

**HEALTHIER
DRINKING
CULTURE**

Creating a healthier drinking culture, together.

HEALTHIER DRINKING CULTURE DRAFT STRATEGIC PLAN

TRAVERSE CITY, MICHIGAN

Prepared For



 CITY of
TRAVERSE CITY MICHIGAN

Prepared By

STATECRAFT



 **LAKE EFFECT**

EXECUTIVE SUMMARY

The Healthier Drinking Culture project is led by the Traverse City Downtown Development Authority (DDA), in collaboration with the City of Traverse City (City) and the Traverse City Police Department (TCPD).

According to local stakeholders, the Traverse City community has a drinking culture problem, specifically with binge drinking and overconsumption in the City’s downtown core, a popular destination for residents and tourists alike.

There are 119 liquor license locations within the City of Traverse City, a community of approximately 15,000 people (per the US Census). City police cite alcohol as an underlying factor in nearly every call the police department responds to, including trespassing, disorderly conduct, assault and battery, and domestic violence activities. Business owners are concerned about disorderly crowds, unsafe conditions for patrons and staff, loitering, and property damage due to overconsumption. Community stakeholders, including residents, businesses, and nonprofits, are concerned about the drinking culture’s impact on Traverse City’s character, resources, and reputation.

Informed by a robust community engagement process, these partners have developed this strategic plan to lay out a desired vision for Traverse City’s drinking culture as well as identify the immediate, short-term, and long-term action steps to achieve that vision.

Given the complexity of the topic, this project did not identify, or intend to identify, one solution to create a healthier drinking culture in Traverse City. However, this strategic plan contains numerous recommendations sourced directly from the individuals and organizations who participated in this process—ranging from Traverse City neighborhood residents, an executive of a Northern Michigan addiction treatment nonprofit, owners and managers of downtown Traverse City establishments serving alcohol, and other downtown business owners and managers.

The recommendations in this plan will require continued coordination, conversation, and community engagement by the DDA, City, TCPD, and stakeholders who helped to inform the action steps, as well as, potentially, new stakeholders who have not yet participated.

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Project Introduction

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Informed by a robust community engagement process, these partners have developed this strategic plan to lay out a desired vision for Traverse City’s drinking culture as well as identify the immediate, short-term, and long-term action steps to achieve that vision.

Background

The Traverse City community has a drinking culture problem, specifically with binge drinking and overconsumption in the City’s downtown core, a popular destination for residents and tourists alike.

There are 119 liquor license locations within the City of Traverse City, a community of approximately 15,000 people (per the US Census). City Police Chief Jeff O’Brien names alcohol as an underlying factor in nearly every call his department responds to, including trespassing, disorderly conduct, assault and battery, and domestic violence activities. Business owners are concerned about disorderly crowds, unsafe conditions for patrons and staff, loitering, and property damage due to overconsumption. Community stakeholders, including residents, businesses, and nonprofits, are concerned about the drinking culture’s impact on Traverse City’s character, resources, and reputation.

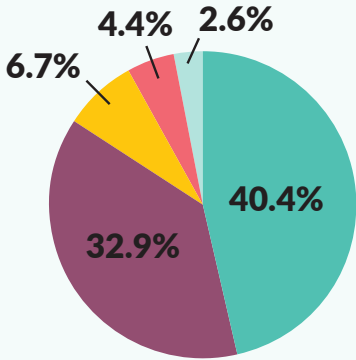
The DDA, City, and TCPD desire for Traverse City to be a vibrant, safe, and attractive place for all individuals to live, work, and play. They recognize that the prevalence of alcohol consumption in downtown Traverse City has created a drinking culture that is not welcoming for all individuals, and which relies on reactive law enforcement and emergency services to maintain safety and order in the downtown core. Based on feedback from their constituents, these three partners have launched the Healthier Drinking Culture project to identify ways the community can proactively work together to create a drinking culture that fosters safe, welcoming, and celebratory drinking expectations, behaviors, and norms in Traverse City.

