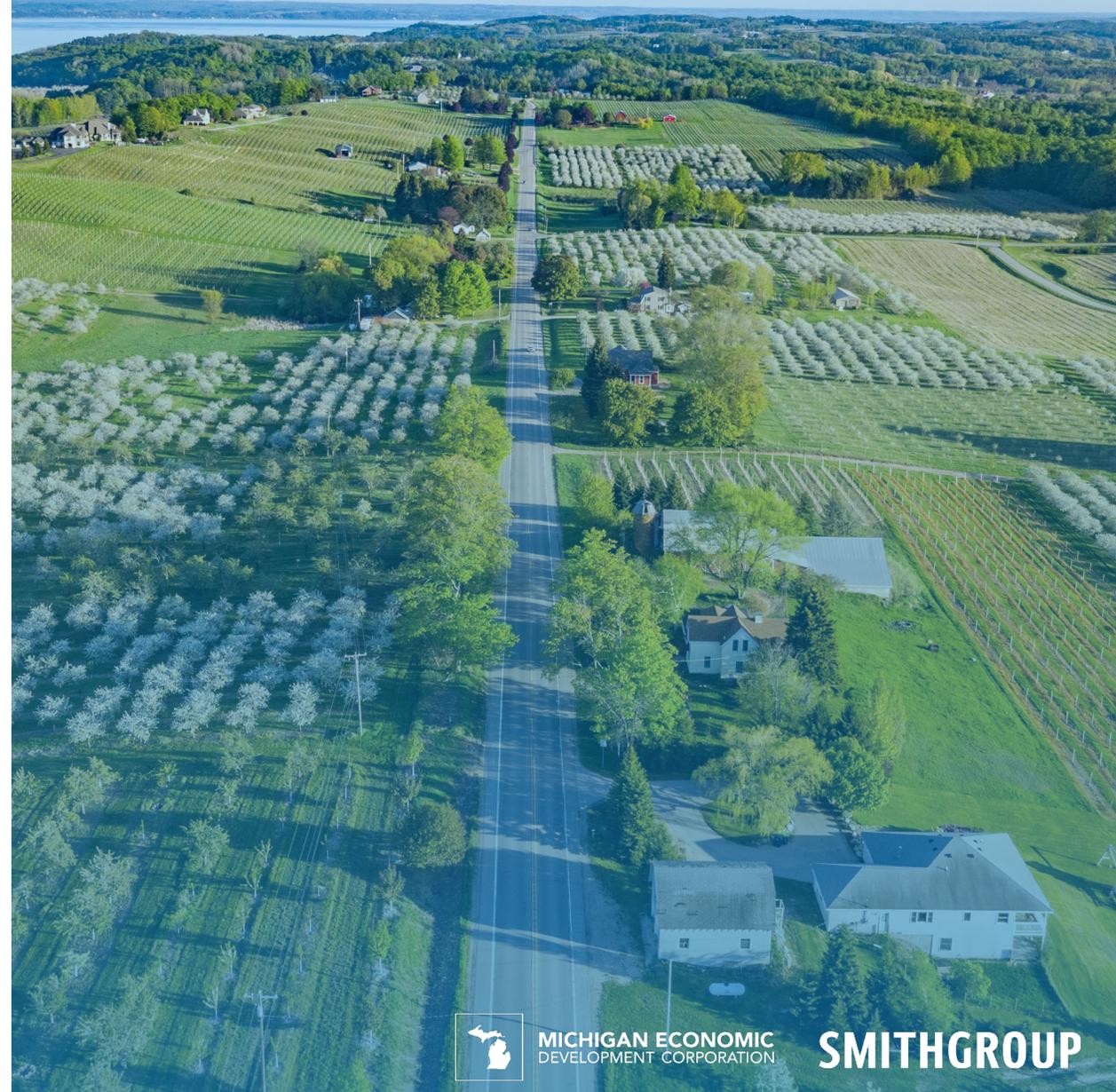
- “Anti-tall” and “Anti-sprawl” sentiments make providing new housing options difficult
- There is a need for affordable housing pilot programs to meet the gap in demand
- Additional funding and resources are needed to provide supportive housing and services for the unhoused

HOUSING FOR TALENT RETENTION

- The lack of affordable housing is heavily straining the city’s access to workers that will fill local trades jobs
- This also means that there is a lack of workforce attraction and industry diversity, as housing costs are at a mismatch with what workers can afford

PEOPLE

ECONOMY



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HOUSING TRENDS AND EXISTING CONDITIONS

Access to housing that people can afford is one of Traverse City's most urgent and difficult challenges to solve to boost community resilience. The Strategic Action Plan for Traverse City has already started to address this concern!

"How do people build equity – i.e.) condos that are attainable for young people to build equity to build a larger home. This is useful for young professionals who are not ready for the responsibilities of a larger home but condos offer ownership."
- Focus Group Participant

HOW DOES THIS RELATE TO THE STRATEGIC ACTION PLAN?

