



Notice City Commission Study Session

7:00 PM

Monday, September 8, 2014

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

Posted and Published: 09-05-2014

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.

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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

Web: www.traversecitymi.gov

400 Boardman Avenue

Traverse City, MI 49684

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. Discussion regarding the National Cherry Festival. (Jered Ottenwess, Benjamin Marentette)
2. Discussion regarding future use of the City-owned building at 517 Wellington Street. (Jered Ottenwess, Lauren Tribble-Laucht)
3. Discussion regarding a proposal from Grand Traverse Sports Center for use of the City-owned building at 517 Wellington Street. (Mayor Michael Estes)
4. Presentation regarding current state of homeless and housing, by Emilee Syrewicze, JD, Executive Director of Northwest Michigan Supportive Housing, whose mission statement is ending homelessness by promoting mental wellness. (Mayor Michael Estes)
5. Announcements from the City Clerk. (Benjamin Marentette)
6. Public comment.
7. Adjournment.



The City of Traverse City

Communication to the City Commission

FOR THE CITY COMMISSION MEETING OF SEPTEMBER 8, 2014

DATE: SEPTEMBER 5, 2014

FROM: ⁵⁰ JERED OTTENWESS, CITY MANAGER

SUBJECT: SEPTEMBER 8 STUDY SESSION

1. *National Cherry Festival*

At the May 5th regular City Commission meeting, when the Commission approved the agreement with the National Cherry Festival, the Commission indicated a desire to have a study session in the fall to address certain items with more lead time prior to next year's festival. Please see the attached report regarding the 2014 event prepared by City Clerk Benjamin Marentette and a report from Code Enforcement Officer Mike Trombley, which were previously circulated. Please note that the City Clerk's report has been updated to reflect feedback that came in through the City's website subsequent to the original report.

Members of the City Commission have indicated a desire to discuss the following:

Cap on reimbursement of the city's incremental costs. Please see the attached excerpt of a memo from City Clerk Benjamin Marentette to the City Commission Ad Hoc Committee for the 2014 Festival that details the history of the cap, going back to 2003. Currently, the cap is established at \$45,000. This year, the City's incremental costs were \$62,709.75. These costs were significantly higher than last year for a couple reasons: 1) an increase in the amount of overtime Police Department personnel opted to take as direct pay, rather than comp time; 2) it was a Blue Angel year, which is always higher than non-Blue Angel years (last year was a non-Blue Angel Year).

Length of the Cherry Festival - length of overall park usage. In 2014, the Festival occupied certain parks (including the Open Space and Clinch Park) for 15

calendar days, with 7 ½ days for actual events and the remaining days for set up / take down. National Cherry Festival Executive Director Trevor Tkach has indicated that the Festival could be more efficient and use fewer days for set up and take down, reducing the overall number of days for park use.

No use of the Open Space on Independence Day. The Cherry Festival has dates in place for the 2015 and 2016 events as follows: July 4-11, 2015 and July 2-9, 2016. Because these dates have been planned by the City, Cherry Festival and Film Festival, I recommend the City Commission discussion focus on 2017 festival and beyond if there is interest in pursuing this issue.

No longer having the Cherry Festival or Film Festival exempt from the Parks Policy. This would, for instance, mean that they would be required to pay permit fees. For 2014, City Clerk Benjamin Marentette calculated that the permit fees charged to the National Cherry Festival would have been \$20,008. Currently, the Festival is not required to pay such fees.

For the discussion Monday evening, I recommend that the Commission: 1) provide its general feedback on each of these issues; 2) determine if there are other items to be discussed; and 3) determine, based on that discussion, if it is appropriate to form a City Commission Ad Hoc Committee at this time to bring a recommendation to the full Commission for consideration well in advance of the 2015 festival.

2. Future Use of 517 Wellington

At the July 14th study session, the City Commission discussed the proposal from Safe Harbor (attached) for use of the City-owned property located at 517 Wellington as an emergency shelter and gave direction for Safe Harbor to move forward with a Special Land Use Permit (SLUP). Safe Harbor submitted an SLUP application on August 26th. The Planning Commission has scheduled this as an agenda item for a special meeting on September 16th. I anticipate they will take action to schedule a public hearing on October 7th. Regardless of the outcome of the SLUP process, the City Commission has ultimate discretion in determining whether or not and how Safe Harbor can use the City-owned building.