WHO PARTICIPATED

Survey

- March 2021
- 1,130 responses

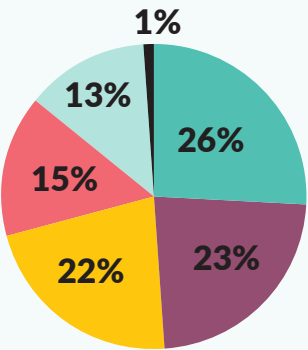
Local Zip Code Responses



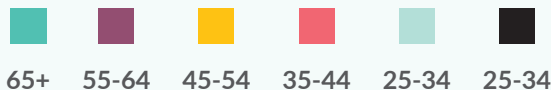
Local Zip Codes



Diverse Age Representation



Ages Represented



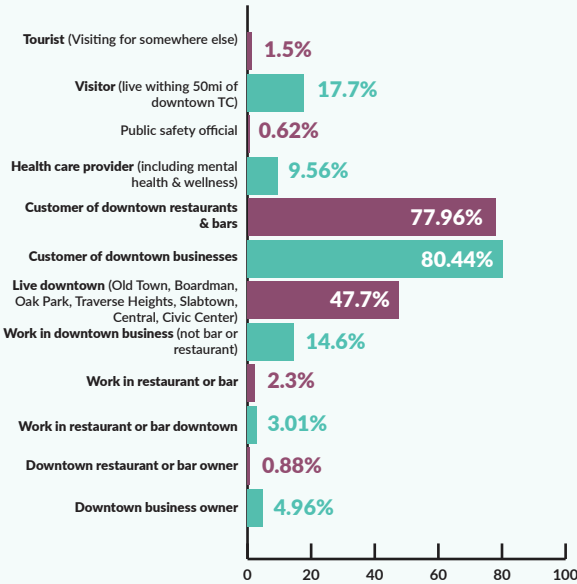
Scope and Approach

The drinking culture in Traverse City is a complex and systemic issue, informed by cultural norms and behaviors that extend beyond the boundaries of our community. Stakeholders who impact and who are impacted by the drinking culture are a diverse group, including residents, visitors, liquor license holders, other business owners, addiction treatment providers, mental health providers, public safety providers, elected officials, event managers, and marketing and tourism promoters, each with varied experiences, perspectives, values, and priorities.

This project focused on engaging and listening with these stakeholders to understand community members’ insights, experiences, challenges, and expectations related to the drinking culture in Traverse City. This project also relied on recommendations provided by the National Institute of Health and World Health Organization, intended for communities seeking to reduce alcohol-related incidents such as drunk driving, underage drinking, and alcohol-related assault. Additionally, the project team sought to learn from other communities regarding their drinking culture efforts and best practices and while this project appears to be on the cutting edge of local community drinking culture change, there are relevant best practices to glean from other communities’ experiences working with recreational marijuana.

Given the complexity of the topic, this project did not identify, or intend to identify, one silver bullet solution to create a healthier drinking culture in Traverse City. However, this strategic plan contains numerous recommendations sourced directly from the individuals and organizations who participated in this process—ranging from Traverse City neighborhood residents, an executive of a Northern Michigan addiction treatment nonprofit, owners and managers of downtown Traverse City establishments serving alcohol, and other downtown business owners and managers.

Which of the options below describes you? (Check all that apply.)



Interviews

- April - July 2021
- 74 one-on-one interviews
- Liquor license holders; downtown business owners; neighborhood residents; art and cultural experience managers; event managers and tour hosts; event and tourism marketers and promoters; health and wellness professionals; law enforcement; local government

Listening Sessions

- June 2021
- 7 sessions
- Neighborhood residents; people who do not drink alcohol; marketing and media; adjacent business district (North Boardman); downtown restaurant, bar and tasting room employees; downtown customers

Next Steps

The recommendations in this plan will require continued coordination, conversation, and community engagement by the DDA, City, TCPD, and stakeholders who helped to inform the action steps, as well as, potentially, new stakeholders who have not yet participated.

It is the responsibility of the DDA, City, and TCPD to work with their partners and stakeholders to implement action steps in accordance with their capacity, respective budgets, and priorities, and with ongoing feedback from the stakeholders who impact, and are impacted by, the Traverse City drinking culture.

Existing Conditions

To inform this strategic plan, the project team listened to local stakeholders to understand community members' perspectives, insights, experiences, challenges, and expectations related to the existing and the desired vision for a healthier drinking culture in Traverse City. The team received 1,130 responses to a community survey, conducted over 70 one-on-one interviews, and hosted multiple listening sessions.