MEDC Resiliency Toolkit: Convene a leadership group to address the housing challenge.
Action 10 from the SAP: "Convene Organizations in the region to identify needs and solutions."

MEDC Resiliency Toolkit: Prioritize full-time residents in Traverse City neighborhoods.
Action 13 from the SAP: "Encourage more full-time residents living in core neighborhoods."

MEDC Resiliency Toolkit: Host a regional summit to showcase new and novel approaches to housing affordability and availability.
Action 14 from the SAP: "Host summits to showcase best practice solutions to socio-economic challenges."

5.3.2 | KEY ACTION AREAS

The key actions areas have been drawn from the focus group discussions, and aggregate ideas shared by the community in the surveys and workshop.

Action 9: Map the current collaborations across the region
Build understanding of the current collaborations and relationships, and between sectors of the regional economy to explore gaps, opportunities and identify where success is occurring. Understanding the current successes in collaboration can help encourage institutions to continue to do the hard work of finding common ground, aligning plans and sharing resources.

Action 10: Convene organizations in the region to identify needs and solutions
Engage major institutions from across the wider region to identify the needs and resources required. This will involve more cooperative planning with a common vision between all regional jurisdictions with an initial focus on infrastructure, housing, connectivity, utilities and transportation. The current housing challenges and shortages is an ideal place to start - as this is an urgent and shared issue in the region.

Action 11: Explore the potential for shared Government services
Identify and deliver shared services and infrastructure, ultimately providing better value to residents across the region. The region is a mixture of governments, including cities, townships and municipalities. They all have services to deliver and key roles to play, however people are looking for increased coordination and efficiency of service delivery. An increased collaboration model offers a way to continue to explore ways to identify and deliver shared services, ultimately delivering better value to residents across the region.

Action 12: Create a leadership team to advocate for the region
Draw together key leadership entities to advocate for the region at a State and Federal level. Create a Roadmap on how local government and parts of the region can contribute to the region as a whole. This leadership team should draw from a cross section of municipalities, County and key groups.

Bold Idea: Convene a leadership group to address the housing crisis.
Throughout the engagement, examples were repeatedly shared of where there are economic and service gaps because there are open jobs that can't be filled, including key positions in the healthcare and education sectors. A major contributing reason is there is not enough available housing. This is an important issue to address in a bold and urgent manner. The housing topic has been previously identified in Traverse City Commission Goals and Objectives, and remains a priority issue.

future>IQ | Traverse City Strategic Action Plan | May 2025 | 23

5.4.2 | KEY ACTION AREAS

The key actions areas have been drawn from the focus group discussions, and aggregate ideas shared by the community in the surveys and workshop.

Action 13: Encourage more full-time residents living in core neighborhoods
A key concern for residents was the 'loss' of family homes to short-term rental or seasonal residents, creating 'dark windows'. Residents are keen to see approaches that encourage more full-time residents, especially in the traditionally family home neighborhoods. This can bring vibrancy to the neighborhood, and help ensure the school enrollments stay at healthy levels.

Action 14: Host summits to showcase best practice solutions to socio-economic challenges
Across the country, numerous cities, counties and organizations are experimenting with new and novel approaches to tackling systemic issues such as housing affordability and availability, childcare, and homelessness. Best practice examples from this broader work should be showcased, to help spark innovation, creative local ideas and action.

Action 15: Promote Social Equity within Traverse City
As the demographics in the community change, there are new needs and issues. It is proposed to develop an action plan to more intentionally support the needs of underserved groups, including age-in-place communities.

Action 16: Develop a plan to boost childcare capacity in Traverse City
Develop a target goal and plan for childcare capacity in Traverse City, which would increase accessibility of childcare for young families who are in the workforce and help those who struggle to meet the cost of childcare. The lack of childcare was seen as a key constraint for a lot of working families, which in turn makes it challenging for young families to live in the community.

Bold Idea: Find innovative ways to address childcare shortage.
The shortage of childcare was highlighted as a key issue in the engagement sessions. This issue needs a bold and innovative approach to create a breakthrough in the supply. This could be a topic for immediate focus.

future>IQ | Traverse City Strategic Action Plan | May 2025 | 26

WHAT ARE WE ALREADY DOING FOR SHORT-TERM AND SEASONAL HOUSING?

As of 2025, Traverse City has over 500 active STR licenses, about 6% of the housing stock. This includes 101 new licenses issued in 2024 and 438 renewals.

The city already requires licensing, limits STRs to certain districts, has maintenance requirements, and has an ad hoc committee looking into tools to limit the impacts of STRs on our long-term residents.

WHAT ELSE CAN WE DO?

