



**Notice**  
**City Commission Study Session**

7:00 PM

Monday, July 14, 2014

Governmental Center, Commission Chambers, 400 Boardman Avenue  
Traverse City, MI 49684

Posted and Published: 07-11-2014

The meeting informational packet is available for public inspection at the Traverse Area District Library, Law Enforcement Center, City Manager's Office, and City Clerk's Office.

The City of Traverse City does not discriminate on the basis of disability in the admission or access to, or treatment or employment in, its programs or activities. Penny Hill, Assistant City Manager, 400 Boardman Avenue, Traverse City, MI 49684, 922-4440-TDD: 922-4412, has been designated to coordinate compliance with the non-discrimination requirements contained in Section 35.107 of the Department of Justice regulations. Information concerning the provisions of the Americans with Disabilities Act, and the rights provided thereunder, are available from the ADA Coordinator. If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator.

At the request of City Manager Jered Ottenwess, City Clerk Benjamin Marentette has called this Study Session.

City Commission:  
c/o Benjamin C. Marentette, CMC, City Clerk  
(231) 922-4480  
Email: [tcclerk@traversecitymi.gov](mailto:tcclerk@traversecitymi.gov)  
Web: [www.traversecitymi.gov](http://www.traversecitymi.gov)  
400 Boardman Avenue  
Traverse City, MI 49684

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*The mission of the Traverse City City Commission is to guide the preservation and development of the City's infrastructure, services, and planning based on extensive participation by its citizens coupled with the expertise of the city's staff. The Commission will both lead and serve Traverse City in developing a vision for sustainability and the future that is rooted in the hopes and input of its citizens and organizations, as well as cooperation from surrounding units of government.*

### **Welcome to the Traverse City Study Session!**

Any interested person or group may address the City Commission on any agenda item when recognized by the presiding officer or upon request of any commissioner. Also, any interested person or group may address the City Commission on any matter of City concern not on the Agenda during the agenda item designated Public comment. The comment of any member of the public or any special interest group may be limited in time. Such limitation shall not be less than five minutes unless otherwise explained by the presiding officer, subject to appeal by the Commission.

### **Agenda**

Pledge of Allegiance

Roll Call

1. Presentation by the Michigan Economic Development Corporation regarding the Redevelopment Ready Communities Program. (Jered Ottenwess, Russell Soyring)
2. Discussion regarding the proposal from Safe Harbor to lease the city-owned building at 517 Wellington Street. (Jered Ottenwess)
3. Announcements from the Deputy City Clerk. (Katie Lowran)
4. Public comment.
5. Adjournment.



The City of Traverse City

## Communication to the City Commission

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FOR THE CITY COMMISSION MEETING OF JULY 14, 2014

DATE: JULY 11, 2014

FROM: <sup>SO</sup>JERED OTTENWESS, CITY MANAGER

SUBJECT: JULY 14 STUDY SESSION

### **1. *MEDC – Redevelopment Ready Communities Program***

In February 2014, the Planning Commission identified and adopted a series of goals for 2014, one of which was to apply for a Redevelopment Ready Communities (RRC) designation through the Michigan Economic Development Corporation (MEDC).

The City was successful in its application, with Traverse City being one of 14 communities selected to participate in the program. The process of becoming certified as an RRC requires the active participation of a number of key stakeholders, and begins with a kick-off presentation by MEDC Representatives. Planning Director Russell Soyring has drafted a memo outlining what to expect from the presentation and the process of certification as an RRC, which is attached. A representative from MEDC will be at the meeting to present for approximately 20 minutes and be available for discussion.

### **2. *Safe Harbor Proposal – 517 Wellington Street***

The City Commission first considered the proposed emergency homeless shelter to be located at the City-owned building at 517 Wellington Street at the January 27, 2014 study session. At that meeting, the City Commission indicated that they were willing to consider a proposal from Safe Harbor. Subsequently, Safe Harbor submitted the attached proposal dated March 10, 2014, which requests a 10-year lease with an option to renew for five years at a nominal cost (\$1 per month). At that time, it came to our attention that “emergency shelters” were not addressed in

the City Zoning Ordinance, so the proposal could not be considered until the Zoning Ordinance was amended.

The City then initiated a Zoning Ordinance amendment process, which culminated at the July 7th regular meeting when the amendment was enacted. Emergency shelters are now allowed by Special Land Use Permit (SLUP) in certain zoning districts, including the zoning district in which 517 Wellington Street is located. Thus, the March 10, 2014 proposal now comes before you for discussion.

I ask that the City Commission provide direction as to whether or not it supports Safe Harbor's proposal for the use of 517 Wellington Street. If so, the next step would be for the City Commission to authorize a SLUP application process for the proposed use, which would be brought first to the Planning Commission for a recommendation, then to the City Commission for approval.

If a SLUP application were approved, then the structure of a potential lease arrangement of the 517 Wellington building would need to be addressed. There are many options in the way such a lease could be structured, for example, with performance measurements, conditions, costs, etc. The lease could be more restrictive than the SLUP in terms of applying conditions to the use. The City Commission may also consider declaring the property as surplus and disposing of the property through sale. I ask for direction in this regard as well.

e-copy:       Russell Soyring, Planning Director  
                  Peter Starkel, Safe Harbor

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The City of Traverse City

Planning Department

Governmental Center  
400 Boardman Ave  
Traverse City MI 49684  
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To: Jered Ottenwess, City Manager  
From: Russ Soyring, City Planning Director *R. Soyring*  
Subject: Redevelopment Ready Community Presentation  
Date: June 25, 2014

In March 2014 Traverse City was one of 14 communities selected to participate in the State of Michigan's Redevelopment Ready Communities program (RRC). Over 65 communities had applied to participate. Attached are documents from the State describing the RRC program. Certification as a Redevelopment Ready Community indicates the community has taken steps to be development ready and competitive in today's economy. The State of Michigan also will assist communities that are RRC certified with technical assistance and will help to market three properties ready for redevelopment.

The process starts with a kick-off presentation with the City Commission. Other key bodies involved with community development are also encouraged to attend such as the DDA, Planning Commission, Joint Planning Commission, Board of Zoning Appeals and Historic Districts Commission. A twenty minute presentation will provide an overview of the program and evaluation process with time for question and answer. The six parameters the City will be evaluated against will be reviewed as part of the presentation. Those parameters are; Community Plans and Outreach, Zoning Regulations, Development Review Process, Education and Training, Redevelopment Ready Sites and Community Prosperity. The evaluation process once underway takes approximately 6 to 8 weeks to complete.

To proceed with the evaluation, the City Commission will need to approve a resolution of support within 30 days of the kick-off presentation. A sample resolution is attached. To formalize the relationship with the State of Michigan, a Memorandum of Understanding is also attached that states the responsibilities of for both the City of Traverse City and the State of Michigan.

# PURE MICHIGAN®

April 8, 2014

Mr. Russell Soyring  
City of Traverse City  
400 Boardman Avenue  
Traverse City, MI 49684-2542

Dear Russell:

Thank you for your recent application to the Redevelopment Ready Communities® (RRC) program. On behalf of the Michigan Economic Development Corporation, I am pleased to welcome the City of Traverse City into the second class of communities to participate in the statewide program. Congratulations!

The RRC program assesses and then certifies communities that integrate transparency, predictability and efficiency into their daily development practices. The certification is a formal recognition that you have a vision for the future and the fundamental practices in place to get there. As a program participant you will receive a no cost, comprehensive assessment measuring your community and economic development practices to the RRC best practice standards. It is important for communities to review planning and development policies to promote vibrant places in our state where businesses and talent want to be. Without strong communities, we can't attract talent.

We applaud your efforts thus far, and the RRC team looks forward to working with you.

Sincerely,

  
Michael A. Finney  
President and CEO

cc: The Honorable Michael Estes



## MICHIGAN REDEVELOPMENT READY COMMUNITIES PROGRAM

The Redevelopment Ready Communities® (RRC) Program is a state-wide certification program that supports communities to become development ready and competitive in today's economy. It encourages communities to adopt innovative redevelopment strategies and efficient processes which build confidence among businesses and developers. Through the RRC program, local municipalities receive assistance in establishing a solid foundation for redevelopment to occur in their communities – making them more attractive for investments that create places where people want to live, work and play.

Once engaged in the program, communities commit to improving their redevelopment readiness by undergoing a rigorous assessment, and then work to achieve a set of criteria laid out in the **RRC Best Practices**. Each best practice addresses key elements of community and economic development, setting the standard for evaluation and the requirements to attain certification. The program measures and then certifies communities that actively tap the vision of local residents and business owners to shape a plan for their future while also having the fundamental practices in place to be able to achieve that vision. The six RRC best practices include:

- Community Plans and Public Outreach
- Zoning Policy and Regulations
- Development Review Process
- Education and Training
- Redevelopment Ready Sites®
- Community Prosperity

Through the RRC best practices, communities build deliberate, fair and consistent development processes from the inside out. RRC provides the framework and benchmarks for communities to strategically and tactically ask "What can we do differently?" By shifting the way municipalities approach development, they're reinventing the way they do business – making them more attractive for investment and job growth to occur.

The RRC program also has an advisory council consisting of public and private sector experts to assist in guiding the development of the best practices, provide feedback and recommendations on community assessments, and consider new opportunities to enhance the program. In addition to Michigan Economic Development Corporation (MEDC) assistance, communities receive comments from multiple perspectives from experts working in the field, tapping into a broader pool of talent.

RRC certification formally recognizes communities for being proactive and business friendly. Certified communities clearly convey the importance of redevelopment. Through the program, MEDC provides evaluation support, expertise and consultation, training opportunities, and assist certified communities market their top redevelopment sites. When a community becomes a certified Redevelopment Ready Community, it signals that it has effective development practices and many more compelling sites for developers to locate their latest projects.

For more information email [RRC@michigan.org](mailto:RRC@michigan.org) or contact the MEDC at 517.373.9808.



# Redevelopment Ready Communities®

# Best Practices

# Program Overview

Redevelopment Ready Communities® (RRC) is a state-wide program that certifies communities who actively engage stakeholders to vision and plan for the future.

An RRC certification signals to business owners, developers and investors that the community has removed development barriers by building deliberate, fair and consistent processes. Certified Redevelopment Ready Communities® attract investment to create thriving places where people want to live, work and play.

Developed by experts in the public and private sector, the RRC Best Practices are the standard for evaluation. Each best practice addresses key elements of community and economic development, nurturing the potential of a community to meet the unique needs of businesses and residents.

Evaluations are conducted by the RRC team through interviews, observation and data analysis. After the evaluation, a community is presented with a report of findings and strategies to implement. To be awarded certification, a community must demonstrate all of the RRC Best Practice components have been met. Once a community is certified, RRC will assist in the promotion and marketing of up to three Redevelopment Ready Sites through the Michigan Economic Development Corporation. These top sites are primed for new investment because they are located within a community that has effective policies, efficient processes and broad community support.