The engagement report attached in Appendix B shares detailed information about the engagement activities and the vision elements, strengths, challenges, and ideas shared through the community engagement effort. This information is also summarized below.

Existing Strengths

Local stakeholders identified existing strengths of the current drinking culture in Traverse City, summarized in the chart on the following page.

Traverse City Drinking Culture Existing Strengths

The strong craft beverage culture - wineries, beer, and spirits. Focusing on craft products and sense of place: the glamour of the building, the vineyard, the local sources of the product, the care the crafts person put into making the product, the stories of the people creating and offering the service.

Social connections and people enjoying social time with friends.

TIPS and TAM training and certification for staff.

Empowering staff to decline service to people whom have over consumed.

Businesses voluntarily closing at or before midnight.

Making alcohol part of the experience, not the experience.

Serving food with alcohol.

People drinking responsibly, understanding personal limits, and respecting people and places.

Businesses hosting experiences and tours that are not coupled with alcohol.

Police are present as a deterrent. Downtown business owners and staff having a strong relationship with police and public safety officers.

Relationships between businesses. Sharing goals and being on the same page with intentions with staff and customers. Communicating when incidents are occurring, like cutting someone off who may head next door to a neighboring bar or restaurant.

Businesses cooperating and sharing resources and ideas about how to co-create a healthy culture along with customers, employees, and community partners.

Events and activities where alcohol is not featured (e.g., Tree Lighting ceremony, concerts at the Pavilions, guided walks at Botanic Gardens, etc.)

Existing Issues and Challenges

Local stakeholders identified several existing issues and challenges with the current drinking culture in Traverse City, summarized in the chart below.

Traverse City Drinking Culture Existing Issues & Challenges

Litter and property damage (e.g., vomit and urine) at businesses adjacent or close to certain bars. Businesses not cleaning up after customers who make a mess on other properties.

Rowdy behavior and fights in public spaces including sidewalks, alleys, and parks.

Theft, including shoplifting for sport, because people have been drinking.

The behavior of people on brew and wine bus tours or paddle tours who start drinking early in the day and drink all day.

Cherry Festival and the Beer Tent.

Having alcohol at all types of events, from bike rides to book clubs.

The Peddle Pub through the neighborhoods.

The behavior of people in bachelorette parties and other group gatherings.

The behavior of people who are drinking at wine tours all day, then arriving at downtown restaurants.

Drinking and driving, including automobiles and boating.

Limited transportation options, particularly late in the evening and to areas outside of the downtown.

Happy Hour and specials promotions that encourage people to over consume.

Bars open past midnight. "Nothing good happens after midnight."

The public behaviors of patrons at Union Street, Dillinger's, and Bootleggers.

Social expectations and habits, including "Mommy needs wine" and parties among friends, or events, where there is subtle peer pressure and an expectation to drink or buy alcohol.

A culture that promotes day drinking.

Not enough non-alcoholic drinks options on menus that aren't sodas.

Reactions and assumptions made by servers when someone orders a non-alcoholic drink.

The social stigma that comes with choosing not to drink alcohol.

Customers showing up at establishments and expecting a different type of experience than what is offered regarding reservations, pace, and timing.

Shame and blame, including on individuals whose behaviors have had negative impacts, and on businesses who are doing their best to help people manage consumption responsibly.

Customers' hostility toward employees and businesses who choose to cut someone off.

Community Vision & Experiences

The words and phrases below are representative of the elements of a “healthy drinking culture” shared by participants in the survey, interviews, and listening sessions.

A healthy drinking culture in Traverse City fosters a **joyful, celebratory, respectful, and fun** environment **for all people who live, work, and play in Traverse City whether or not they choose to drink alcohol**. Alcohol is **regulated** and **available to be responsibly enjoyed in moderation** and **as part of a meal** but is **balanced** and **not centered at every experience, celebration, event, or activity**. **Safe transportation** options are easily available, and **businesses and individuals are held accountable** for their actions. Experiences **celebrate the local craft, food, arts, culture, recreation, and social connection opportunities** in Traverse City and **normalize folks’ participation in these activities, with a wide range of beverages available for consumption**.

Several high-level themes emerged during the community listening process. These are described below.

Care for Community: Interviewees shared their passion for the community and a desire to celebrate what is good about it. Caring about neighbors, people who live here, people who choose to visit, and the success of small businesses were common thoughts and themes. People are proud of the community’s craft beverage industry - wine, beer, and spirits – and of the small businesses that offer experiences and services that demonstrate care for customers, employees, neighboring businesses, and the broader community.