Following guidance that the City Attorney and I have provided recently with respect to conveying property or the right to use property, there are several considerations that I suggest the City Commission discuss and provide further direction:

- The City Commission has expressed general support for use of the 517 Wellington property as an emergency shelter based on the proposal submitted by Safe Harbor. It is a good practice to consider other entities that may be able to provide an emergency shelter use and offer the best overall value. Does the City Commission wish to solicit proposals from other interested entities?
- Safe Harbor has proposed/requested a ten-year lease for the property with an option to renew for an additional five at a rate of \$1 per month including over \$300,000 in leaseholder improvements. Other possible methods to allow use of the property are to sell the property or enter into a management agreement. Does the City Commission wish to consider either of these alternative options? If the City Commission supports a lease arrangement, I recommend the next step is for the City Commission to direct staff to begin negotiating terms of a lease. Keep in mind that such terms may be modified or influenced by the SLUP process, which can include conditions associated with the SLUP, if it is granted.

3. Grand Traverse Sports Center Proposal

Grand Traverse Sports Center, a subsidiary of NorthStar Soccer Inc., submitted a proposal for use of the 517 Wellington property on September 3rd, which was distributed to the City Commission on September 3rd and is attached. The Mayor has included this agenda item for discussion at the September 8th study session.

4. Homeless and Housing Presentation from Northwest Michigan Supportive Housing

Please refer to the attached informational material provided by NMSH. The Mayor has included this agenda item for discussion at the September 8th study session. I anticipate that NMSH Executive Director, Emilee Syrewicze, will be in attendance at the meeting and present further information.

e-copy: Trevor Tkach, National Cherry Festival
 Peter Starkel, Safe Harbor
 Darrell Rogers, Grand Traverse Sports Center
 Emilee Syrewicze, Northwestern Michigan Supportive Housing

Memorandum

The City of Traverse City



TO: Jered Ottenwess, City Manager

COPY: Trevor Tkach, National Cherry Festival Executive Director
Department Heads
Event Planning Group
Michael Trombley, Code Enforcement Officer

FROM: Benjamin Marentette, City Clerk 

DATE: Wednesday, July 23, 2014₁

SUBJECT: 2014 NATIONAL CHERRY FESTIVAL

The purpose of this memo is to provide you with a formal report regarding the City's management efforts with respect to the 2014 National Cherry Festival.

Overview:

Overall, this year's event was run tremendously well – which is particularly impressive given the extraordinary attendance this year. This report outlines various items to be corrected in the future; however, there were no alarming issues that arose. I want to specifically acknowledge the efforts of City staff, Trevor Tkach and Kat Phillips at the National Cherry Festival – the amount of coordination and cooperation associated with this event is quite remarkable.

General oversight and management

As you are aware, City staff met with National Cherry Festival (NCF) representatives on various occasions leading up to the event and during the event, to coordinate the use of the city's resources, including personnel and land. Specifically, various touch points occurred to ensure the provisions of the agreement authorized by the City Commission as well as the permit conditions were followed.

As you directed, I worked closely with Code Enforcement Officer Michael Trombley to ensure monitoring of the event. My office and Michael interacted on a daily basis to discuss the Festival's activities. Attached is a report from Michael. Michael's efforts and presence were very effective and proved beneficial throughout the Festival.

Formal Debrief

On July 23, 2014, a formal debrief was held with representatives of City staff and the festival.

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(231) 922-4480 tcclerk@traversecitymi.gov

¹ Updated September 2, 2014, to reflect additional feedback received through city's website

Those in attendance were: You, Penny Hill, Assistant City Manager; Trevor Tkach (NCF Executive Director); Kat Phillips (NCF Operations Manager); Rob Becker, Streets Supervisor; Captain Mike Sheets, Fire Marshal; Katie Lowran, Deputy City Clerk; Nicole VanNess, Parking Administrator; John McWethy, Public Services Assistant; Colleen Paveglio, DDA Deputy Director; Dave Green, Director of Public Services; Barry Smith, Marina Dockmaster; Rob Britton, Parks and Recreation Supervisor; Michael Trombley, Code Enforcement Officer; Lauren Vaughn, Parks and Recreation Superintendent; Doug Dowdy, BATA, and myself.

The following items were addressed:

Police Department observations

The Police Department was not at the debrief; I followed-up with Captain O'Brien and he indicated he did not have any issues of concern to report.

Trash Management

New DDA trash compactor by Kilwin's was helpful as well as City's extra trash removal efforts along Grandview Parkway after the airshow; the additional efforts given by NCF, in partnership with Bay Area Recycling for Charities at the Fireworks Finale (with volunteers walking the beach taking trash) was quite effective.