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### **Looking for more info?**

Some parts of the Best Practices have further explanation. If a word is in blue, hover your mouse over it and a yellow box will appear for more information.

If you still have questions, feel free to contact the RRC team at [RRC@michigan.org](mailto:RRC@michigan.org).

## Best Practice One: Community Plans & Public Outreach

### 1.1 – The Plans

This best practice evaluates community planning for redevelopment and how the redevelopment vision is embedded in the master plan.

The comprehensive master plan is a community's guiding framework for growth. The information and concepts presented in the master plan are intended to serve as a policy guide for local decisions about the physical, social, economic and environmental development of the community. The plan is updated every five years to provide a community with a current and relevant decision making tool. An updated comprehensive master plan is essential to articulating the types of development the community desires and the specific areas where the community will concentrate resources.

Evaluation Criteria	Expectations
<p>The governing body has adopted a master plan in the past five years or has a master plan update in development.</p>	<ul style="list-style-type: none"> <li>• The <a href="#">master plan</a> reflects the community's desired direction for the future.</li> <li>• The master plan update has a completion timeline in place, <i>if applicable</i>.</li> <li>• The master plan is accessible online.</li> </ul>
<p>The master plan identifies a strategy for redevelopment or a redevelopment plan.</p>	<ul style="list-style-type: none"> <li>• The redevelopment strategy/plan identifies priority redevelopment sites, neighborhoods and/or districts.</li> <li>• The redevelopment strategy/plan contains problem statements and goals for redevelopment sites, neighborhoods and/or districts.</li> <li>• The redevelopment strategy/plan specifies implementation strategies and tools to accomplish the stated goals and actions.</li> <li>• The redevelopment strategy/plan includes a 2-5 year timeline that identifies leadership and outreach, economic development, and planning and zoning benchmarks.</li> <li>• The community demonstrates it has attempted to hit the stated benchmarks and annually reports to the governing body on its progress.</li> </ul>

Evaluation Criteria	Expectations
<p>The governing body has adopted a capital improvement plan.</p>	<ul style="list-style-type: none"> <li>• <a href="#">The capital improvement plan</a> has a six-year minimum projection and is reviewed annually.</li> <li>• The capital improvement plan identifies current utility capabilities and considers if current infrastructure allows for development that has been identified in the redevelopment strategies.</li> <li>• The capital improvement plan considers the coordination of projects in the same area to minimize construction costs and impacts.</li> <li>• The capital improvement plan coordinates with the master plan and redevelopment strategy/plan.</li> <li>• The capital improvement plan coordinates with the budget approved by the governing body.</li> <li>• The capital improvement plan is accessible online.</li> </ul>
<p>The governing body has adopted a <a href="#">downtown</a> development plan, if applicable.</p>	<ul style="list-style-type: none"> <li>• The downtown development plan has established boundaries of the development area.</li> <li>• The downtown development plan identifies existing improvements in the development area to be demolished, repaired, or altered, and includes estimated costs of the improvements and a timeline for completion.</li> <li>• The downtown development plan identifies any portions of the development area to be left as open space.</li> <li>• The downtown development plan considers pedestrian and/or transit oriented development.</li> <li>• The downtown development plan includes mixed-use elements.</li> <li>• The downtown development plan coordinates with the master plan, redevelopment strategy/plan and capital improvement plan.</li> <li>• The <a href="#">Downtown Development Authority</a> plan coordinates, if applicable.</li> <li>• The downtown development plan is accessible online.</li> </ul>

Evaluation Criteria	Expectations
<p>The governing body has adopted a corridor improvement plan, if applicable.</p>	<ul style="list-style-type: none"> <li>• The corridor improvement plan has established boundaries of the development area.</li> <li>• The corridor improvement plan identifies existing improvements in the development area to be demolished, repaired, or altered, and includes estimated costs of the improvements and timeline for completion.</li> <li>• The corridor improvement plan identifies any portions of the development area to be left as open space.</li> <li>• The corridor improvement plan considers pedestrian and/or transit oriented development.</li> <li>• The corridor improvement plan includes mixed-use elements.</li> <li>• The corridor improvement plan coordinates with the master plan, redevelopment strategy/plan and capital improvement plan.</li> <li>• The <a href="#">Corridor Improvement Authority</a> plan coordinates, if applicable.</li> <li>• The corridor improvement plan is accessible online.</li> </ul>

## 1.2 – Public Participation

This best practice assesses how well the community identifies its stakeholders and engages them, not only during the master planning process, but on a continual basis.

Public participation is the process by which a community consults with interested or affected stakeholders before making a decision. It is two-way communication and collaborative problem solving with the objective of being intentionally inclusive, and the goal of achieving better and more acceptable decisions. Public participation aims to prevent or minimize disputes by creating a process for resolving issues before they become an obstacle.

The best master plans have the support of many stakeholders from businesses, residents, community groups and elected and appointed community officials. Public engagement should be more frequent and interactive than soliciting input only during the master plan update.

Evaluation Criteria	Expectations		
<p>The community has a public participation plan for engaging a diverse set of community stakeholders in land use decisions.</p>	<ul style="list-style-type: none"> <li>• The plan identifies <b>key stakeholders</b>, including those not normally at the visioning table.</li> <li>• The plan describes public participation methods and the appropriate venue to use each method.</li> <li>• If a third party is consulted, they adhere to the public participation plan.</li> </ul>		
<p>The community demonstrates that public participation efforts go beyond the basic methods.</p>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <p><u>Basic Methods</u></p> <ul style="list-style-type: none"> <li>○ Public Notice Act</li> <li>○ Newspaper posting</li> <li>○ Website posting</li> <li>○ Flier posting on community hall door</li> <li>○ Announcements at governing body meeting</li> <li>○ Post card mailings</li> <li>○ Attachments to water bills</li> <li>○ Local cable notification</li> </ul> </td> <td style="vertical-align: top;"> <p><u>Proactive Practices</u></p> <ul style="list-style-type: none"> <li>○ Individual mailings</li> <li>○ Charrettes</li> <li>○ One-on-one interviews</li> <li>○ Canvassing</li> <li>○ Community workshops</li> <li>○ Focus groups</li> <li>○ Social networking</li> <li>○ Crowdsourcing</li> </ul> </td> </tr> </table> <ul style="list-style-type: none"> <li>• Community tracks success of various methods.</li> </ul>	<p><u>Basic Methods</u></p> <ul style="list-style-type: none"> <li>○ Public Notice Act</li> <li>○ Newspaper posting</li> <li>○ Website posting</li> <li>○ Flier posting on community hall door</li> <li>○ Announcements at governing body meeting</li> <li>○ Post card mailings</li> <li>○ Attachments to water bills</li> <li>○ Local cable notification</li> </ul>	<p><u>Proactive Practices</u></p> <ul style="list-style-type: none"> <li>○ Individual mailings</li> <li>○ Charrettes</li> <li>○ One-on-one interviews</li> <li>○ Canvassing</li> <li>○ Community workshops</li> <li>○ Focus groups</li> <li>○ Social networking</li> <li>○ Crowdsourcing</li> </ul>
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<p>The community shares outcomes of all public participation processes.</p>	<ul style="list-style-type: none"> <li>• Community participation results are communicated in a consistent and transparent manner.</li> </ul>		

## Best Practice Two: Zoning Policy and Regulations

### 2.1 – Zoning Regulations

This best practice evaluates a community’s zoning ordinance and how well the ordinance regulates for the goals of the master plan.

Zoning is a key tool to implement comprehensive and development plans in a community. Inflexible or obsolete zoning regulations can discourage redevelopment. Outdated regulations force developers to pursue rezoning or variance requests, disturbing project timelines, increasing costs, and creating uncertainty. Communities should look to streamline ordinances and regulate for the kind of development that is truly desired. In addition, zoning is an essential tool for shaping inviting walkable communities.

Evaluation Criteria	Expectations
The governing body has adopted a zoning ordinance that reflects the goals of the current master plan.	<ul style="list-style-type: none"> <li>• The ordinance is easy to understand and articulates clear definitions.</li> <li>• The zoning ordinance is accessible online.</li> </ul>
The zoning ordinance contains priority districts where zoning encourages the type and form of development desired.	<ul style="list-style-type: none"> <li>• The community allows mixed-use in priority districts by right.</li> <li>• The community has considered a form-based code in priority districts.</li> <li>• Downtown or commercial districts consider the following:                             <ul style="list-style-type: none"> <li>○ Build to lines</li> <li>○ Open store fronts</li> <li>○ Outdoor dining</li> <li>○ Ground floor signage standards</li> <li>○ Increased density</li> <li>○ Pedestrian friendly elements</li> </ul> </li> <li>• Industrial districts permit <b>more flexible</b> uses that reflect new economy type businesses.</li> </ul>
The zoning ordinance contains flexible zoning techniques that promote infill redevelopment.	<ul style="list-style-type: none"> <li>• The ordinance identifies specific allowable locations for <b>Planned Unit Development(s)</b> and prohibits the waiver or weakening of environmental or design standards.</li> <li>• Conditional land-use and conditional zoning approval requirements are clearly defined.</li> <li>• The community responds to project requests in a consistent manner.</li> <li>• The community encourages mixed- use redevelopment.</li> </ul>

Evaluation Criteria	Expectations
The zoning ordinance allows for a variety of housing options.	<ul style="list-style-type: none"> <li>• The ordinance identifies a variety of neighborhood classifications.</li> <li>• The community has considered allowing:               <ul style="list-style-type: none"> <li>○ Mixed density residential</li> <li>○ Residential uses in the downtown, if applicable</li> <li>○ Live/work units</li> <li>○ Mixed-income housing height bonus</li> </ul> </li> </ul>
The zoning ordinance includes elements for improved non-motorized safety and access.	<ul style="list-style-type: none"> <li>• The community has considered a pedestrian and/or transit oriented development district(s).</li> <li>• The community has considered requiring bicycle parking spaces.</li> <li>• The ordinance describes minimum sidewalk width and street lighting requirements.</li> <li>• The ordinance describes streetscape and traffic calming requirements.</li> </ul>
The zoning ordinance allows for more flexible parking requirements.	<ul style="list-style-type: none"> <li>• The ordinance considers:               <ul style="list-style-type: none"> <li>○ The availability of on-street parking</li> <li>○ Requiring less impervious parking spaces</li> <li>○ Allowing for interconnected vehicle passage between lots</li> <li>○ Allowing shared parking agreements</li> </ul> </li> <li>• The community has considered implementing alternative <a href="#">parking management strategies</a>.</li> </ul>

## Best Practice Three: Development Review Process

### 3.1 – Site Plan Review Policy

This best practice evaluates the community’s site plan review policies, project tracking and availability of development information.