Follow the lead of cities like Sedona and provide a cash incentive to homeowners of registered short-term rentals who provide at least a one-year lease to a local employee (or a qualifying displaced long-term resident)



[click here to learn more about what Sedona has been up to](#)



[click here to learn more about the Cleveland State University program](#)



[click here to learn more regulatory precedents](#)



HOUSING OPPORTUNITIES

The City and its partners have made significant progress in providing quality affordable housing. However, housing remains costly and limited—especially for those looking to move in, return, or relocate within the city due to changing needs like growing families or downsizing.

By focusing on redevelopment opportunities, increasing housing density, investing in existing homes, and regulating short-term rentals/seasonal housing, we can strengthen our neighborhoods to better support long-term residents. In addition to the actions the city is already taking as part of its Strategic Action Plan, four actions the city and partners can take on to boost community resiliency include:

GOALS

What else could we tackle to boost our resilience?

ACTIONS

How would we do it?

POTENTIAL RESPONSIBLE PARTIES

Who would make it happen?

Housing Access

Provide a diversity of housing type and affordability options.

- Conduct a roundtable with Traverse City’s major employers (such as Munson Healthcare) and developers to understand any barriers they are facing with long term housing and share information about resources like Michigan’s [Employer-Assisted Housing Fund](#), which helps businesses invest in housing for workers and assist with live-near-your-work opportunities, and encourage them to participate.
- Partner with apartment buildings, hotels, and dorm providers such as Northwestern Michigan College across the region to explore the potential of using facilities for short term month-to-month seasonal housing similar to [other higher education institutions](#).

Champion | City Management, Planning, City Commission

Partners | Housing Solutions Workgroup, Housing + Homelessness Task Force, Housing North. Fair Housing Advisory Group (if created), regional municipalities

Affordable Housing

Ensure adequate supply of affordable housing options to meet the needs of all residents.

- Although vacant land is limited, continue to increase community interest in prioritizing the affordable housing on developable City-owned vacant lots and key corridors identified in the Strategic Action Plan
- Evaluate the effectiveness of the [short-term rental regulations/permit requirements](#) at preserving the amount of affordable housing stock and limit housing being lost to tourists and seasonal residents such as incentives to provide longer-term leases on STR properties.

Champion | City Management, Planning, City Commission

Partners | Same as above, Traverse Connect, developers, realtors assoc., regional municipalities, MEDC

STORMWATER MANAGEMENT CHALLENGES

There are many things to celebrate about Traverse City's water safety and cleanliness. However, **there are also water practices that could be improved, namely sources to maintain stormwater management.**

REDUCING WATER CONSUMPTION

- Traverse City provides water for multiple communities that are continuing to grow, which has led to limitations in strategies for decreasing water consumption. Water consumption is not just drinking water, but also the water used to irrigate our plants, flush our toilets, and more.

The housing section includes some recommendations to reduce strain on the existing water system through redevelopment, but stormwater practices with limited ongoing irrigation needs can also help with reducing consumption on the public side.