For the future: continue the city's efforts. additional measures regarding trash removal that were contained in 2014 agreement; and for future year's, include in agreement that NCF will have volunteers (wearing t-shirts with proactive messaging) taking trash at West End and Clinch Park Beaches during highly-attended events, such as Air Show and Fireworks. Add additional trash cans along the parkway.

Noise

Well-contained this year. The Police Department issued no violations. Alternate stage orientation this year was beneficial.

For the future: continue involvement of Noise Control Officer regarding methods for reducing noise at event.

Parks

There was a decrease in damage to of irrigation lines. There were more 'crushed' lines than punctures. NCF has agreed to reimburse the City for the costs of repair.

For the future: place mats or boards to spread the weight that is over the irrigation lines. For TART Trail along Grandview Parkway, locate fence as far north as possible, to keep fence posts as far away from irrigations lines as possible.

Marina

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1 Updated September 2, 2014, to reflect additional feedback received through city's website

Access to F Dock is cut off for boaters (the floating dock section along the rock breakwall to the far west of the marina, near where the beer tent is located). Boaters were forced to climb up steep steps, which is of particular concern for those with mobility challenges. Fencing encroached on ramp area. Chalk drawing day left a mess on the sidewalk for days.

For the future: Marina Dockmaster and ADA Coordinator to review placement of items in this area to ensure issue doesn't recur. If chalk drawing day will recur, revisit how it's conducted to greatly reduce issues.

Parking

No parking signs should be more visible. Need to ensure availability of handicap parking in Lot B.

For the future: Use TCFE signs sample – post on the side of parking meters that faces the sidewalk. Post signs Friday evening before Saturday parade. On other days, post three hours in advance. Ensure appropriate accommodation for handicap parking in Lot B, particularly on Special Kids Day.

Portable Toilet Facilities

While NCF spent an additional \$10,000 this year on these facilities, (they had 230 units deployed), some facilities were full ('up to the seat') in high-traffic areas. While there may not generally be a need for more facilities (though some need to be pumped more), the facilities should be located in additional locations.

For the future: pump out facilities in high-traffic areas multiple times in the day, as necessary. Place facilities east of Clinch Park, near Murchie Bridge and west of the Volleyball courts. Add more facilities along the half-marathon route.

Union Street – between Grandview Parkway and Front Street

The crowd – and general environment – in this area can be very intimidating to many visitors. Last year, this was greatly enhanced by the entertainers in this area that encouraged a comfortable / safe-feeling environment and atmosphere for all.

For the future: Revert to 2013 practices in this area.

Smoke-Free Efforts

It was noted that Lisa Danto and Karl DeFoe submitted a report outlining their concerns.

For the future: staff will meet and discuss the recommendations contained on page 5 of this report, recognizing that enforcement by City Police of smoking rules is a very low priority when recognizing the extraordinary influx of population influx into the city and all associated police issues with maintaining health, safety and welfare.

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Streets

Placement of left-turn signs on one-way streets along the parade route.

For the future: NCF to take the lead on placing these signs as appropriate.

BATA

General comment – moved approximately 3,000 people on Saturday, July 5; that is more than BATA moved the entire week of Festival in 2012.

Towing vehicles

Need to establish a consistent location to which vehicles are towed.

For the future: tow all vehicles to Lot E (behind the Post Office).

Business owner access during the Saturday parade/race

Many volunteers ‘denied’ access by business owners to their business when it was crucial.

For the future: Continue training with volunteers to allow business owners access.

Bicycles

Bicycles were secured to various non-bike rack locations / left without places to properly secure them.

For the future: Provide additional bicycle parking.

Feedback through City’s Website

This year, the city launched a new website which has an event feedback feature. That feature was published during the week of the National Cherry Festival by media. The feature does not require those giving feedback to be a City resident, nor are author’s authenticated. With that context, the following feedback was received:

Comment (generalized):	Number of such comments:
Too much trash	16
The event draws too much of a crowd and is too long	13
There is too little police and/or security enforcement for the size of the crowd	12
Too much traffic	6
Music from the stage is too loud	6
Too many parking facilities are taken up	4

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1 Updated September 2, 2014, to reflect additional feedback received through city’s website

Too many airshows	4
The festival should avoid the holiday	3
Proper notice to downtown employees should be given – regarding street closures and alternatives	2
The park landscape is ruined and too much space is consumed	2
Does not honor our local heritage like it should	2
Stop using Arnolds Amusements	2
Need to have better relay of information regarding towing of vehicles – who towed and what is the cost	1
Not enough public restrooms	1
Too much candy distributed during the event	1

K:\tcclerk\permits\streets major \ 2014\ncf\debrief formal report to city manager