Streamlined, well-documented site plan policies ensure a smooth and predictable experience when working with a community. Unnecessary steps and layers or unclear instructions increase time and expenses associated with development. Community leaders should look to simplify and clarify policies, operate in a transparent manner and increase efficiency to create an inviting redevelopment climate that is vital to attracting investment.

Evaluation Criteria	Expectations
The zoning ordinance articulates a thorough site plan review process.	<ul style="list-style-type: none"> <li>The zoning ordinance is updated by staff and approved by the governing body.</li> <li>The zoning ordinance is accessible online.</li> </ul>
The zoning ordinance documents the responsibilities of the governing body, community staff, zoning board of appeals, planning commission and other reviewing bodies.	<ul style="list-style-type: none"> <li>The zoning ordinance is updated by staff and approved by the governing body.</li> <li>Responsibilities are included in <a href="#">orientation packets</a> for new employees, governing body and other reviewing body members.</li> </ul>
The community has a method to track development projects.	<ul style="list-style-type: none"> <li>The community demonstrates they have and use a tracking mechanism for development projects.</li> </ul>
The community annually reviews the fee schedule.	<ul style="list-style-type: none"> <li>The fee schedule is updated to cover the community’s true cost to provide services.</li> </ul>

Evaluation Criteria	Expectations
<p>A "Guide to Development" is maintained online that explains policies, procedures and steps to obtain approvals.</p>	<ul style="list-style-type: none"> <li>• The guide includes: <ul style="list-style-type: none"> <li>○ Relevant contact information</li> <li>○ Relevant meeting schedules</li> <li>○ <a href="#">Easy to follow step-by-step flowchart of development processes</a></li> <li>○ <a href="#">Clear approval timelines for reviewing bodies</a></li> <li>○ Conceptual meeting procedures</li> <li>○ Relevant ordinances to review prior to site plan submission</li> <li>○ <a href="#">Site plan review requirements and application</a></li> <li>○ <a href="#">Rezoning request process and application</a></li> <li>○ <a href="#">Variance request process and application</a></li> <li>○ <a href="#">Special land use request process and application</a></li> <li>○ Schedule of fees for variance, rezoning, special use, etc.</li> <li>○ Special meeting procedures</li> <li>○ Financial assistance tools</li> <li>○ <a href="#">Design guidelines and related processes, if applicable</a></li> <li>○ Clear explanation for site plans that can be reviewed and approved administratively, if applicable</li> <li>○ Permit requirements and applications</li> <li>○ Instructions for online forms</li> <li>○ Online payment option, if applicable</li> </ul> </li> </ul>

### 3.2 – Site Plan Review Procedures

This best practice evaluates the community’s site plan review procedures and internal/external communication.

The purpose of the site plan review process is to assure plans for specific types of development comply with local ordinances and are consistent with the master plan. Site plan review procedures and review timelines should be communicated in a clear and concise manner to prospective developers and business owners. To do this sound internal procedures need to be in place and followed. Offering conceptual site plan review meetings is one more step a community can take to show investors they are working to remove redevelopment barriers and cut down on unexpected time delays.

Evaluation Criteria	Expectations
The community has a qualified intake professional or project manager.	<ul style="list-style-type: none"> <li>• The community identifies a project point person and trains staff to perform intake responsibilities including:               <ul style="list-style-type: none"> <li>○ Receiving and processing applications and site plans</li> <li>○ Maintaining contact with the applicant</li> <li>○ Facilitating meetings</li> <li>○ Processing applications after approval</li> </ul> </li> <li>• The designated person displays excellent customer service.</li> </ul>
The community has a clearly documented internal staff review policy.	<ul style="list-style-type: none"> <li>• The review process articulates clear roles and responsibilities for the internal staff review. This may include consultants, if applicable.</li> </ul>
The community defines and offers <a href="#">conceptual site plan review</a> meetings for applicants.	<ul style="list-style-type: none"> <li>• The community has clearly defined expectations posted online and an internal requirements <a href="#">checklist</a> to be reviewed at conceptual meetings.</li> </ul>
The community encourages a developer to seek input from neighboring residents and businesses at the onset of the application process.	<ul style="list-style-type: none"> <li>• The community <a href="#">assists the developer</a> in soliciting input on a proposal before site plan approval.</li> </ul>

Evaluation Criteria	Expectations
<p>The appropriate departments engage in joint site plan team reviews.</p>	<ul style="list-style-type: none"> <li>• The joint site plan team review consists of the following representatives:               <ul style="list-style-type: none"> <li>○ Planning Department</li> <li>○ Economic Development</li> <li>○ Department of Public Works</li> <li>○ Building Department</li> <li>○ Transportation Department</li> <li>○ Fire</li> <li>○ Police</li> <li>○ Community Manager or Supervisor</li> <li>○ County, if applicable</li> </ul> </li> </ul>
<p>The community promptly acts on special land use, variance or rezoning requests.</p>	<ul style="list-style-type: none"> <li>• The community follows its documented procedures and timelines.</li> </ul>
<p>The community annually reviews the successes and challenges with the site plan review procedures.</p>	<ul style="list-style-type: none"> <li>• The site plan review team meets to capture lessons learned and amend the process accordingly.</li> <li>• The community obtains customer feedback on the site plan approval process and integrates changes to the process where applicable.</li> </ul>

## Best Practice Four: Education and Training

### 4.1 – Training for Elected Officials, Board Members, and Staff

This best practice assesses how a community encourages training and tracks training needs for appointed or elected officials, board members and staff.

Planning commissioners, zoning board of appeals members, the governing body and staff make more informed decisions about redevelopment and financial incentives when they receive adequate training on land use and redevelopment issues. Turnover in officials and staff can create gaps in knowledge about key development issues, which makes ongoing training essential to the efficient functioning of a community's redevelopment processes.

Evaluation Criteria	Expectations
The community has a dedicated source of funding for training.	<ul style="list-style-type: none"> <li>• The community demonstrates it has a training budget allocated for elected and appointed officials including:                             <ul style="list-style-type: none"> <li>○ Planning commission</li> <li>○ Zoning board of appeals</li> <li>○ Governing body</li> <li>○ Other boards and commissions</li> </ul> </li> <li>• Training budgets allocated for community staff including:                             <ul style="list-style-type: none"> <li>○ Planning</li> <li>○ Building</li> <li>○ Economic development</li> </ul> </li> </ul>
The community identifies training needs of the governing body, boards, commissions and staff based on the stated goals in the redevelopment strategy.	<ul style="list-style-type: none"> <li>• The community manages a simple tracking mechanism for logging individual training needs and date of attendance.</li> </ul>
The community encourages board and commission members to attend trainings.	<ul style="list-style-type: none"> <li>• The community consistently notifies its elected and appointed officials about training opportunities.</li> </ul>
The planning commission, zoning board of appeals and the governing body conducts collaborative study sessions.	<ul style="list-style-type: none"> <li>• Community officials annually conduct review meetings about the master plan, zoning or redevelopment projects.</li> </ul>

## 4.2 – Recruitment and Orientation

This best practice evaluates how a community conducts recruitment and orientation for newly appointed or elected officials and board members.

Diversity on boards and commissions can ensure a wide range of perspectives are considered when making decisions on redevelopment and financial incentives. Communities should seek desired skill sets and establish expectations prior to new officials and board members becoming active.

Evaluation Criteria	Expectations
The community sets expectations for boards and commission positions.	<ul style="list-style-type: none"><li data-bbox="716 708 1433 810">• The applications set expectations for the <a href="#">desired skill sets</a> for an open seat and that training is an important responsibility of an official.</li><li data-bbox="716 851 1392 912">• The board and commission applications are accessible online.</li></ul>
The community provides orientation packets to newly appointed and elected members.	<ul style="list-style-type: none"><li data-bbox="716 1023 1422 1125">• The <a href="#">orientation packet</a> for the governing body, planning commission and zoning board of appeals includes planning, zoning and redevelopment information.</li></ul>

## Best Practice Five: Redevelopment Ready Sites

### 5.1 – Redevelopment Ready Sites

This best practice assesses how a community identifies, visions and markets their priority redevelopment sites.

Identified redevelopment ready sites assist a community to stimulate the real estate market for obsolete, vacant and underutilized property. Developers look to invest in communities that have a vision for the community, and a vision for priority sites. A community which takes steps to reduce the risk of rejected (re)development proposals will entice hesitant developers to spend their time and financial resources pursuing a project in their community. To encourage redevelopment, it is essential that communities actively package and market sites prioritized for redevelopment.

Evaluation Criteria	Expectations
The community identifies and prioritizes individual redevelopment sites.	<ul style="list-style-type: none"> <li>• The community maintains an updated list of high priority sites to be redeveloped.</li> <li>• The community uses an internal checklist to evaluate the attributes of each identified site.</li> <li>• The prioritized list of redevelopment sites is accessible online.</li> </ul>
The community forms a steering committee(s) for prioritized redevelopment sites.	<ul style="list-style-type: none"> <li>• The steering committee consists of:                             <ul style="list-style-type: none"> <li>○ Community leaders</li> <li>○ Property owners</li> <li>○ Planning and economic development staff</li> <li>○ Other key stakeholders</li> </ul> </li> <li>• The steering committee creates an action plan for the visioning and information gathering of the identified priority redevelopment sites.</li> <li>• The steering committee creates a marketing plan for the identified priority redevelopment sites.</li> </ul>
The steering committee gathers preliminary development research for prioritized redevelopment sites.	<ul style="list-style-type: none"> <li>• Information to consider:                             <ul style="list-style-type: none"> <li>○ Market analysis or feasibility study</li> <li>○ Existing structure and previous uses report</li> <li>○ Known environmental and/or contamination conditions</li> <li>○ Soil conditions</li> <li>○ Natural features map</li> <li>○ GIS information including site location, street maps and utility locations.</li> </ul> </li> <li>• The steering committee identifies community advocates for the project.</li> </ul>

Evaluation Criteria	Expectations
A public visioning session is held for the prioritized redevelopment sites.	<ul style="list-style-type: none"> <li>• A public visioning session(s) is conducted following the community’s public participation plan.</li> <li>• A written vision statement, including desired development outcomes and specific development criteria is created after the visioning session(s).</li> </ul>
Available resources for the prioritized redevelopment sites are identified.	<ul style="list-style-type: none"> <li>• The community determines the level of support it will give to a project depending on what desired development outcomes and criteria are met.</li> <li>• The community gathers financial support from other partners for projects including: <ul style="list-style-type: none"> <li>○ Development Authorities</li> <li>○ Chamber of Commerce</li> <li>○ Land Bank</li> <li>○ Private Funders</li> <li>○ State Agencies</li> <li>○ Others</li> </ul> </li> </ul>
A “Property Information Package” for the prioritized redevelopment site(s) is assembled.	<ul style="list-style-type: none"> <li>• The “Property Information Package” includes or identifies: <ul style="list-style-type: none"> <li>○ Vision statement and any specific required development criteria</li> <li>○ Property survey</li> <li>○ GIS information including site location and street maps</li> <li>○ Water, sewer, broadband and other utility locations, capacities, and contact information</li> <li>○ Property tax assessment information</li> <li>○ Current or future zoning</li> <li>○ Deed restrictions</li> <li>○ Existing building condition report</li> <li>○ Previous uses</li> <li>○ Traffic studies</li> <li>○ Known environmental and/or contamination conditions</li> <li>○ Soil conditions and natural features map</li> <li>○ Current property owner</li> <li>○ Market analysis or feasibility study results</li> <li>○ Demographic data, at community and block group levels</li> <li>○ Available financial incentives</li> </ul> </li> </ul>
Prioritized redevelopment sites are actively marketed.	<ul style="list-style-type: none"> <li>• The marketing plan developed by the steering committee is followed.</li> <li>• The “Property Information Package(s)” are accessible online.</li> </ul>

## Best Practice Six: Community Prosperity

### 6.1 – Economic Development Strategy

This best practice assesses what goals and actions a community has identified to assist in strengthening its overall economic health.