Impact versus Intention: People are seeing a mix of healthy and unhealthy behaviors. Related to behaviors with a negative impact, such as related to noise, people shared their observations of the impact of behaviors and also their perceptions of intentions. Many people who shared concerns also shared they understood people were motivated by a desire to have fun, not harm others. When talking about tourists and visitors’ behaviors, some mentioned their own tendency to be more relaxed with their behavior when they traveled. When older people talked about the behaviors they have observed with younger people, they talked about behaving differently in their 20s than they do now.

Expectation Management: Many people associate alcohol with personal and event-based celebration. People talked about their desire to welcome people into the community, and the importance and enjoyment of the positive aspects of alcohol. They also shared a desire to create and manage expectations around behaviors and experiences, and to do this in a way that honored the small town nature of the community, a sense of neighborliness and the quiet enjoyment of living in a residential area, and of personal responsibility. Some people shared that people’s desire for specific experiences while on vacation may not align with the expectations of those living here. Many shared they would like experiences and events to not be centered around alcohol consumption.

Sense of Empowerment: Many interviewed shared they feel like they have control of their individual choices and behaviors, but they do not feel empowered to impact the overall culture. There was a strong desire to work on issues together, and an awareness that there was no single “solution” to creating a healthy culture.

Data

There are 119 liquor license locations in the City of Traverse City. Below is a year-to-year comparison of liquor license locations from 2014–2020.

YEAR-TO-YEAR COMPARISON	
Year	Active Liquor Licenses
2020	111
2019	115
2018	118
2017	91
2016	83
2015	80
2014	79

Each location may have one or more license types. There are 225 licenses in the City of Traverse City, as specified to the right. These are defined by the [Michigan Liquor Control Commission](#).

Excessive Drinking: How Northern Michigan Compares to State

In Grand Traverse County, an estimated 20.7% of adults are “excessive” drinkers based on results from the Behavioral Risk Factor Surveillance System, an annual phone survey conducted by the Michigan Department of Health and Human Services. This percentage is comparable to the overall rate of excessive drinking in Michigan which is 20%. Grand Traverse County ranks 25th out of 83 Michigan counties.

Raw data from the same survey above found that 26% of respondents binge drink (five or more drinks on one occasion for men and four or more drinks on one occasion for women) and 10% are heavy drinkers (more than two drinks daily for men or one drink daily for women).

Types of Liquor Licenses in Traverse City

225 liquor licenses in Traverse City

- 550 Resort: 1
- B Hotel Count: 3
- Brew Pub Count: 2
- Broker Count: 5
- Class C Count: 25
- Club Count: 3
- Joint Off-Premises Tasting Room Count: 3
- Manufacturer Count: 1
- Micro Brewer Count: 9
- Off-Premise Tasting Room Count: 2
- Off-Premise Tasting Room Full Drinks Count: 1
- On-Premise Tasting Room Count: 10
- Redevelopment Class C Count: 18
- Redevelopment Tavern Count: 1
- Resort Class B Count: 1
- Resort Class C Count: 12
- Resort Specially Designated Distributor Count: 2
- Salesperson Count: 5
- Small Distiller Count: 3
- Small Wine Maker Count: 9
- Special Act Count: 1
- Specially Designated Distributor Count: 13
- Specially Designated Merchant Count: 85
- Vendor Representative Count: 5
- Warehouser Count: 1
- Watercraft Count: 1
- Wholesale Count: 1
- Wholesale Warehouser Count: 1
- Wine Tasting Room Count: 1

Recommended Goals and Actions

Based on community feedback and best practice research, the following goals were identified to create a healthier drinking culture in Traverse City, related to public policy, licensing, and public safety; training and education; and community experience.

Goals

Policies, Licensing, and Public Safety

Enact and update policies and processes that provide clear expectations, ensure fair and equitable treatment of all stakeholders, and align with the drinking culture vision.

Training and Education

Support coordinated and accessible training, education, communication, and implementation of drinking culture best practices between Traverse City license holders, substance use prevention providers, and public safety providers.

Community Experience

Support activities, storytelling, programming, and events which foster expectations and experiences aligned with the drinking culture vision for stakeholders who live, work, and play in Traverse City.