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(231) 922-4480 tcclerk@traverscitymi.gov

1 Updated September 2, 2014, to reflect additional feedback received through city's website

(Excerpt of memo from City Clerk Benjamin Marentette to City Commission Ad Hoc Committee Regarding 2014 National Cherry Festival, dated March 20, 2014)

3. Discussion regarding the costs associated with the National Cherry Festival.

The committee indicated it would like to discuss the costs associated with the National Cherry Festival. As requested, the following is a 10-year historical recap of the provisions of the agreements with the Festival with respect to the costs to be paid by the Festival:

- | | |
|-----------------------|--|
| 2003-2007 Festivals - | Festival agreed to reimburse city for all incremental costs; if Festival incurred monetary loss in the given year, the Festival would make a partial payment of 30% of the total due by December 31 and the balance by June 30 of the following year. |
| 2008 Festival - | Festival agreed to reimburse city for incremental costs up to \$40,000. Actual costs were \$51,341.35. |
| 2009 & 10 Festival - | Festival agreed to reimburse city for incremental costs up to \$40,000 with deferred payments (\$8,000 due September 30 in given year; and \$8,000 due March 31 and \$16,000 due June 30 of following year). For 2009, actual costs were \$44,921.50; and for 2010, actual costs were \$55,930.41. |
| 2011 Festival - | Festival agreed to reimburse city for incremental costs up to \$45,000 with deferred payments (\$10,000 due September 30, 2011; \$10,000 due December 31, 2011; \$10,000 due March 31, 2012; and \$15,000 due June 30, 2012). Actual costs were \$56,604.99. |
| 2012 Festival - | Festival agreed to reimburse city for incremental costs up to \$45,000, with a prepaid payment of \$20,000 on February 22, 2012; remaining balance paid by deferred payments (\$10,000 due September 30, 2012; and \$15,000 due \$December 31, 2012) Actual costs were: \$47,166.53. |
| 2013 Festival - | Festival agreed to reimburse city for incremental costs up to \$45,000. Actual costs were \$38,208.97. |

The City of Traverse City

Code Enforcement

Governmental Center
400 Boardman Ave
Traverse City MI 49684
(231) 922-4414
www.traversacitymi.gov



To: Ben Marentette
From: Michael Trombley
Ref: Cherry Festival Summary
Date: 07-14-14

Ben,

You requested a summary of possible issues during this year's Cherry Festival. You had tasked me with several areas of concern, that you wanted me to keep an eye on. You also asked for possible recommendations for future festivals.

The set up seemed to go quite smoothly, and I did not observe any issues that created problems. I did have to contact Security Sanitation regarding placement of several Pot-a-johns in two separated locations. The only issue was that the units were placed with the doors facing the Tart trail. The problem was corrected immediately and the folks at Security Sanitation were very cooperative. It did appear though, someone other than Security, had turned the units back around, after Security had turned them in the proper position. This occurred on the west end of the Open Space area, behind the Stage, next to the Tart trail. I re-contacted Security Sanitation, and the problem was again corrected immediately.

Trash collection, was kept up, and I observed many young volunteers with garbage bags covering the entire area.

Signs all appeared to be in order, and I did not have to make any adjustments.

I also observed several volunteers on smoke patrol, carrying buckets for cigarettes, and it appeared that when they approached a smoker, and informed them of the no smoking rule, the smoker would comply and put the cigarette out in the bucket without incident.

Bicycles were in abundance and there obviously were not enough bike racks to accommodate them, causing bikes to be locked up all around the Marina railings, parking meters, sign posts and any fixed object available. One suggestion might be to designate a temporary bike corral area with temporary bike racks that could accommodate a large number of bicycles.

Union Street between Front and the Parkway was as always a mess and gathering spot for several hundred young people. The City Police were quite often posted up on that block, but it is still a problem, and I had heard many complaints from Festival goers about the large mob. I'm not sure how that can be corrected.

Trash on the beach was a major issue, but with the City cleanup crew, and many volunteers, it was cleaned by 6:30am. A suggestion would be to have Cherry Festival provide many more trash receptacles along the beach area.

I only spoke with Trevor Tkach on one occasion, and he was very good to work with.

I observed no other issues or problems, and it appeared all operations went smooth.

Respectfully,

Mike Trombley CEO

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.