FUNDING FOR STORMWATER INFRASTRUCTURE

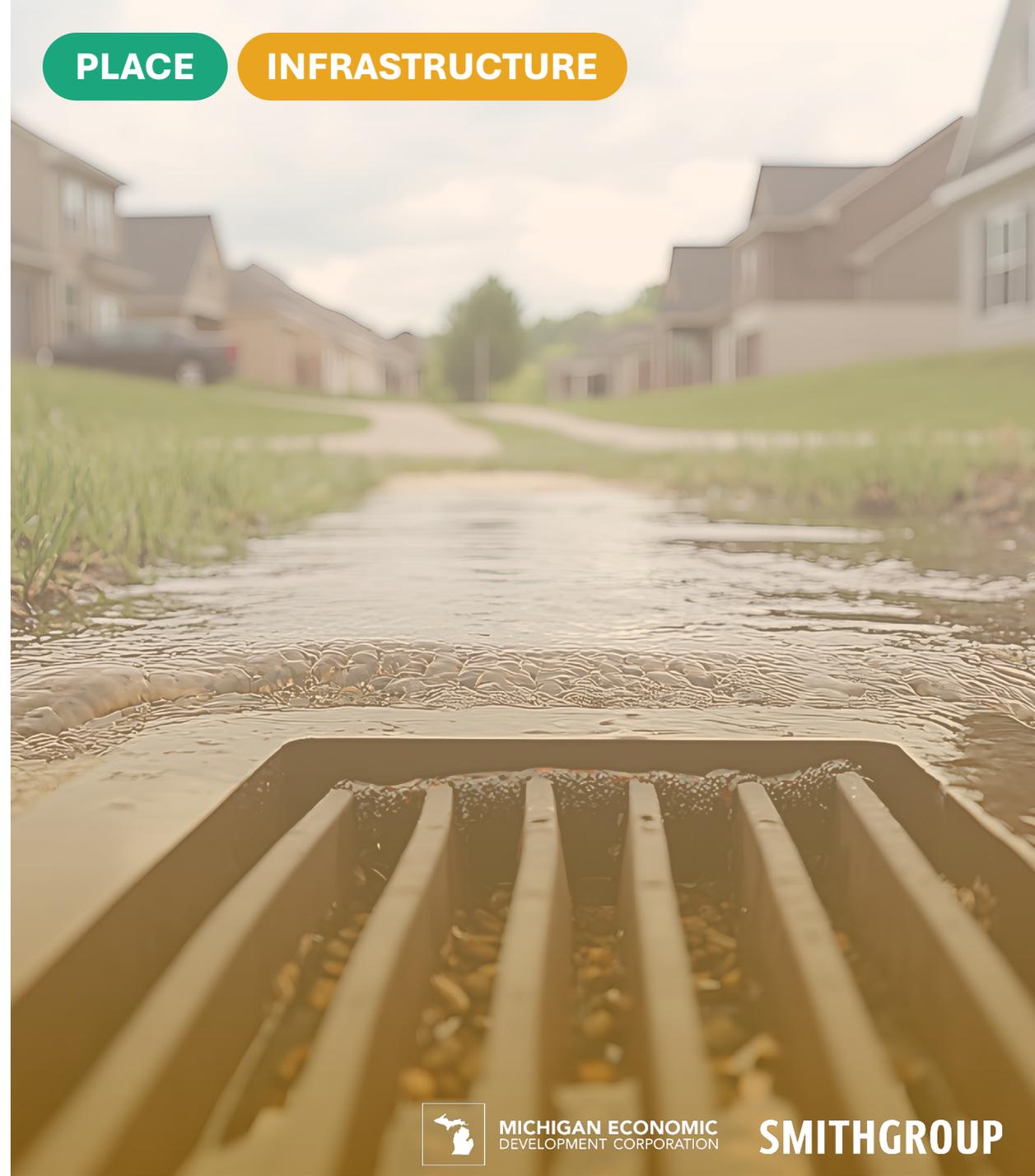
- There are limited financial resources to fund ongoing maintenance and operations of existing stormwater management systems
- While the City does require on-site management, stormwater infrastructure needs significant upgrades

NATURAL VS GREY STORMWATER & ENCOURAGING PRIVATE SUSTAINABILITY

- Right now, there is a strong reliance on traditional water treatment, while nature-based management solutions and green stormwater infrastructure are in their early stages of encouraged use
- Though some homeowners and private developers are exploring sustainable water practices, many still need to prioritize lower flow utilities and other sustainable strategies

PLACE

INFRASTRUCTURE



MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION

SMITHGROUP

STORMWATER MANAGEMENT TRENDS AND EXISTING CONDITIONS

Funding and upgrading Traverse City's stormwater infrastructure, as well as mitigate inflow and infiltration to boost our infrastructure resilience. The Strategic Plan for Traverse City has already begun this conversation!

HOW DOES THIS RELATE TO THE STRATEGIC ACTION PLAN?

MEDC Resiliency Toolkit: Develop a region-wide water consumption reduction strategy.

Action 17 from the SAP: "Develop a comprehensive region-wide sustainability plan that focuses on climate mitigation and adaptation."

MEDC Resiliency Toolkit: Encourage better water practices for tourists and visitors.

Action 19 from the SAP: "Embed environmental education initiatives at visitor interface locations."

MEDC Resiliency Toolkit: Use tourist revenue to fund stormwater infrastructure improvements.

Action 20 from the SAP: "Explore novel ways for the visitation economy to help fund sustainability measures."

*"We are not going to get everyone to participate for environmental reasons. We need to appeal to people regarding financial benefits, quality of life, congestion, time, etc.... Talk to people about their hyper local environment rather than the larger national picture."
- Focus Group Participant*



5.5.2 | KEY ACTION AREAS

The key actions areas have been drawn from the focus group discussions, and aggregate ideas shared by the community in the surveys and workshop.

Action 17: Develop a comprehensive region-wide sustainability plan that focuses on climate mitigation and adaptation

Create a city and county-wide plan to help anticipate where climate impacts might occur and build in mitigation and offset strategies. This should also include the pathway to zero-carbon and other established goals.



Action 18: Research and replicate best sustainability practices from other similar cities

Explore and apply best practice from across the United States and Europe regarding incremental changes that are demonstrably achievable. This could include ideas from similar cities, and also ideas from across all types of cities. This should cover practices across all scales, from individual homes to neighborhood and city levels.



Action 19: Embed environmental education initiatives at visitor interface locations

Build broad awareness and promote Traverse City as an ambitious 'living laboratory' for environmental sustainability. Make this visitor-facing, so they can appreciate the community values and become active contributors to the vision.