Action Plan

These goals are supported by the action steps described below, grouped according to their timeline priority: immediate (0-18 months), short-term (1-3 years) and long-term (4-5 years). This plan involves the parallel and collaborative action of independent entities including units of government, nonprofit organizations, and private businesses and stakeholders. There is no one entity or action responsible for creating a healthier drinking culture in Traverse City, but rather a series of individual actions that collectively foster a safe, welcoming, and celebratory drinking culture. These actions were suggested and vetted by participating stakeholders.

This plan includes more detail for the immediate action steps, versus the short-term and long-term action steps. As immediate actions steps are implemented, entities and stakeholders may evaluate their progress and adjust course, if needed. At the discretion of entities responsible for the action steps, this plan may be evaluated and updated annually, or more frequently, to account for changes in conditions or resources.

Each action step includes an entity or entities designated as “responsible”, “support” and “inform, or consult”. Definitions for each role are described below:

- **Responsible:** This is the action lead – the individual or entity who is ultimately responsible for getting the job done.
- **Support:** The stakeholder(s) in this role actively work on the task and help the individual or entity responsible.
- **Inform:** The stakeholder(s) in this role need to be informed of the task’s progress and any decisions being made.
- **Consult:** The stakeholder(s) in this role offer advice or guidance regarding a task or decision, but are not responsible for the task.

Immediate Action Steps (0-18 months)

Policies, Licensing, and Public Safety					
Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by June 2023
Update the Traverse City ordinances and the local liquor license permit process to create objective and clear criteria for the desired number, type, and location of liquor licenses, including at the neighborhood and corridor level.	City of Traverse City Planning Director, City of Traverse City Clerk, and Traverse City Police Department	Downtown Development Authority	Businesses, Neighbors, Community	City of Traverse City/Downtown Development Authority/Traverse City Police Department Staff Time, Facilitation Support, Policy Expertise, Funding, Stakeholder Input	Updated policy approved by City of Traverse City Commission. Target completion date: December 2022
Update the Traverse City permit process to create more objective and clearer criteria for the desired number, type, route, and operating hours for pedicab licenses.	City of Traverse City Clerk, Traverse City Police Department	Downtown Development Authority	Businesses, Neighbors, Community	City of Traverse City/Downtown Development Authority/Traverse City Police Department Staff Time, Facilitation Support, Policy Expertise, Funding, Stakeholder Input	Updated policy approved by City of Traverse City Commission. Target completion date: December 2022
Explore creating policy regarding tour bus operations, including potential designated pick-up and drop-off locations and tour operator training.	City of Traverse City Planning Director, City of Traverse City Traffic Committee	Traverse City Police Department, Downtown Development Authority	Businesses, Neighbors, Community	City of Traverse City/Downtown Development Authority/Traverse City Police Department Staff Time, Facilitation Support, Policy Expertise, Funding, Stakeholder Input	Updated policy approved by City of Traverse City Commission

Immediate Action Steps Continued (0-18 months)

Policies, Licensing, and Public Safety Continued					
Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by June 2023
Create and share meaningful public datasets regarding alcohol-related incidents occurring in Traverse City.	Traverse City Police Department		Community	Traverse City Police Department Staff Time	Alcohol-specific datasets available to the public
Continue and increase the presence of the downtown Traverse City police officer(s).	City of Traverse City, Downtown Development Authority	Traverse City Police Department	Businesses, Neighbors, Community	Traverse City Police Department Staff Time, Funding	At least 1 full time employee Traverse City Police Department office staffing downtown
Continue Traverse City law enforcement training in conflict de-escalation.	Traverse City Police Department	Businesses	Downtown Development Authority	Traverse City Police Department and Downtown Development Authority Staff Time, Business Endorsement and Promotion	# trainings held
Identify locations for outdoor lighting along public streets, sidewalks, and alleys in downtown Traverse City.	City of Traverse City Planning Director, Downtown Development Authority, City of Traverse City Department of Public Services, Traverse City Light and Power	Traverse City Police Department	Community	Traverse City Police Department and Traverse City Staff Time, Funding	Locations and cost identified for new lighting, funding secured

Immediate Action Steps Continued (0-18 months)