Today, economic development means more than business attraction and retention. While business development is a core value, a community needs to include community development and talent in the overall equation for economic success. The goal of the economic development strategy is to provide initiatives and methods that will encourage diversity of the region’s economic base, tap into opportunities for economic expansion, and help to create a sustainable, vibrant community.

Evaluation Criteria	Expectations
<p>The governing body has approved an economic development strategy.</p>	<ul style="list-style-type: none"> <li>• The economic development strategy is part of the master plan or a separate document.</li> <li>• The economic development strategy connects to the master plan and capital improvement plan.</li> <li>• The economic development strategy identifies the unique economic opportunities and challenges of the community.</li> <li>• The economic development strategy identifies a 2-5 year timeline that includes priority economic development projects and implementation benchmarks.</li> <li>• The economic development strategy identifies the primary economic development tools the community is willing to use and negotiate.</li> <li>• The community demonstrates it has attempted to hit the stated benchmarks and annually reports on its progress.</li> <li>• The economic development strategy coordinates with a regional economic development strategy, if applicable.</li> <li>• The economic development strategy is accessible online.</li> </ul>
<p>The governing body annually reviews the economic development strategy.</p>	<ul style="list-style-type: none"> <li>• The annual budget coordinates with the economic development strategy.</li> <li>• The community annually reports on economic development strategy benchmarks and amends the strategy as needed.</li> </ul>

## 6.2 – Marketing and Promotion

This best practice assesses how a community promotes and markets itself to create community pride and increase investor confidence. It also evaluates the ease of locating pertinent planning, zoning, and economic development documents on the community’s website.

Evaluation Criteria	Expectations
<p>The community has developed a marketing strategy.</p>	<ul style="list-style-type: none"> <li>• The marketing strategy identifies marketing opportunities and specific strategies to attract businesses, consumers and real estate development to the community.</li> <li>• The marketing strategy objectives strive to create or strengthen an image for the community, heighten awareness about the community, and attract and retain businesses.</li> <li>• The marketing strategy includes specific approaches to market the community’s prioritized redevelopment sites.</li> <li>• The marketing strategy is accessible online.</li> </ul>
<p>The community has an updated, user friendly municipal website.</p>	<ul style="list-style-type: none"> <li>• The community’s website is easy to navigate and find information.</li> <li>• The community’s redevelopment information is grouped together.</li> <li>• The community’s website contains or links to the following information:               <ul style="list-style-type: none"> <li>○ Master plan and amendments</li> <li>○ Capital improvement plan</li> <li>○ Downtown development plan, if applicable</li> <li>○ Corridor improvement plan, if applicable</li> <li>○ Zoning ordinance</li> <li>○ All components listed in the “Guide to Development”</li> <li>○ Board and commission applications</li> <li>○ Prioritized list of redevelopment sites</li> <li>○ “Property Information Packages” for the identified priority redevelopment site(s)</li> <li>○ Economic development strategy</li> <li>○ Marketing strategy</li> </ul> </li> </ul>

**RESOLUTION AUTHORIZING THE CITY OF TRAVERSE CITY TO  
APPROVE AND FULLY PARTICIPATE IN THE MICHIGAN ECONOMIC  
DEVELOPMENT CORPORATION (MEDC) REDEVELOPMENT READY  
COMMUNITIES PROGRAM AND APPROVE THE MEMORANDUM OF  
UNDERSTANDING**

WHEREAS, the Michigan Economic Development Corporation (MEDC), selected the City of Traverse City as a community to participate in the Redevelopment Ready Communities Program; and

WHEREAS, the expectation of the program is to complete a comprehensive review of the City of Traverse City development processes as established by the City of Traverse City, to make improvements in transparency and effective communication; and

WHEREAS, the program includes evaluating the strong partnerships with the City Boards related to development, including the Downtown Development Authority, Planning Commission, Grand Traverse Commons Joint Planning Commission, Board of Zoning Appeals and the Historic Districts Commission; and

NOW, THEREFORE, BE IT RESOLVED as follows:

1. The City Commission of the City of Traverse City is willing to participate in the MEDC Redevelopment Ready Communities Program, which will involve interaction with the Downtown Development Authority, Planning Commission, Grand Traverse Commons Joint Planning Commission, Board of Zoning Appeals and the Historic Districts Commission.
2. The City Commission of the City of Traverse City authorizes Jered Ottenwess, City Manager, to sign the Memorandum of Understanding, and all other documentation related to the program as provided by the MEDC, in order to fully participate in the program.
3. This resolution shall take effect upon authorization of the City Commission of the City of Traverse City.
4. All resolutions and parts of resolutions are, to the extent of any conflict with this resolution, rescinded.

Upon motion made by Commissioner \_\_\_\_\_, seconded by Commissioner \_\_\_\_\_, the above Resolution was adopted:

AYES:

NAY:

I, Benjamin C. Marentette, City Clerk for the City of Traverse City, do hereby certify that the above is a true and correct copy of the Resolution relative to the Redevelopment Ready Community program with the Michigan Economic Development Corporation, which Resolution was adopted by the City Commission of the City of Traverse City at its \_\_\_\_\_ meeting of \_\_\_\_\_, in the Commission Chambers, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan.

\_\_\_\_\_  
Benjamin C. Marentette, CMC, City Clerk



## **Redevelopment Ready Communities® Joint Memorandum of Understanding**

This Memorandum of Understanding ("MOU") by and between the Michigan Economic Development Corporation ("MEDC"), 300 North Washington Square, Lansing, Michigan and City of Traverse City ("Community"), 400 Boardman Avenue, Traverse City, Michigan, jointly referred to as the "Parties" and individually as the "Party" is effective as of August 13, 2014 ("Effective Date").

The Community is interested in applying to the MEDC under the Redevelopment Ready Communities® Program ("Program") to become certified as a Redevelopment Ready Community ("RRC") and receive assistance from the Program in promoting sites within the Community.

The MEDC is interested in evaluating the Community and making recommendations for the Community to become certified as a RRC under the Program and help market the Community to the public for redevelopment purposes.

Therefore, the above entities have come together in a strategic collaboration to achieve the above stated goals. This collaboration is based on the following understandings:

### **Community Responsibilities**

1. Identifying a primary Program contact who will serve as the lead contact and provide overall technical support for all aspects of this project on behalf of the Community.
2. Provide adequate staff personnel to attend trainings, perform research collection and assessment of current practices of the Community, respond in a timely manner to MEDC questions, and to implement the needed strategies to achieve certification of the Program after the evaluation.
3. Within thirty (30) days of this MOU, complete the Pre-Evaluation document and provide supporting information as required by the MEDC.
4. Provide monthly updates to the Community's elected governing body on status of Program progress.
5. Within fourteen (14) days of receiving the draft Community Assessment Report and Evaluation Findings, provide comments and any additional documentation, and schedule the report out presentation for the Community's elected governing body.
6. Within thirty (30) days of the Community Assessment Report and Evaluation Findings presentation, provide a resolution adopted by the Community's elected governing body that supports the Community's intent to implement the needed strategies to achieve certification if necessary to meet the Program best practices.
7. Within one hundred eighty (180) days, complete implementation of the needed strategies to achieve certification, if necessary, to meet the Program best practices.

8. Provide documentation that the Community meets the Program best practices as determined by the MEDC prior to being awarded certification.

MEDC Responsibilities

1. Provide general training on the Program.
2. Provide general technical support to the primary Program contact of the Community in collecting the information necessary to complete the Pre-Evaluation document and implementation of the best practices.
3. Evaluate the information from the Pre-Evaluation documents.
4. If necessary, make recommendations of steps to meet the best practices as identified by the MEDC.
5. Once the Program evaluation is completed, the MEDC will coordinate with the RRC Advisory Council to receive input in certifying the Community as a RRC.
6. If certified as a RRC, assist the Community in marketing to the public up to three sites as redevelopment ready.
7. Prepare a license agreement between the Community and the MEDC for Community's use of the RRC logo.

This MOU sets forth the intent of the Parties only and does not, and is not intended to, impose any binding obligations on the Parties nor shall it be the basis for any legal claims or liabilities by or among the Parties. Any liability of the Parties, whether in contract, tort or under any other legal or equitable theory, arising out of or in connection with this MOU shall be explicitly excluded. Neither Party shall be entitled to claim compensation for any expenses or losses incurred in bad faith if the intention of this MOU cannot be reached entirely or in part.

This MOU constitutes the entire agreement between the Parties hereto. This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all Parties, by the issuance of a written amendment, signed and dated by all the Parties.

This MOU may be signed in multiple copies and in counterparts which, when taken together, shall constitute the executed MOU. Faxed or scanned copies shall be considered an original.

This MOU is effective until the three year anniversary of the date the Community is certified as a RRC, unless terminated earlier. However, either Party may terminate the MOU by providing notice in writing to the other Party thirty (30) days in advance of the termination.

IN WITNESS WHEREOF, the Parties hereto have caused this MOU to be executed by their respective authorized representatives.

\_\_\_\_\_  
Michael Estes, Mayor  
City of Traverse City

\_\_\_\_\_  
Date

\_\_\_\_\_  
Jennifer Nelson, Senior VP & General Counsel  
Michigan Economic Development Corporation

\_\_\_\_\_  
Date

# SAFE HARBOR

## Memo

July 10, 2014

**To:** City Commissioners, City of Traverse City, and Jered Ottenwess, City Manager  
**From:** Christie Minervini, Safe Harbor

**Re:** Fundraising and Financial Viability of Safe Harbor of Grand Traverse, Inc

Jered has suggested it would be a good idea that Safe Harbor share our fundraising plans for the 517 Wellington building rehabilitation, as well as our long-term financial viability strategy (should we enter into a contract with the City).