Action 20: Explore novel ways for the visitation economy to help fund sustainability measures

Examine the potential for ideas like airport surcharges and 'tourism taxes' to help fund local environmental offsets and initiatives. There is a 'sea-change' occurring in many tourism destinations, where there is a pivot from destination promotion to destination impact management.

Bold Idea: Pilot electrification of houses as a demonstration project.

There is a need to pilot projects that demonstrate the ability and capacity to reduce environmental impact at a local level. There is the existing local capacity and technology to establish an innovative electrification project, to show how houses can be completely powered by renewable electric technology. This issue has been previously included in Traverse City Commission goals and objectives, but has been primarily focused on government buildings. There is an opportunity to bring that thinking to residential homes, allowing people to see how they can contribute directly on their own properties.

STORMWATER TOOLS FOR SUCCESS

WHAT ARE WE ALREADY DOING FOR STORMWATER?

The City and its partners have made significant progress to help with local water quality including a Water Reliability Study, replacing galvanized pipes, proactive sanitary sewer evaluations, and over \$48 million in investments to the city water and sewer systems.

However, the [2017 Stormwater Asset Management Plan](#) found that 70% of the city storm sewer pipes were over 55 years old. As the system continues to age and the intensity of storms increases, maintaining the system of grey and green infrastructure in the city is crucial. While ongoing maintenance is the highest priority and consideration before creating new infrastructure, there are also opportunities to make investments in new infrastructure through upcoming grant opportunities.

WHAT ELSE CAN WE DO?

Continue applying for the upcoming Michigan Clean Water State Revolving Fund (CWSRF) grant cycle to finance stormwater projects in the city using low interest loans and other grant resources. The city can also look into partnerships with local university students to help with grant applications.



[click here to learn more about the CWSRF Grant](#)

What types of projects are fundable?

Use of the CWSRF to finance a stormwater infrastructure project is an innovative way for a municipal applicant to complete important and impactful infrastructure work.



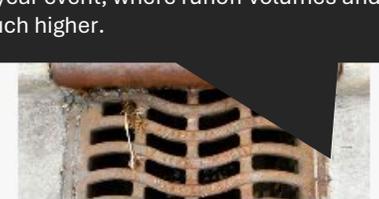
Ecosystem Protection and Restoration



Green Infrastructure



Erosion and Sediment Control



Traditional Grey Infrastructure

WHY GREEN AND GREY INFRASTRUCTURE?

Although the Green Infrastructure Scenario from the 2017 Stormwater Management Plan demonstrates the potential to significantly reduce runoff volumes and pollution to Grand Traverse Bay, it does not entirely eliminate the need to replace undersized storm sewers. Green Infrastructure typically addresses more frequent storms (i.e. 1 inch of rain), where storm sewers are evaluated under the conditions of a 5-year event, where runoff volumes and peak flows are much higher.

Other eligible project types:

- Traditional stormwater conveyance pipe, storage, and treatment systems
- Sediment controls including filter fences, storm drain inlet protection, street sweepers, and vacuum trucks
- Green roofs
- Permeable pavement
- Infiltration basins
- Rainwater harvesting collection, storage, management, and distribution systems
- Wetland/riparian/shoreline protection and restoration
- Establishment/restoration of urban tree canopy
- Constructed wetlands
- Bioretention/bioswales including rain gardens, curb bump outs, and tree boxes
- Replacement of gray infrastructure with green infrastructure

STORMWATER MANAGEMENT OPPORTUNITIES

The City and its partners have made significant progress to help with local water quality including a Water Reliability Study, replacing galvanized pipes, proactive sanitary sewer evaluations, and over \$48 million in investments to the city water and sewer systems.

By focusing on stormwater management, the city can take the next step in its infrastructure resiliency to help reduce regional water consumption and impacts on the broader watershed. In addition to the actions the city is already taking as part of its Strategic Action Plan, two actions the city and partners can take on to boost community resiliency include:

GOALS	ACTIONS	RESPONSIBLE PARTY
<p>Stormwater Management Minimize runoff into stormwater infrastructure and reduce flooding.</p>	<ul style="list-style-type: none"> □ Continue to pursue Michigan grant funding to help address gaps in stormwater management and aid in the ongoing maintenance/operation of stormwater systems as critical parts of the Municipal Separate Storm Sewer System. □ Continue to implement green infrastructure best practices and reinvest in existing green/grey infrastructure as part of planned community and utilities upgrades such as complete streets upgrades. <i>This could also include retrofitting existing streets to incorporate green infrastructure elements for stormwater management, wildlife passage, urban heat island impacts, and improving air quality.</i> 	<p>Champion City Commission, Planning, City Management, DPS, Engineering</p> <p>Partners Rec authority, TC Tourism, conservation district. EGLE</p>