Policies, Licensing, and Public Safety Continued					
Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by June 2023
Secure funding for video cameras in public spaces in downtown Traverse City, per the existing plan between the Downtown Development Authority and Traverse City Police Department.	City of Traverse City, Downtown Development Authority	Traverse City Police Department	Community	Traverse City Police Department and Traverse City Staff Time, Funding	Funding secured
Training and Education					
Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by June 2023
Consider forming a Responsible Hospitality Council to articulate a vision, reinforce best practices, and support voluntary implementation of best practices by liquor license holders and other businesses. Consider integrating participation with local license approval process.	Businesses	Downtown Development Authority, Traverse City Police Department	MSUE, Existing Hospitality Initiatives	Traverse City Police Department and Downtown Development Authority Staff Time, Facilitation Support, Stakeholder Engagement, Funding, Host Agency or Collaborative	RHC formed with 25%+ of Class C license holders participating
Continue TIPS, TAMS, and ServSafe training and certification for staff and coordinate training approaches between City of Traverse City businesses.	Businesses, Catholic Human Services	Traverse City Police Department, Other Training Providers		Facilitation Support, Standardized Resources	# pilot collaborative trainings held

Immediate Action Steps Continued (0-18 months)

Training and Education Continued

Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by June 2023
Explore Traverse City tour operator training and certification options and requirements	Businesses	Catholic Human Services, Traverse City Police Department	Training curriculum expert(s)	Policy Expertise, New Training Curriculum	Training requirement incorporated into Traverse City approval process

Community Experience

Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by June 2023
Coordinate with hospitality and tourism promoters to promote events and experiences in ways that do not center alcohol.	Tourism and Event Promoters, Downtown Traverse City Association	Downtown Development Authority, Traverse City Police Department, Traverse City Tourism, Cherry Festival	Film Festival, Traverse Connect, Local Media, Businesses, Tourism Collaboratives, Value-Added Agriculture	Downtown Development Authority Staff Time, Data: how and how often is alcohol referenced in current event promotions?	TBD
Celebrate craft culture, beer, wine, and spirits.	Tourism and Event Promoters, Businesses, Downtown Traverse City Association	Downtown Development Authority, Cherry Festival, City of Traverse City Tourism	Film Festival, Traverse Connect, Media, Businesses, Tourism Collaboratives, Value-Added Agriculture	Downtown Development Authority Staff Time, Data: how and how often is craft culture referenced in current City of Traverse City promotions?	TBD
Encourage Traverse City businesses to include more non-alcoholic craft beverages alongside alcoholic beverages offered.	Businesses	Downtown Development Authority, Downtown Traverse City Association	Traverse City Police Department, Cherry Festival	Downtown Development Authority Staff Time, Data: how many license holders offer non-alcoholic craft beverages currently?	

Immediate Action Steps Continued (0-18 months)

Community Experience Continued					
Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by June 2023
Encourage Traverse City businesses to promote available transportation choices to customers. Specific action steps at the entity level may include improved marketing, signage, or promotional use incentives.	Downtown Development Authority, Bay Area Transportation Authority	Businesses	Traverse City Police Department	Downtown Development Authority and BATA Staff Time, Transportation choices education	TBD
Improve signage and marketing materials to communicate the availability of overnight parking in downtown parking lots.	Downtown Development Authority	Traverse City, Traverse City Police Department	Businesses, Neighbors, Community	Downtown Development Authority/Traverse City/Traverse City Police Department Staff Time, New signage	Pilot signage installed in lots T, V, and P.

Short-Term Action Steps (1-3 years)

Policies, Licensing, and Public Safety					
Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by December 2024
Update Traverse City permit process to create more objective and clearer criteria for the desired number, type, and location of outdoor events on city property.	City of Traverse City Clerk, Traverse City Police Department	Downtown Development Authority	Event Managers, Businesses, Neighbors, Community	City of Traverse City/Downtown Development Authority, Traverse City Police Department Staff Time, Facilitation Support, Policy Expertise, Funding, Stakeholder Input	Updated policy approved by City of Traverse City Commission

Short-Term Action Steps Continued (1-3 years)