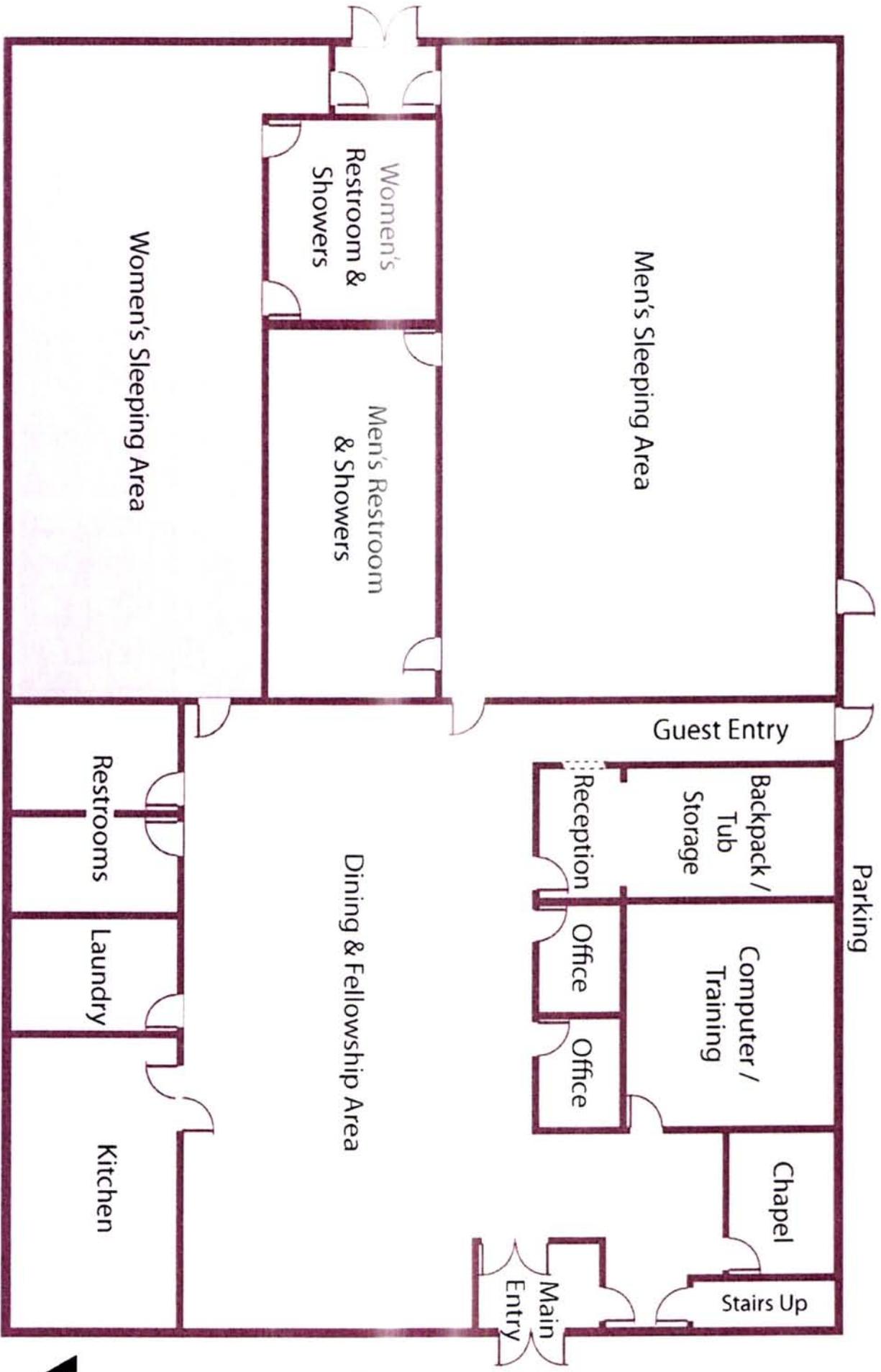
Safe Harbor is dedicated to the preservation of the health and physical and spiritual welfare of homeless persons in the Grand Traverse region. In 2003, the First Church of the Nazarene in Traverse City began offering an emergency overnight shelter on the coldest nights. In the first season, as many 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)

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

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
Total Income:	314,200

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
Total Expense:	314,200

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
Total Income:	300,722

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	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
Fundraising	
Advertising/Website	1,500
Copying/Printing/Postage	500
Miscellaneous	<u>300</u>
	2,300
Total Expense:	300,722

**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:

TW 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

Let Our Resources Work For You.