STORMWATER MANAGEMENT GRANT OPPORTUNITIES

Funder Type	Funder	Opportunity	Description	Link	Stormwater Projects	Status	Application Dates
State	Michigan Department of Environment, Great Lakes, and Energy	Clean Water State Revolving Fund	<p>The Clean Water State Revolving Fund (CWSRF) provides low-interest loans to counties, cities, villages, townships, authorities, and other public entities created under state law for projects that improve water quality and protect public health.</p> <p>This opportunity is federally funded through the EPA's Sewer Overflow and Stormwater Reuse Municipal Grant (OSG) Program.</p>	Link		Active	Intent to Apply: November 1 Overburden Determination Survey: May 1 Apply: May 1
State	Michigan Department of Environment, Great Lakes, and Energy	Michigan Coastal Management Program	The Michigan Coastal Management Program (MCMP) in the Water Resources Division (WRD) of the Michigan Department of Environment, Great Lakes, and Energy (EGLE) provides grant funds through the Michigan Coastal Management Program (MCMP) to assist in the development of vibrant and resilient coastal communities through the protection and restoration of our sensitive coastal resources and biologically diverse ecosystems. The WRD seeks projects that protect community character and revitalize ports and harbors; plan for growth and change in our coastal communities to strengthen economies and minimize risk from coastal hazards; protect and restore healthy coastal ecosystems for public use and enjoyment; devise solutions for the nature-based solutions to slow the flow of stormwater; and create and enhance public access.	Link	Planning and installing nature-based solutions (e.g., vegetated buffers, raingardens, and living shorelines) that benefit ecosystem services (e.g., recreation and habitat biodiversity) is the preferred approach for managing and slowing the flow of stormwater and flooding in coastal areas. Examples of past projects include technical trainings, community workshops, development of stormwater assessments, local ordinances, and plans that address flooding and stormwater management with natural/green infrastructure. Preference will be given to projects that: <ul style="list-style-type: none"> - Develop community feasibility studies, design, and engineering for low-cost construction projects utilizing natural infrastructure to address coastal flooding to slow the flow and manage stormwater. - Conduct a community stormwater management assessment that identifies opportunities for implementing nature-based solutions. - Analyze existing stormwater ordinances to identify gaps and develop recommendations for new ordinances and standards targeted towards new development. - Implement community engagement and education campaigns to encourage proper maintenance and self-inspection of on-site disposal systems 	Active	
Federal	National Fish and Wildlife Foundation	National Coastal Resilience Fund (NCRF)	NCRF is a national program focused on reducing risks to coastal communities. Projects must be located within the coastal areas of U.S. coastal states, including the Great Lakes states, and U.S. territories and Tribal lands. Habitats such as coastal marshes and forests, floodplains, rivers and lakes, dune and beach systems, and oyster and coral reefs can provide communities with enhanced protection and buffering from the growing impacts of natural coastal hazards, including rising sea- and lake- levels, changing flood patterns, increased frequency and intensity of storms, and other environmental stressors.	Link	Nature-based Stormwater Infrastructure (e.g., wetland restoration, bioswales)	Active	April 2026
Nonprofit	Grant Traverse Regional Community Fund	Community Fund Grants	As a collection of flexible, responsive assets, our Community Funds address gaps and support opportunities that our other funds cannot. That’s because Community Funds broadly support our region and can fund all types of organizations, from environmental nonprofits and arts and culture groups to Tribal organizations and educational institutions. We aim to equitably and meaningfully invest Community Funds to support healthy, resilient, thriving communities across our region, now and for generations to come.	Link		Active	May 2026
Nonprofit	Impact100 Traverse City	Transformational Grants	Impact100 Traverse City collectively funds transformational grants in the areas of environment & recreation, education, arts & culture, family, and health & wellness in the five county area including Grand Traverse, Antrim, Leelanau, Benzie and Kalkaska.	Link	Initiatives that preserve, enhance, revitalize, or restore facilities and surroundings. (Would need to partner with a nonprofit)	Active	April 2026

RECRUITMENT & RETENTION CHALLENGES

While Traverse City's workforce diversity is evolving, **the challenge persists to recruit and retain talent and attract industries that will support a diverse workforce.**

MAINTAINING TRADES

- While there is lots of training for trades industries available, there is difficulty keeping trades workers in the area
- Lack of affordable housing often drives trained workers elsewhere

WAGES THAT MEET THE COST OF LIVING

- Industry-wide wages are generally not adequate to keep up with the cost of living
- Unless they have ties and/or community in the area, there is difficulty attracting new talent because it is so expensive

RECRUITING MEDIUM AND LARGE INDUSTRIES & ATTRACTING A DIVERSE WORKFORCE

- Dependency on a couple major industries creates vulnerability if one goes away
- Although there is an interest in growing blue and green economies, there is a current lack of understanding of the best fit for that in Traverse City
- Need additional financing and support for local entrepreneurs in the public sector
- Skills/job mismatch (Munson currently has hundreds of unfilled positions)



RECRUITMENT & RETENTION TRENDS AND EXISTING CONDITIONS

Traverse City can ensure economic resiliency and a more diverse workforce by implementing tools for industry recruitment & talent retention. The Strategic Plan for Strategic Plan has made some initial recommendations for this effort!