Policies, Licensing, and Public Safety					
Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by December 2024
Assess Traverse City ordinances such as those governing noise, or other substances such as marijuana or smoking downtown, to address alignment with drinking culture vision and goals.	City of Traverse City Planning Director, City of Traverse City Clerk	Traverse City Police Department, Downtown Development Authority	Businesses, Neighbors, Community	City of Traverse City/Downtown Development Authority, Traverse City Police Department Staff Time, Facilitation Support, Policy Expertise, Funding, Stakeholder Input	Updated policy approved by City of Traverse City Commission
With updated Traverse City policies and processes in place, continue to assess needs and invest in law enforcement capacity.	City of Traverse City	Traverse City Police Department	Downtown Development Authority, Community	Traverse City Police Department and City of Traverse City staff Time, Funding for drunk driving enforcement, understanding of Grand Traverse County Health Department role in enforcement	Increased # of Traverse City Police Department full-time employees
Recognizing that the Traverse City drinking culture impacts and is impacted by surrounding public, for-profit, and nonprofit activities, build relationships with regional public and private sector stakeholders and look for opportunities to work together to foster a healthy drinking culture in lower Northern Michigan.	City of Traverse City, Downtown Development Authority, Traverse City Police Department		Regional drinking culture stakeholders, including Wineries of Old Mission Peninsula, Grand Traverse County Sheriff's Office, Traverse Wine Coast.	Downtown Development Authority, City of Traverse City, Traverse City Police Department Staff Time, Partnership Facilitation & Development	TBD
Install outdoor lighting along public streets, sidewalks, and alleys in downtown Traverse City.	City of Traverse City Planning Director, Downtown Development Authority, City of Traverse City Department of Public Services, Traverse City Light and Power	Traverse City Police Department	Community	Traverse City Police Department and City of Traverse City Staff Time, Funding	Lighting installed

Short-Term Action Steps Continued (1-3 years)

Policies, Licensing, and Public Safety Continued					
Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by December 2024
Install video cameras in public spaces in downtown Traverse City, per the existing plan between the Downtown Development Authority and Traverse City Police Department.	City of Traverse City, Downtown Development Authority	Traverse City Police Department	Community	Traverse City Police Department and City of Traverse City Staff Time, Funding	Cameras installed

Short-Term Action Steps Continued (1-3 years)

Training and Education					
Action	Responsible	Support	Inform or Consult	Resources Needed	Measure of Success by December 2024
<p>With Responsible Hospitality Council (or similar model) in place,</p> <ul style="list-style-type: none"> • Work with businesses where negative impacts are occurring, including asking these businesses what they need to achieve shared community goals for a healthier drinking culture. • Encourage Traverse City businesses to create customer-focused education and outreach that promotes personal responsibility and accountability, and a sense of community. • Provide access to existing private and public sector resources that are greater than what one small business can offer, including the systematic promotion of available health and wellness services and social activities and places to gather after-hours without alcohol (for employees). 	Businesses	Downtown Development Authority, Traverse City Tourism	Traverse Connect, Businesses, Alcohol Prevention Agencies	Traverse City Police Department and Downtown Development Authority Staff Time, Facilitation Support, Stakeholder Engagement, Funding, Host Agency or Collaborative	TBD

Long-Term Action Steps (4-5 years)

Community Experience					
Action	Responsible	Supporting	Inform or Consult	Resources Needed	Measure of Success by December 2026
Explore the feasibility of offering more transportation options that support the Healthier Drinking Culture vision, including: Late evening public and private transportation service options. Affordable and accessible transportation options for those traveling to and from areas outside the downtown.	Private	Downtown	Traverse City Police Department	Data, Feasibility Study	

Tools and Resources

2019 Community Health Assessment

Northwest Michigan Community Health Innovation Region
[2019 Community Health Assessment](#)

Good Neighbor Plan Policy

[Recreational Cannabis Good Neighbor Plan](#)
Grand Rapids, MI

Better Drinking Culture Initiative

[Better Drinking Culture](#)
Grand Rapids, MI

10 Areas Governments Could Work with to Reduce the Harmful Use of Alcohol

World Health Organization Newsletter, 2019
[10 areas governments could work with to reduce the harmful use of alcohol](#)

Reducing Underage Drinking: A Collective Responsibility

National Research Council and Institute of Medicine, 2004
[Chapter 11: Communities](#)

Center for Disease Control

[Guide for Measuring Alcohol Outlet Density](#)

Michigan Department of Licensing and Regulatory Affairs

[Michigan Liquor License Definitions](#)

Michigan Liquor Control Commission

[Retail Liquor License Descriptions](#)