Chairman: **Larry C. Inman**
Workforce Development
Board Chairman: **David R. Adams**
Chief Executive Officer: **Elaine Wood**

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

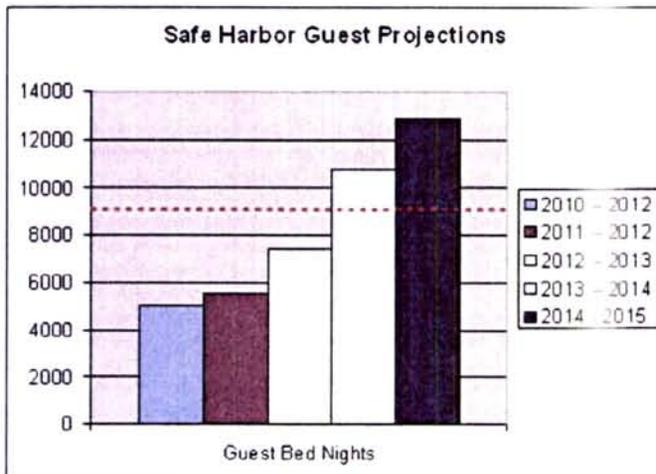
January 2014 Rental Vouchers and Waiting Lists

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
Total	391	195	670	194		

*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.



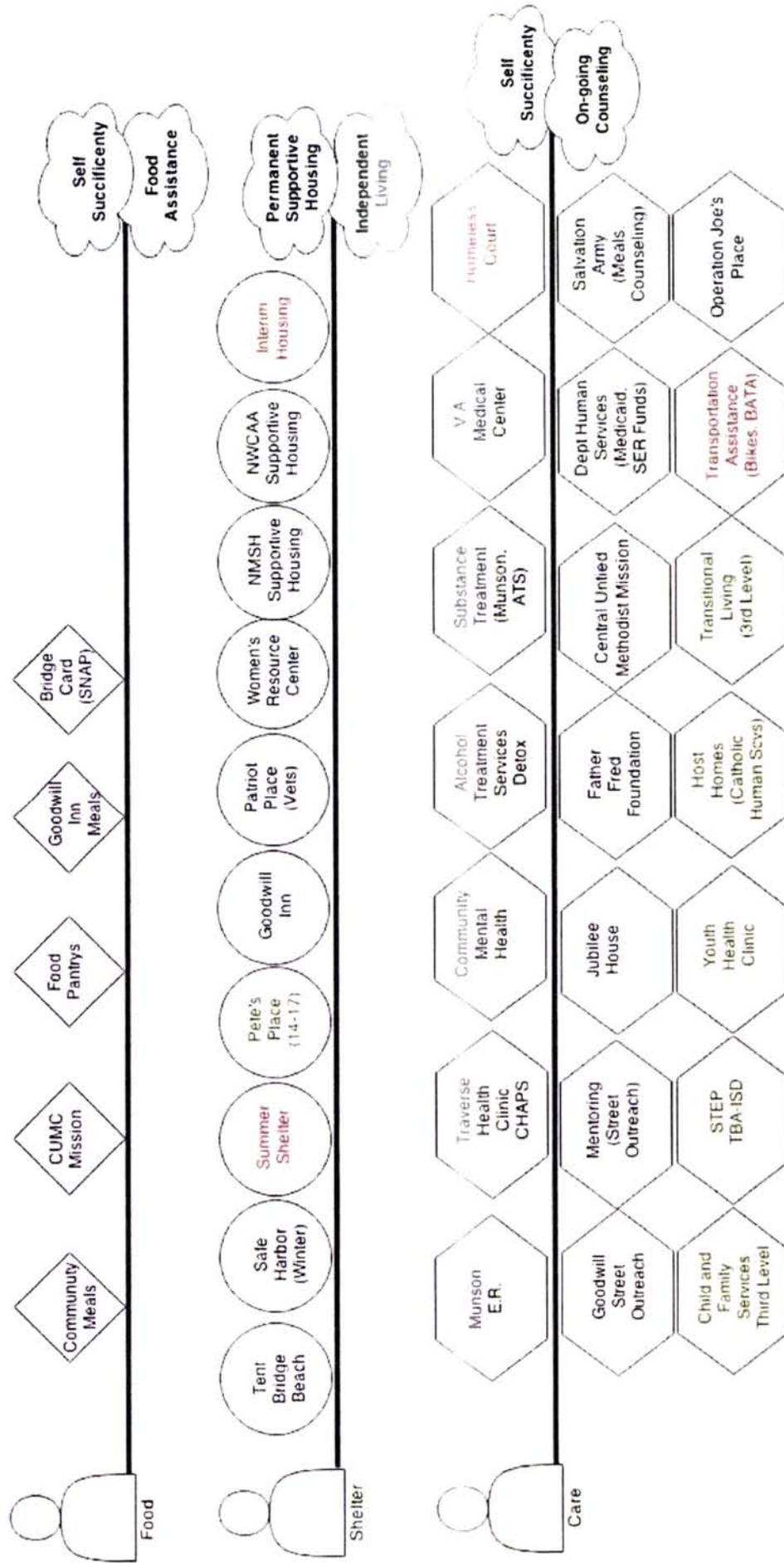
Why are the numbers growing?