HOW DOES THIS RELATE TO THE STRATEGIC ACTION PLAN?

MEDC Resiliency Toolkit: Enact family-friendly workplace policies for all local government employees and contractors that include paid sick days, paid family leave, flexible scheduling, teleworking, job sharing, and easily available childcare.

Action 16 from the SAP: "Develop a plan to boost childcare capacity in Traverse City."

MEDC Resiliency Toolkit: Attract a young workforce with diverse employment opportunities.

Action 22 from the SAP: "Strategically market Traverse City to the future remote workforce."

It is important to note that Traverse City is also prioritizing strategies that create a strong work environment for local employees.

MEDC Resiliency Toolkit: Expand your capacity for technical and specialty businesses to diversify your industries.

Action 24 from the SAP: "Build on the specialized advanced manufacturing sector."

"Reducing seasonal dependency by fostering industries that provide stable, well-paying jobs throughout the year is critical. Supporting business diversification, workforce development, and economic incentives will help create long-term economic stability for Traverse City."
- Community Survey #1 Respondent

5.4.2 | KEY ACTION AREAS

Creating a Complete Community

The key actions areas have been drawn from the focus group discussions, and aggregate ideas shared by the community in the surveys and workshop.

Action 13: Encourage more full-time residents living in core neighborhoods
A key concern for residents was the 'loss' of family homes to short-term rental or seasonal residents, creating 'dark windows'. Residents are keen to see approaches that encourage more full-time residents, especially in the traditionally family home neighborhoods. This can bring vibrancy to the neighborhood, and help ensure the school enrollments stay at healthy levels.

Action 14: Host summits to showcase best practice solutions to socio-economic challenges
Across the country, numerous cities, counties and organizations are experimenting with new and novel approaches to tackling systemic issues such as housing affordability and availability, childcare, and homelessness. Best practice examples from this broader work should be showcased, to help spark innovation, creative local ideas and action.

Action 15: Promote Social Equity within Traverse City
As the demographics in the community change, there are new needs and issues. It is proposed to develop an action plan to more intentionally support the needs of underserved groups, including age-in-place communities.

Action 16: Develop a plan to boost childcare capacity in Traverse City
Develop a target goal and plan for childcare capacity in Traverse City, which would increase accessibility of childcare for young families who are in the workforce and help those who struggle to meet the cost of childcare. The lack of childcare was seen as a key constraint for a lot of working families, which in turn makes it challenging for young families to live in the community.

Find innovative ways to address workforce shortage.
This issue was highlighted as a key concern in the community sessions. This issue needs a targeted approach to create a breakthrough solution as a topic for immediate focus.

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5.6.2 | KEY ACTION AREAS

Building Thriving Year-Round Economy

The key actions areas have been drawn from the focus group discussions, and aggregate ideas shared by the community in the surveys and workshop.

Action 21: Embrace Sustainable Tourism approaches to moderate seasonal nature of tourism
Adopt a destination impact management approach built on the philosophy of sustainable tourism that addresses local community and environmental impact. For Traverse City to adopt an intentional sustainable approach, this will mean moving from a destination marketing approach to destination impact management.

Action 22: Strategically market Traverse City to the future remote workforce
Continue to build the 'Traverse City Brand' to attract the future remote workforce. This target group is likely to be recreation orientated and drawn by the lifestyle and character of the community. They could also be important new demographics in the community, representing younger age groups.

Action 23: Explore the potential for recreation and resource related products and businesses
The Traverse City brand could be leveraged for business creation that is associated with outdoor recreation and resource management. An example is the higher-end products that are appealing to the recreation market, such as hiking gear, equipment, water bottles and accessories.

Action 24: Build on the specialized advanced manufacturing sector
There is a 'window' of time to capture some of the reshoring manufacturing that is occurring and will likely accelerate. This will help reduce seasonal tourism dependency through fostering industries and businesses that provide stable, well-paying jobs throughout the year. Traverse City already has a strong advanced manufacturing base which could be expanded. This could also include a water-related industries hub, creating a unique location for technical and specialty businesses.

Bold Idea: Embrace a sustainable tourism model approach
Across the world, visitation dependent economies are increasingly exploring the idea of sustainable tourism, and focusing on the impact on destinations and residents. This includes changing the focus to 'quality over quantity', and more experience-based approaches where local values and community interests are put first. This is a challenging pivot for many destination communities, but is showing promise as a way to avoid heading further into over-tourism situations.

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RECRUITMENT & RETENTION TOOLS FOR SUCCESS

WHAT ARE WE ALREADY DOING FOR RECRUITMENT AND RETENTION?