Safe Harbor of Grand Traverse, Inc. is finalizing a comprehensive business plan, complete with fundraising and 5-year operations projection as required in the Special Land Use Permit process, in the meantime, we would like to give you an overview of our activities.

Since we first brought our proposal to you in January, we have formally incorporated as a non-profit organization within the State of Michigan, and applied for our Federal 501(c)3 tax-exempt status. We expect to receive this status by October, 2014.

A building budget and annual operating budget have been created with the advice and oversight of Goodwill Industries Chief Financial Officer, David Drake. Since that time, we have uncovered an exciting idea about how to utilize the building throughout the summer months in order to generate revenue to support the emergency shelter during the winter.

A fundraising committee has been formed and is meeting regularly. Members include:

Martie Manty, former Donor Relations Director for The Father Fred Foundation  
Jodee Taylor, former Staff Writer for The Record-Eagle  
Ryan Hannon, Goodwill Street Outreach Coordinator  
Christie Minervini, Safe Harbor Fundraising Chair  
Mike McDonald, Safe Harbor Vice-Chair  
Peter Starkel, Safe Harbor Chairman

We have been primarily focusing on a capital campaign for the building by creating goals, timetables, organizational charts, defining responsibilities, identifying leads and major donors, creating fundraising materials and putting together a budget. We also have a group of businesses who are willing to provide services and materials for the building at reduced or no cost.

On Monday, July 14, we are meeting with Joe Liszewski, Program Director at NorthSky Non-Profit Network and Becky Ewing, Program Officer at Rotary Charities. It is our hope to get a small grant for board training and development and help with long-range planning and guidance on capital campaigning.

The Safe Harbor organization, which has operated as a collaboration of 20-plus non-profit churches for the past ten years, voted to merge with Safe Harbor of Grand Traverse, Inc. and now acts as the steering committee with full controlling voting rights. A 2014-2015 Board of Directors was elected and installed in July, 2014. They are:

Peter Starkel (Chair), Christie Minervini (Chair Fundraising), Wayne Sterenberg (Treasurer), Mike McDonald (Vice Chair), Mike Hornby (Secretary), Gary Clous, and David Rapson.

All of these activities are above and beyond the annual unsolicited gifts we already receive as an organization, which total almost half our projected annual operational budget. We have an impressive list of other individuals and businesses who we feel would support our short-term and long-term funding needs based on past experience. We also have a volunteer network of over 2,100 individuals who would be counted on for smaller contributions.

Please be assured that through our consortium of 20-plus churches, in addition to broad community support, we will remain strong well into the future. I look forward to answering any further questions you may have at our discussion on Monday night.

Thank you,

Christie Minervini, Safe Harbor of Grand Traverse, Inc.

# SAFE HARBOR

## Memo

July 8, 2014

**To:** City Commissioners, City of Traverse City, and Jered Ottenwess, City Manager  
**From:** Peter Starkel, Safe Harbor of Grand Traverse

**Re:** Community Outreach Committee

As we move forward with the building proposal process, I would like to update you on an additional initiative Safe Harbor is ready to implement.

We have formed a **Community Outreach Committee** that will be comprised of both Safe Harbor and Boardman Neighborhood representatives. Here are the goals:

- Meet Quarterly to discuss how the shelter and neighborhood are coexisting
- Be available to neighbors immediately, if concerns arise
- Seek Win/Win strategies for neighborhood issues related to people experiencing homelessness
- Host public meetings to discuss ways to help our homeless community find a opportunities off the street

Today, the committee members are:

**Mike Coco** – Lead representative from Boardman Neighborhood

**2 Boardman Neighbors** – Who have accept the request but will be announced shortly

**2 Business Owners** – Who have yet to be named (we have 3 interested individuals)

**Jenna Burden** – Lead representative from Safe Harbor (Grace Episcopal Church)

**Mary Ellen Sanok** – Safe Harbor Representative (Faith Reform Church)

**Julie Greene** – Safe Harbor Representative (Bay Pointe Church)

**Ryan Hannon** – Goodwill Street Outreach

We hope that there are additional individuals who would participate, including individuals who are experiencing homelessness and Boardman Neighborhood leadership. We would welcome city commissioner participation.

Thank you,

Peter Starkel, Chairperson, Safe Harbor of Grand Traverse

# SAFE HARBOR

March 10, 2014

City Commission  
City of Traverse City  
400 Boardman Avenue  
Traverse City, MI 49684

Dear Commissioners,

For ten years, Safe Harbor has been providing emergency shelter, at no cost to taxpayers, to some of the most vulnerable members of our community -- those people living on the streets of Traverse City. But, as the number of people experiencing homelessness has grown 85% since 2012, our 23 church network has reached its comfortable capacity. This proposal requests the use of a city building so that we can continue our work without turning people away from the shelter in the winter months. This location is walkable to other services, large enough to house those seeking shelter, and affordable for us to provide this needed community service.

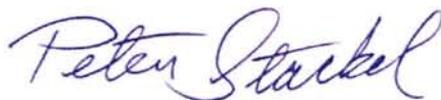
We are very fortunate to have a group of 2,700 generous volunteers who stand ready to donate time and meals to Safe Harbor's seasonal emergency shelter. This enables us to prevent homeless deaths at a fraction of the cost of a taxpayer-funded organization. By increasing access to services from partners, we can help those experiencing homelessness to get off the street permanently.

Safe Harbor has incorporated and applied for our 501(c)3. We have sought expertise and drawn on our own experience to develop a solid business plan, complete with a projected annual operating budget, and estimated costs to convert the former rec center into a shelter. We are putting together design, building, and fundraising teams. Safe Harbor has already been approached by local foundations looking to assist, and we are confident that raising the remaining funds through the faith network and community at large will be successful.

In addition, in the past seven weeks, we have reached out to each of you personally, and made over a hundred phone, email, and in-person contacts with both supporters and opponents of this proposal. We have held two public informational meetings, as well as a private in-home meeting with concerned Boardman neighborhood residents. The proposal and a "frequently asked questions" page have also been up on our website for all to see.

The following pages outline our formal proposal to assume the lease on the city-owned building at 517 Wellington. We believe this opportunity is the best solution to meet the needs of the growing number of our residents experiencing homelessness on the street.

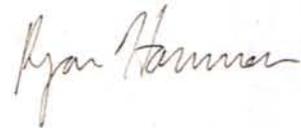
Thank you for your consideration,



Peter Starkel



Christie Minervini



Ryan Hannon



## Safe Harbor Proposal to the City of Traverse City

**Request** Safe Harbor of Grand Traverse Inc. requests the use of the 9,600 square foot building located at 517 Wellington Street in Traverse City, beginning in early August 2014. We ask for a ten year lease, with an option to renew for an additional five. We also request that the lease rate remain \$1 a month as it has since the early 1990's. Additionally, we request the first right of refusal to purchase the building should it be made available for sale. We ask that the city raise the berm on the North side to prevent flooding from the alley as outlined in the December 2008 assessment of the building. We also ask for mold abatement, a street light be placed at the South end of Wellington Street, and a new access be created from the alley or from the East for the city to utilize the vacant lots for snow removal and boat storage. We would also entertain other lease or sale arrangements that might be requested by City Staff or City Commissioners.

**Proposal** Safe Harbor will make leaseholder improvements to bring the space to code in order to convert the space into an emergency shelter. Security cameras, lighting and privacy landscaping will be part of the improvements. The facility will also be re-purposed to add laundry, kitchen, showers, computer and internet for use during shelter operations. Additionally, year-round meeting space will be developed and made available to conduct housing applications, mentoring support, social services paperwork and counseling services via partnerships with other organizations serving this community. The goal is to assist street homeless into permanent supportive housing as it becomes available.

**The Need** The most recent homeless count, conducted in January 2014, identified 94 individuals who were experiencing street homelessness in the Traverse City area. While permanent housing assistance is always the end goal, the current funding, both at the federal level and within the state, has caused wait lists of 3 to 5 years and includes more than 860 people. It was announced in February that housing voucher assistance was reduced by an additional sixteen percent for the year. Simply put, until affordable housing funding and housing units can be increased to meet the demand, we will continue to have a need for emergency shelter. In addition, a facility like this reduces the City's costs for emergency services. In 2012, (then) Sergeant Jeff O'Brien, a 30+ year police officer for the City of Traverse City, articulated some of the costs associated with dealing with the homeless alcoholic population. If a complaint is called into the police, then both City Fire and City Police respond on-site, the individual may be taken to the emergency room, or will stay the night in jail. Many tax dollars are already being spent on this population. A Traverse City fire department officer recently estimated that Safe Harbor operating today reduces the number of fire calls by 5 - 6 a night.

**Ideal Location** 517 Wellington provides an ideal location for our operations. A shelter should be walkable to other service providers, sized appropriately to house the anticipated growth of street homeless (as additional affordable housing inventory comes available), and offered at a reasonable cost -- allowing the organization to focus on operations. We feel this location is perfect and will have a low impact to the community at large. We reference the Lincoln Institute of Land Study's case study (attached) and would also refer to the CMH / Hall Street BATA station development as an example of social services co-existing with high-value development properties.

# SAFE HARBOR

**Operations** Our plan is to operate the emergency shelter from November through April between the hours of 6:00 p.m. and 8:00 a.m. We expect our nightly capacity to range between 80–100 guests in the next three years. Safe Harbor will continue to be run by its 2,700 volunteers and with donated meals. We will maintain our relationship with Goodwill Industries Street Outreach to professionally staff and manage our operations. This is a highly cost-effective model for an emergency shelter. Additionally, offices will be open year-round on Tuesday through Saturday from 8:00 a.m. until noon. We expect our daytime capacity to average 5–10 guests.

**Community Outreach** Safe Harbor wants to be a good neighbor. We understand that there is a lot of uncertainty surrounding the proposed location, and we a Community-Shelter Liaison. We will eagerly cooperate with concerned citizens and business stakeholders, and do whatever necessary to resolve issues as they arise. In addition, we are prepared to hold regular “town hall” meetings to discuss topics surrounding homelessness because we feel an educated public is more likely to understand this complicated matter.