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

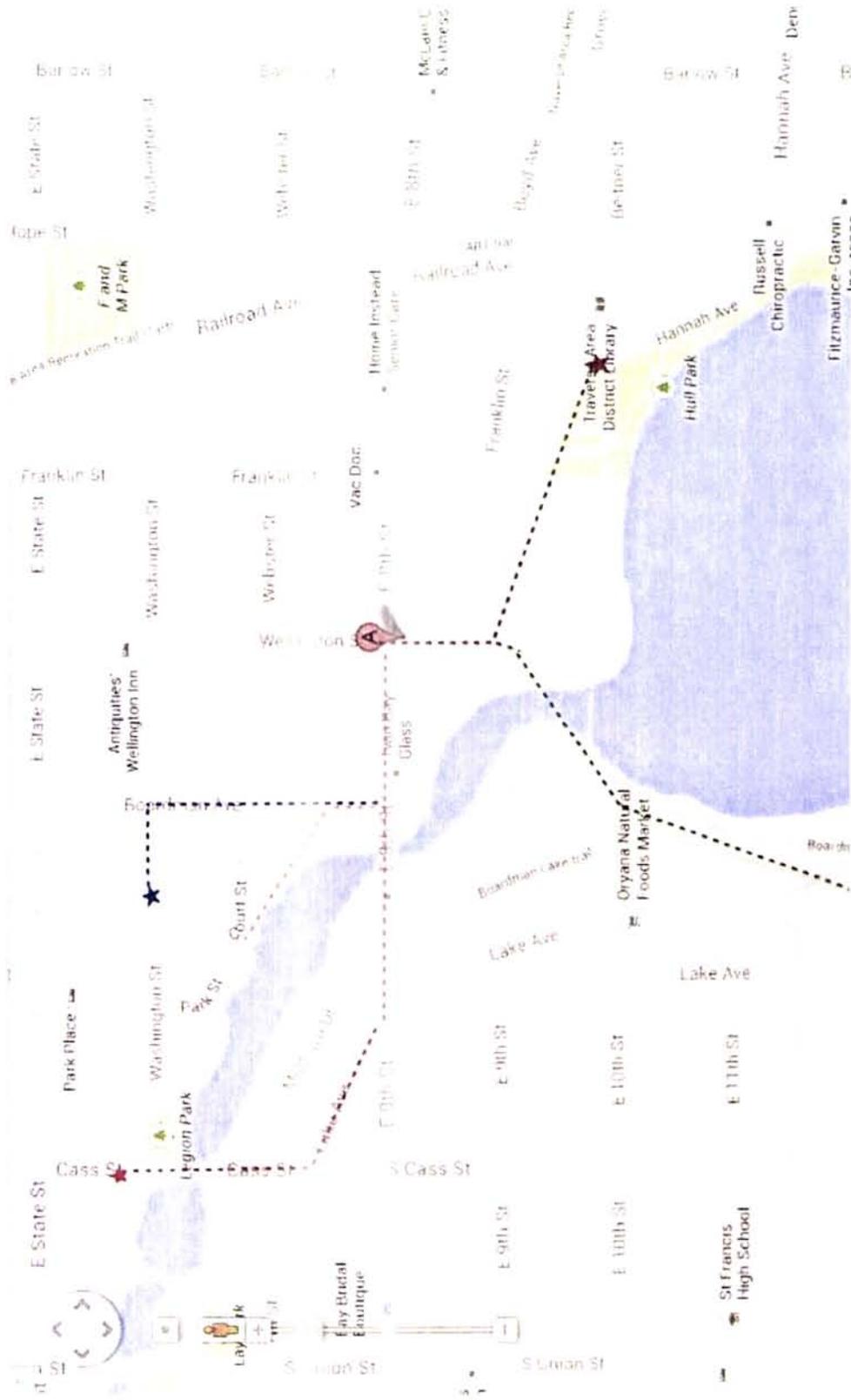


* Indicates Gap in Need
 * Indicates Youth Programming

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.