Traverse City is known for its entrepreneurial spirit, a hub for many non-profits, small businesses, and outdoor tourism more that play a big role for the region.

One major challenge mentioned was the high cost of living. While the housing recommendations provide tools to help with housing costs, there are also ways to help with costs of living by helping either reduce the costs of benefits or recruit additional industries to the region that are projected to have livable wages.

Childcare is a major cost for residents across the state. Financing the overhead costs and ongoing maintenance of subsidized childcare programs is a persistent issue. While the City has looked into the potential for in house day care for employees and used to run a summer program through Parks and Recreation during the summer, a lack of available funding sources have limited the ability to host these programs in recent years.

WHAT ELSE CAN WE DO?

Explore regional interest and capacity of outside partners in facilitating and sustaining programs to support childcare facilities to help families find the care they need to remain or reenter the workforce while helping small at-home childcare entrepreneurs.



[click here to learn more about the Spark Childcare program in Marquette County](#)



RECRUITMENT & RETENTION TOOLS FOR SUCCESS

WHAT ARE WE ALREADY DOING FOR RECRUITMENT AND RETENTION?

Traverse City is known for its entrepreneurial spirit, a hub for many non-profits, small businesses, and outdoor tourism more that play a big role for the region.

One major challenge mentioned was the high cost of living. While the housing recommendations provide tools to help with housing costs, there are also ways to help with costs of living by helping either reduce the costs of benefits or recruit additional industries to the region that are projected to have livable wages.

With the recent completion of the Strategic Action Plan, there is an opportunity to collaborate with Traverse Connect and reevaluate target industries to see how they align with the city's resiliency goals of affordability, sustainability, and more. With an emphasis on blue green economies, Traverse Connect is already focusing on several different target industries that could align with other emerging markets such as the stormwater engineering and waste reuse sectors.

WHAT ELSE CAN WE DO?

Stormwater engineering and design is a skill on the rise across the nation and includes business that:

- design and plan
- manufacture materials for green stormwater infrastructure
- wholesale materials for green stormwater infrastructure
- and build and maintain green stormwater infrastructure that mitigates flooding and stormwater impacts.

There are several benefits to these types of jobs.

- They have construction-related transferrable skills.
- They offer living wage jobs.
- They offer M/WBE entrepreneurship opportunities especially for smaller firms and the self-employed.

While many skills are transferrable, it is worth noting that specialized training for workers – both current and pipeline – is required for aspects of the work. While there are many regionally and locally-run programs, the National Green Infrastructure Certification Program (NGICP) provides specialized training and professional certification in GSI activities. Traverse City and its broader region can evaluate the potential to change its list of targeted industries to include some of these emerging resilient sectors.



[click here to learn more the National Green Infrastructure Certification Program](#)

RECRUITMENT & RETENTION OPPORTUNITIES

Traverse City is known for its entrepreneurial spirit, a hub for many non-profits, small businesses, and outdoor tourism more that play a big role for the region. However, high costs of living can make it hard for businesses and trades to train, recruit, and most importantly retain its incredibly talented workforce.

Traverse City can ensure economic resiliency and a more diverse workforce by implementing tools for industry recruitment & talent retention. In addition to the actions the city is already taking as part of its Strategic Action Plan, three actions the city and partners can take on to boost community resiliency include:

GOALS <i>What else could we tackle to boost our resilience?</i>	ACTIONS <i>How would we do it?</i>	POTENTIAL RESPONSIBLE PARTIES <i>Who would make it happen?</i>
<p>Entrepreneurship Strengthen your small and medium-sized enterprises.</p>	<ul style="list-style-type: none"> ❑ Through programs for small businesses, promote business continuity and preparedness planning, such as ensuring businesses understand their vulnerabilities—including supply chains—in the face of disruptions and are prepared to take actions to resume operations after an event. ❑ Look into the potential capacity for community partners to create similar programs to tackle common benefits needed such as childcare ❑ Partner with MEDC to evaluate supply chain and material needs for regional industries and understand any needed changes to the Michigan Cooperative Procurement Program, which allows eligible public entities in Michigan to leverage the purchasing power of larger groups to procure goods and services more efficiently and cost-effectively. 	<p>Champion Traverse Connect</p> <p>Partners Regional municipalities. Networks Northwest and NMC, MEDC, CoPro+, MiDEAL</p>
<p>Industry Recruitment Identify strategic opportunities for economic growth.</p>	<ul style="list-style-type: none"> ❑ Partner with Traverse Connect to broaden Traverse City’s industrial base with diversification initiatives, targeting the development of emerging clusters or industries that: (a) build on the region’s unique assets and competitive strengths; and (b) provide stability during downturns that disproportionately impact any single cluster or industry. 	<p>Champion Traverse Connect</p> <p>Partners Networks Northwest, City Power, SEEDS, MEDC Business Development</p>