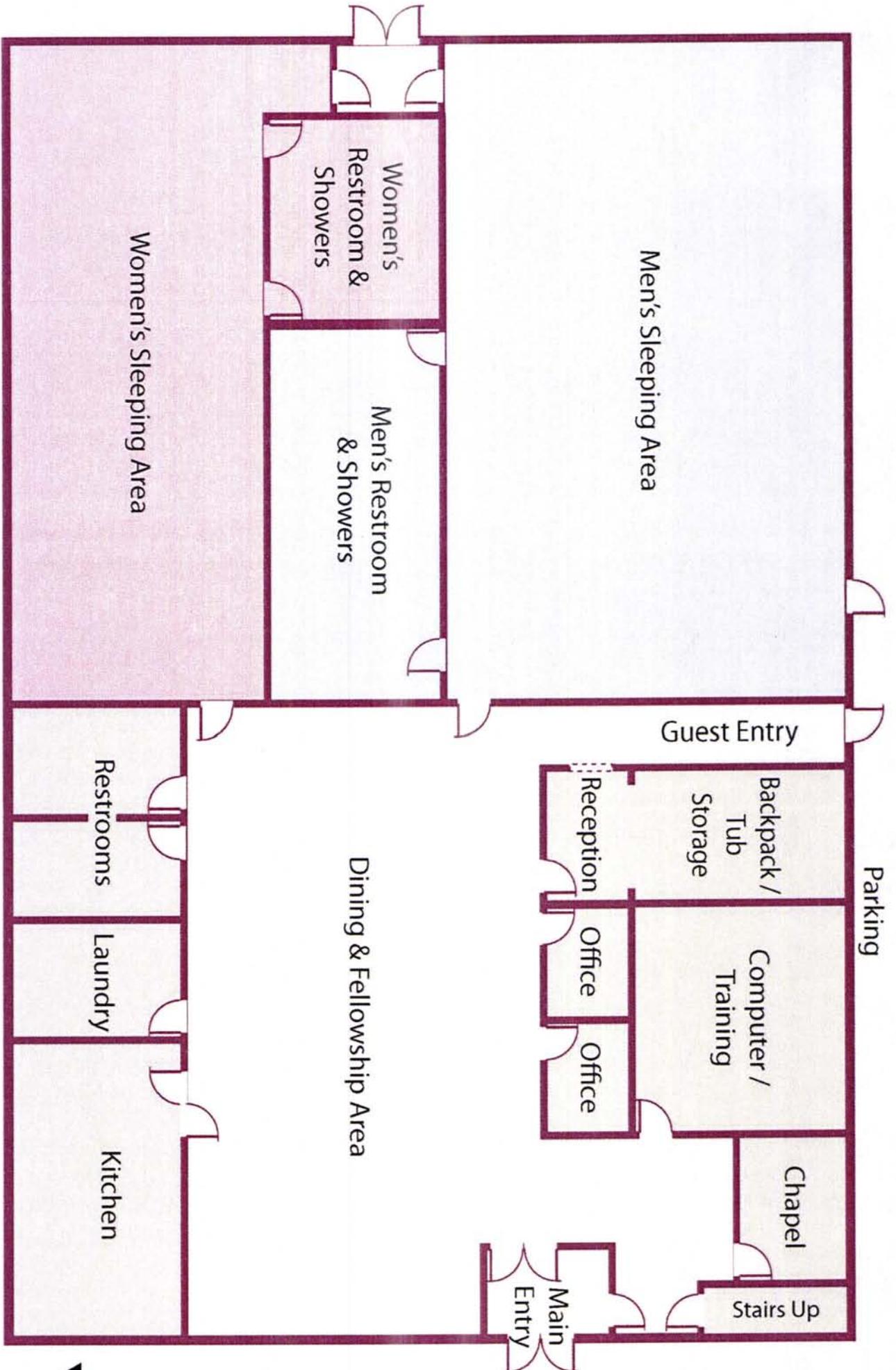
**Safe Harbor** is dedicated to the preservation of the health and physical and spiritual welfare of homeless persons in the Grand Traverse region. In 2003, the First Church of the Nazarene in Traverse City began offering an emergency overnight shelter on the coldest nights. In the first season, as many as twenty-six guests per night were staying in the church. The following year, several other churches became involved, and the program became a rotating shelter throughout the winter months. During the 2012–2013 season, Safe Harbor provided 7,374 bed-nights and more than 14,000 meals to 225 different homeless men and women.

Season	Total Bed Nights	Average Guests per Night
2013 - 2014	TBD	64
2012 - 2013	7374	44
2011 - 2012	5540	33
2010 - 2011	5041	31

#### **Safe Harbor of Grand Traverse Inc. Board of Directors, 2014**

Peter Starkel, Presbyterian Church of Traverse City, Chairperson  
Ryan Hannon, Goodwill Industries Street Outreach, Vice Chairperson  
Wayne Sterenberg, St. Francis of Assisi Catholic Church, Treasurer  
Mike McDonald, Central United Methodist Church, Secretary  
Christie Minervini, Street Advocate of Grand Traverse, Member at Large

Safe Harbor of Grand Traverse Inc. has been incorporated as a non-profit corporation to operate the building and operations. We are organized and controlled by 23 area Churches and more than 2,700 volunteers. The Corporation was created to perpetuate and improve the system of meals, socialization, spiritual support and overnight shelter during the winter months through broad based community support, continued interfaith leadership and to provide a centralized host location for those entities that seek to partner with the Safe Harbor to serve the homeless population in the area.



Wellington



# SAFE HARBOR

## Safe Harbor Building Budget (for preliminary purposes only)

<b>Structural:</b>	
Firewall and Doors	35,000
<b>Architectural:</b>	
Interior Walls	25,000
Interior Finishes	40,000
Doors	15,000
Windows	2,500
Specialties	5,000
<b>Equipment:</b>	
Kitchen	30,000
Laundry	10,000
Computers/ Printers	6,000
<b>Mechanical:</b>	
Plumbing/ Commercial	40,000
HVAC	45,000
<b>Interior Fire Protection:</b>	
Sprinklers	45,000
Fire Alarm	5,000
<b>Security:</b>	
Alarm	2,500
Cameras	5,000
Phone/ Internet	5,000
<b>Electrical:</b>	
Wiring Upgrades	20,000
Lighting	15,000
<b>Exterior:</b>	
Landscaping	10,000
Lighting	5,000
Signage	5,000
<b>Furnishings:</b>	6,000
<b>Total</b>	<b>387,000</b>

**Notes:** As of March 1, 2014, we have commitments from an architect and project manager willing to serve gratis. Other individuals have stepped forward ready to donate insulation, plumbing products and services and building expertise. These in-kind donations are not reflected in the budget above.

# SAFE HARBOR

Safe Harbor of Grand Traverse, Inc.  
Annual Budget 2015 (Scenario #1)

## Assumptions:

This budget assumes that minimum upgrades are made to the existing HVAC units, insulation, plumbing and lighting. We used an online commercial energy calculator with data on cubic feet of the building at 517 Wellington, estimated months and hours of use (for both the front and back of the building) and other factors.

We cross-referenced our numbers using a similar local building with an out-dated HVAC system and found a good match. For this budget, we also assumed that we would be paying the City of Traverse City a monthly rent and that we would be unable to recoup rent on office space in the front of the building.

\*A very important point to consider is that the volunteer labor and donated meals total \$238,400 in-kind, leaving only \$75,800 in real expenses to cover.

## Income:

Donations	
Faith Communities	33,000
Corporate	5,000
Individual	<u>22,000</u>
	60,000
Grants	
Foundations	9,000
Other (Government, etc.)	<u>5,500</u>
	12,000
In-kind Donations	
Volunteer Labor (15,840 hrs. @ \$10)*	158,400
Volunteer Donated Meals (20,000 @ \$4)*	<u>80,000</u>
	238,400
Other Income	
T-shirt Sales	<u>1,300</u>
	1,300
<b>Total Income:</b>	<b>314,200</b>

# SAFE HARBOR

**Expense:**

Management	
Bookkeeping	600
Copying and Printing	1,500
Contractual Services (Goodwill)	15,000
D & O Liability Insurance	1,500
Liability and Property Insurance	3,000
Office Equipment and Supplies	500
Postage 200	
Miscellaneous	500
Supplies	<u>200</u>
	23,000
Program Services	
Rent	5,000
Electricity	15,500
Gas	8,500
Water/Sewer/Trash	5,000
Phone/ Internet	2,400
Fire Alarm Monitoring	850
Security System	1,500
Portable Toilet	1,500
Restroom/Cleaning Supplies	1,500
Equipment	500
Labor*	158,400
Meals*	80,000
Misc. Food/Snacks	1,200
Meal Supplies	1,200
Guest Program Supplies	5,000
Volunteer Accident Insurance	350
Miscellaneous	<u>500</u>
	288,900
Fundraising	
Advertising/Website	1,500
Copying/Printing/Postage	500
Miscellaneous	<u>300</u>
	2,300
<b>Total Expense:</b>	<b>314,200</b>

# SAFE HARBOR

Safe Harbor of Grand Traverse, Inc.  
Annual Budget 2015 (Scenario #2)

## Assumptions:

This budget assumes that we are able to upgrade the HVAC units, insulation, plumbing and lighting to LED. We used an online commercial energy calculator with data on cubic square feet of the building at 517 Wellington, estimated months and hours of use (for both the front and back of the building) and other factors.

We cross-referenced our numbers with similar local upgraded building and found a good match. In this scenario, we were more conservative with funds raised from community, corporate and foundation partners, but we planned for office rental income. We also assumed that we would be paying the City of Traverse City the same \$1 monthly rent as previous tenants.

\*A very important point to consider is that the volunteer labor and donated meals total \$238,400 in-kind, leaving only \$62,322 in real expenses to cover.

## Income:

Donations		
Faith Communities		33,000
Corporate		2,500
Individual		<u>17,500</u>
		53,000
Grants		
Foundations		4,500
Other (Government, etc.)		<u>2,500</u>
		7,000
In-kind Donations		
Volunteer Labor (15,840 hrs. @ \$10)*		158,400
Volunteer Donated Meals (20,000 @ \$4)*		<u>80,000</u>
		238,400
Other Income		
Office Space Rental		1,022
T-shirt Sales		<u>1,300</u>
		2,322
<b>Total Income:</b>		<b>300,722</b>

# SAFE HARBOR

**Expense:**

<b>Management</b>	
Bookkeeping	600
Copying and Printing	1,500
Contractual Services (Goodwill)	15,000
D & O Liability Insurance	1,500
Liability and Property Insurance	3,000
Office Equipment and Supplies	500
Postage 200	
Miscellaneous	500
Supplies	<u>200</u>
	23,000
<b>Program Services</b>	
Rent	12
Electricity	10,500
Gas	6,000
Water/Sewer/Trash	3,000
Phone/ Internet	2,400
Fire Alarm Monitoring	850
Security System	1,500
Portable Toilet	1,500
Restroom/Cleaning Supplies	1,500
Equipment	500
Labor*	158,400
Meals*	80,000
Misc. Food/Snacks	1,200
Meal Supplies	1,200
Guest Program Supplies	5,000
Volunteer Accident Insurance	350
Miscellaneous	<u>500</u>
	288,900
<b>Fundraising</b>	
Advertising/Website	1,500
Copying/Printing/Postage	500
Miscellaneous	<u>300</u>
	2,300
<b>Total Expense:</b>	<b>300,722</b>

**MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS  
CORPORATIONS, SECURITIES & COMMERCIAL LICENSING BUREAU**

Date Received

**ADJUSTED PURSUANT TO  
TELEPHONE AUTHORIZATION**

*George*

**FEB 05 2014**

This document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.

Tran Info:1 19285340-1 02/04/14  
Chk#: 024460 Amt: \$20.00  
ID: LAW OFFICES THOMPSON & O'NEIL PC

**FILED**

**FEB 06 2014**

Administrator  
Corporation Division

EFFECTIVE DATE:

Name

Peter Starkel

Address

P.O. Box 1285

City

Traverse City

State

MI

ZIP Code

49685-1285

Document will be returned to the name and address you enter above.  
If left blank, document will be returned to the registered office.

**71477W**

**ARTICLES OF INCORPORATION  
For use by Domestic Nonprofit Corporations**  
(Please read information and instructions on the last page)

Pursuant to the provisions of Act 162, Public Acts of 1982, the undersigned corporation executes the following Articles:

**ARTICLE I**

The name of the corporation is:

Safe Harbor of Grand Traverse, Inc.

**ARTICLE II**

The purpose or purposes for which the corporation is organized are:

*TR* Corporation is organized and dedicated to preserve the health and enhance the welfare of homeless persons in the region by creating a community relationship between those in need of shelter during winter months and those who can provide support. The Corporation is organized to perpetuate and improve a system of meals, socialization, support and overnight shelter during cold weather, through broad-based community and church involvement and to provide an organizing location for the persons and entities who support the homeless.

**ARTICLE III**

1. The corporation is organized upon a Nonstock basis.  
(Stock or Nonstock)

2. If organized on a stock basis, the total number of shares which the corporation has authority to issue is \_\_\_\_\_ If the shares are, or are to be, divided into classes, the designation of each class, the number of shares in each class, and the relative rights, preferences and limitations of the shares of each class are as follows:

*BS*

# SAFE HARBOR

## Frequently Asked Questions

### **Why does Safe Harbor need a permanent home?**

Safe Harbor's collaboration of 23 churches and approximately 2,700 volunteers have been providing emergency shelter and meals in the neighborhoods of Traverse City to some of our most vulnerable fellow citizens for 10 years. Since 2012, we have seen an increase of 85% in the bed nights at Safe Harbor during the winter months. The increased need has pushed many of our churches beyond the comfortable capacity to host on a nightly basis.

We are seeking a permanent location to be able to continue providing a safe place for people experiencing homelessness on the street. Safe Harbor is committed to meeting these basic needs, and the idea of using a building only changes the operation from hosting through rotating church buildings to churches hosting through one building. Should the homeless we serve at the emergency shelter decrease to the point that it is no longer needed, we could transition the shelter area of the building to transitional housing for individuals waiting to move to permanent housing.

### **If we build a shelter, won't we attract more homeless people?**

- This is the best plan to bring the numbers of people experiencing homelessness down.
- Traverse City's growing population and "Top Ten" type press has created an increase in all kinds of people being drawn to the city. We do not believe that the homeless are at Safe Harbor because of our reputation of being a great shelter. Guests tend to appear due to life circumstances.
- 74% are from Grand Traverse County, 85% in the five-county region, 93% are from Michigan

### **How will it impact the Children's Garden, the Community Sailing Program, Hull Park and our new Tart Trail connection?**

Our library is already the largest host to homeless. We don't see this building changing the dynamic of this area other than to help reduce the number of homeless faster. There are plans to add a community-outreach liaison volunteer to work with concerns from Boardman Neighborhood, Rivervine Apartments and Hull Park. We will also support Goodwill's Street Outreach in on-going education programs.

The city's plans to change Hannah and Lay Parks plus the Walkway will likely shift homeless to other areas of the city in a much greater way than our building would. We have already heard that Parks and Rec might look at the way homeless are using our spaces within the existing park system. This would be a more effective way to address this concern.

# SAFE HARBOR

**What other sites has Safe Harbor looked at?** Safe Harbor identified three core needs of a permanent facility; Walkable to other community services, Large enough to house the demand, Affordable to operate and own. The following are locations we identified which could not meet our criteria.

A) Near the Goodwill Inn – The Keystone location is also too far from downtown for many of our guests that don't have transportation support.

B) Next to Public Works on Woodmere – The warehouse and former St. Vincent de Paul facility have been considered, but the owner is planning to develop the property and won't sell or rent the space long-term.

C) A warehouse along Woodmere – Cost prohibitive within the city limits, no real options in Garfield Township

D) The Commons and Village Area – No buildings available, and the Village is also the largest provider of affordable housing after Riverview Terrace in the city.

E) Blair Township – All of the services for homeless are in the city, BATA will not participate with routes for our population creating transportation issues.

## **How would this benefit "All of the citizens of Traverse City"?**

This benefits "all of the citizens of Traverse City" in many ways:

- Reduced health and public safety risk when we keep homeless from freezing to death in the winter.
- Increased tourism and business growth without perception of Traverse City as a "homeless mecca".
- Less public spending on police, fire, ems and emergency room services for the homeless
- Assists people experiencing homelessness off the streets and brings the numbers back down
- 9 of the 16 hosting churches that support this program are within the City limits.

# SAFE HARBOR

## Supporting Churches

### Host Locations

- Bay Pointe Community Church
- **Bethlehem Lutheran Church\***
- **Central United Methodist Church\***
- **Faith Reformed Church\***
- **St. Francis Church\***
- St. Patrick Church
- **Presbyterian Church of Traverse City\***
- **Traverse Bay United Methodist Church\***
- **Bayview Wesleyan Church\***
- First Congregational Church
- First Christian Church
- **First Church of the Nazarene\***
- Northern Lakes Community Church
- **Grace Episcopal Church\***
- West Bay Covenant Church
- Redeemer Lutheran Church of Interlochen

### Partner Churches

- Church of Christ
- Church of the Living God
- New Hope Community Church
- Resurrection Life Church
- St. Joseph's Parish
- Unitarian Universalist
- West Side Community Church

\* Churches that are within the City of Traverse City. Other churches have members who are from within the City of Traverse City.

## Goodwill's Street Outreach



Since 2007, Goodwill's Street Outreach staff has provided professional oversight to assist the volunteers of Safe Harbor.

Their staff works with volunteers to check in guests, set appropriate boundaries, provide consistency as the churches and volunteers rotate, and help address behavior or other issues.

Goodwill will continue to support Safe Harbor at a staffing capacity in a permanent facility.

In 2013 Goodwill Street Outreach helped 49 people access long-term solutions to their homelessness.

Other Street Outreach services include:

- o Accessing shelter and housing programs
- o Accessing ways to meet basic needs
- o Advocacy at other agencies for access to services
- o Creating hope and client empowerment
- o Accessing Birth Certificate, school transcripts, etc.
- o Obtaining proper identification needed to access resources and sign leases
- o Advocacy for access to long-term substance abuse treatment
- o Communication/maintaining contact with housing programs
- o Managing correspondence to maintain position on long wait lists
- o Housing search/landlord advocacy
- o Gaining/growing income
- o Assistance with job searches
- o Communication with potential employers (access to phones)
- o Disability income application
- o Assistance with transportation



March 10, 2014

Ryan Hannon, Chair  
Safe Harbor, C/O Goodwill Street Outreach  
2279 South Airport Rd West  
Traverse City, MI 49684

Dear Ryan,

The Northwest Michigan Council of Governments (NWMCOG) has recently been asked for input in respect to the issue of a potential homeless shelter within the city limits of Traverse City. While NWMCOG does not typically take a pro- or con- stance on specific proposals, our engagement and research on housing issues regionally has included numerous discussions on homelessness-related issues that reinforce the need for a broad spectrum of housing choices.

Communities throughout the region should have a balance of housing options – including subsidized affordable housing, supportive housing, transitional housing, and emergency shelters – available to all citizens, to meet a diverse range of needs. While permanent and supportive housing options present long-term solutions to homelessness and housing instability, until such time as there are resources available to ensure permanent and/or supportive housing for all residents that need it, other options – such as transitional or emergency shelter housing – are also critical pieces of the housing puzzle.

As always, please let us know if there is any assistance we can provide in helping to ensure greater housing choices throughout the region; and thank you for the essential services you provide to the community through Safe Harbor.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sarah Lucas".

Sarah Lucas, AICP  
Regional Planning Program Manager

# Northwest Michigan Council of Governments

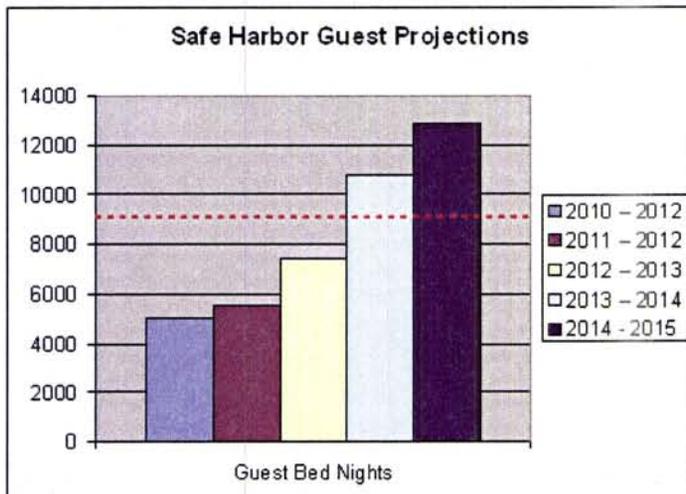
## January 2014 Rental Vouchers and Waiting Lists

### Grand Traverse County

Agency	Rental Vouchers Available	Project-Based Vouchers Available	Housing Voucher Wait List	Project-Based Voucher Wait List	Average Wait Time for HCV	Wait List Open?
Traverse City Housing Commission	(Approximately) 208	136 (includes 115 units at Riverview Terrace and 21 units at Orchardview Townhomes)	112	(Approx) 155	5 years	No
Tip of the Mitt Housing Inc	183*	59 (includes 24 units at Keystone Apartments and 34 units not yet developed at Brookside Commons)	558	39	3 years	No
<b>Total</b>	<b>391</b>	<b>195</b>	<b>670</b>	<b>194</b>		

\*An additional 25 vouchers available for veterans (VASH program); no wait lists for these vouchers

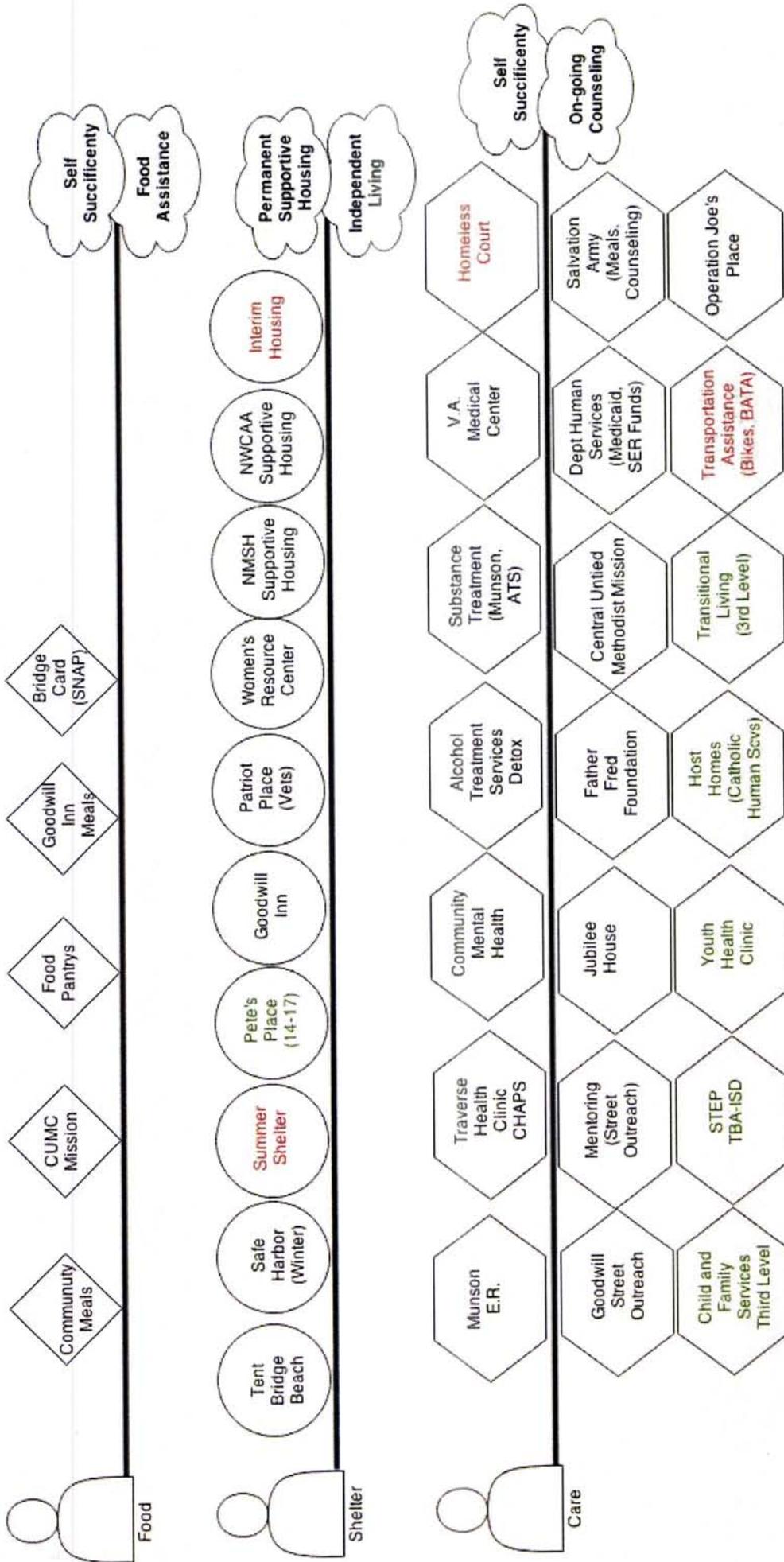
To summarize the information thus far, there are 670 people on waiting lists for housing vouchers just in Grand Traverse County. That doesn't include another 194 that are waiting for a rental voucher attached to one of several specific properties – so, 864 people are on one of several lists (some people may be on more than one list). Wait times range from 3-5 years.



### Why are the numbers growing?

- Recent reductions in Unemployment and Food benefits.
- Rent prices in the region have increased sustainably. An average studio apartment now rents for \$750.
- People can't live on minimum wage. Full time employment at minimum wage produces \$15,096 annually. Average rent for a studio apartment in the Traverse City area is \$9,000 annually.

# Grand Traverse Area Street Homeless Care Matrix



- Indicates Gap in Need
- Indicates Youth Programming

# SAFE HARBOR

## Walkable Pathways

This map shows routes from 517 Wellington to Jubilee House, Central United Methodist Mission and TADL. By clearing sidewalks along Eighth Street and using the TART trail system, guests could reduce the need to travel within the Boardman Neighborhood.



# 1000' Map

This map shows how 517 Wellington fits well into the existing core services provided by Jubilee House, Central United Methodist Mission and TADL.



## Conflict Over the Creation of a Homeless Shelter

A group of charitable organizations came together to create a non-profit homeless shelter in West Chester, PA, but faced objection by local businesses and residents due to fears about public safety. The County subsequently established a mediated process for working through these issues. Over the course of four sessions and many private caucuses, parties reached and amicably formalized agreement about what services the homeless shelter would provide and when.

**Location:** West Chester, PA

**Objective:** For parties to come to common agreement about organizing a homeless shelter that would benefit the homeless without threatening local businesses.

**Duration:** Six months (1994-1995)

**Parties:** Safe Harbor of Greater West Chester, West Chester businesses, Safe Harbor's potential neighbors, and the City of West Chester.

### The Issue

Growing signs of socioeconomic stress in the City of West Chester led local charitable foundations to form a non-profit shelter, Safe Harbor of Greater West Chester. The shelter was to provide meals and counseling for the homeless. However, the proposed location for the shelter, near the city's downtown business district, raised concern and ire from nearby businesses and neighbors.

### History

While West Chester is located in a generally prosperous county, not all of its citizens are well-off. For two winters in the early 1990s, Safe Harbor (a local non-profit) operated a temporary shelter. The shelter was hosted by a different church each month so as to avoid permit requirements that would otherwise have been imposed by the county government.

During this time, Safe Harbor evaluated several potential sites for a permanent facility and in 1994 found an abandoned downtown garage that had the space necessary to serve the homeless population. Local business owners were alarmed at the prospect of a downtown shelter and felt deeply frustrated by the fact that a shelter was allowed under existing zoning. In the hopes of calming these fears, Safe Harbor held two public breakfasts with business leaders. However, the meetings were very tense and did little to reduce the concerns of the shelters' opponents.

In response to growing tension, the Chester County Commissioner suggested mediation, and the county hired a team of three mediators.

### The Process

The primary objectives of this mediation were to overcome general objections to the shelter and to establish ground rules for the coexistence of the stakeholders. The first step in the process was a series of assessment interviews so that mediators could get a clear understanding of the nature and history of the dispute. Based on this information, the mediators suggested a series of four sessions.

In the first session, participants were given the opportunity to voice their feelings regarding the shelter. As a result of this meeting, it became clear that the business community was concerned that the presence of the shelter would lead to increased loitering, panhandling and crime.

To respond to these safety concerns, representatives of homeless shelters and their neighboring business

owners from Harrisburg and Philadelphia were invited to attend the next meeting. They provided information about how Safe Harbor could deter criminals from using the facility to gain easy access to the downtown area. Moreover, Safe Harbor pledged to work actively with both local law enforcement and the business community to address potential problems.

Although this session appeased some of the opponents' concerns, many representatives of the business community continued in their opposition. The mediators responded by meeting privately with several individuals. During the mediators' caucus with one of the shelter's staunchest adversaries, it became evident that his opposition to the shelter stemmed primarily from a friend's negative experiences at a homeless shelter. This disclosure resulted in an in-depth discussion of Safe Harbor's counseling and referral services. According to participants, this discussion significantly altered this opponent's opinion of the project and subsequently changed the course of the entire mediation.

### **Results**

During the final session, Safe Harbor presented its detailed business plan for the shelter. To demonstrate that they truly understood the business community's fears, and as a way of pledging to be a good neighbor, Safe Harbor issued a statement of commitment to the surrounding community. This statement and the language of the final settlement substantially contributed to the fostering of good will between Safe Harbor's supporters and the business community.

As part of this settlement, Safe Harbor agreed to postpone opening the shelter on a 24-hour basis until the shelter had demonstrated its ability to deliver basic emergency shelter services to the community's homeless population. In response, representatives of the business community signed an agreement recognizing that there was a pressing need for a shelter and that the proposed location was the most appropriate one.

Four years later, the shelter expanded its operations to include 24-hour accessibility, counseling, and access to other rehabilitative services. The controversy was gone and the shelter enjoyed widespread community support.

### **Major Lessons**

1) **Pre-Assessment:** Careful evaluation of the parties involved and their specific interest was required for a successful mediation. The exclusion of any legitimate stakeholders or failure to resolve the conflict's underlying issues could have resulted in a re-emergence of the conflict. In addition, it was very important that the stakeholders who were disillusioned with early attempts to deal with the conflict believed that the process was worth their time.

(2) **Trusting the Parties:** It was the stakeholders themselves, not the mediator, who had to construct the mutually satisfactory agreement. The mediator assisted those involved in identifying goals. The mediator's most important tasks were to ensure that participants had a forum in which to speak, to keep confidentiality, and to operate in a non-partisan matter. This ensured an environment in which all stakeholders could voice their concerns with confidence, facilitating the exchange of information necessary for participants to formulate solutions.

(3) **Value of Communication:** A major milestone occurred when the parties finally began communicating clearly with one another. Proponents of Safe Harbor began to better understand the support that the business community could provide and, at the same time, the business community realized that Safe Harbor's shelter was the most viable solution to the downtown area's homeless problem. It was this interaction that allowed the stakeholders to establish a mutually supportive and long-lasting relationship.

### **Sources**

*Susskind, Lawrence, Mieke van der Wansem, and Armand Ciccarelli (2000). Mediating Land Use Disputes Pros and Cons. Cambridge, MA: Lincoln Institute of Land Policy, 24-25.*

*Susskind, Lawrence and the Consensus Building Institute (1999). Using Assisted Negotiation to Settle Land Use Disputes; a Guidebook for Public Officials. Cambridge, MA: Lincoln Institute of Land Policy, 7.*

[http://www.lincolninst.edu/subcenters/resolving-land-use-disputes/learn-more/case\\_studies\\_detail.asp?id=5](http://www.lincolninst.edu/subcenters/resolving-land-use-disputes/learn-more/case_studies_detail.asp?id=5)