LINCOLN INSTITUTE OF LAND POLICY

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

GRAND TRAVERSE SPORTS CENTER

Proposal to the Traverse City Commission:

*To use 517 Wellington Street for the Grand Traverse Sports Center
by NorthStar Soccer, Inc.
September 2104*



CITY MANAGER'S OFFICE

SEP 03 2014

RECEIVED



526 West 14th Street Traverse City, MI 49684

GRAND TRAVERSE SPORTS CENTER

Proposal Contents:

- Grand Traverse Sports Center Executive Summary
- NorthStar Soccer, Inc. Background
- Service to the Community
- Financial Information
- Facility Agreement
- Management Structure
- Community Support – Samples attached



GRAND TRAVERSE SPORTS CENTER

Executive Summary: September 2014

Our Vision

Create a family oriented, indoor sports facility that provides fun, health enhancement, competition, and skill-building for all members of the community regardless of ethnic background, physical or intellectual abilities, age, economic status, or athletic skills.

Operating Principles: GTSC will...

- provide recreational activities for kids and adults in the form of classes, activities, league and tournament play for city residents and members of surrounding communities and region.
- operate a safe, clean, healthy, inclusive, facility that has positive community impact.
- be professionally managed and volunteer staffed.
- be financially self-sustaining via fees for leagues, events, and classes.
- act as an indoor community center for sport, hosting athletic-related events to benefit the community.

Governance

- Grand Traverse Sports Center is a division of NorthStar Soccer, Inc., a Michigan corporation and an IRS recognized 501(c)(3) non-profit organization with a 20 year history of financial viability.
- NorthStar Soccer, Inc. has been providing a high quality experience for young athletes 5 – 18 years of age for 20 years. We have partnered with Region II Special Olympics for 6 years to coach and mentor special needs athletes.
- Grand Traverse Sports Center will be guided by a Board of Directors with advice from a Community Advisory Board to assure a continuous, positive relationship between GTSC and the community.

Proposed Facility Plan

- Execute a Management Agreement with City of Traverse City for 517 Wellington Street.
- 10 year renewable lease.
- Payments to Traverse City to make building income positive for the city with a goal of \$100,000 during the ten year term of an agreement.
- Grand Traverse Sports Center will maintain the building to meet applicable codes.
- Upgrade, prepare and equip the facility with a target to begin play on 11/1/2014.



GRAND TRAVERSE SPORTS CENTER

NorthStar Background

Our first year with Special Olympics!



526 West 14th Street Traverse City, MI 49684

GRAND TRAVERSE SPORTS CENTER

NorthStar Background

- NorthStar Soccer, Inc., is a Michigan corporation and an IRS recognized 501(c)(3) non-profit organization.
- We have a 20 year history of financial viability, both as division of Traverse Bay Area Youth Soccer, and as an independent entity. We were awarded 501(c)(3) non-profit status by the IRS in 2008.
- NorthStar has been providing a high quality sports education experience for young athletes 5 – 18 years of age for 20 years.
- More than 80 of our players have gone on to college soccer careers.
- We currently have over 100 youth players and 30 Special Olympics Athletes playing under NorthStar or our Grand Traverse Soccer League division. This number continues to grow as more parents seek opportunities for their children to play.
- Our directors all have business and sports backgrounds. Each has a history of success in building and operating businesses.
- The Directors of NorthStar Soccer:
 - Darrell C. Rogers
 - Reggie Rix
 - Jim Furstenberg
 - Susan Boyd
- Our volunteer base is the hundreds of current parents and parents of former players who support our mission.
- Grand Traverse Sports Center has built a large base of community members who stand ready to give their time and energy to make the vision of GTSC a reality.



GRAND TRAVERSE SPORTS CENTER

Service to the Community

- NorthStar has partnered with Region II Special Olympics for 6 years to coach and mentor special needs athletes.
- The creation of Grand Traverse Sports Center will allow us to provide more space and more programming to the Special Olympics community of athletes and their families.
- We will provide Futsal, Basketball, Volleyball leagues and events for the community and region. Kids in Traverse City will be able to walk or ride their bikes to play Futsal, Basketball, or Volleyball at 517 Wellington.
- There are more than 2000 kids playing soccer in Traverse City and the immediate surrounding communities. This includes T-Bays, YMCA, and High School programs.
- Basketball participation numbers match or exceed the soccer numbers in youth registration. Nationally soccer and basketball are the two largest youth sports by number of kids registered.
- The fastest growing sport among youth – based on school sports – is volleyball. The schools simply cannot provide enough gym space for all of the kids who want to play inside!
- The Grand Traverse County recreational study showed that our larger community is vastly underserved in terms of access to indoor facilities. Even when the new YMCA comes online, the demand for space will greatly outstrip capacity. The YMCA has no plans for indoor soccer programs.
- There are over 1700 kids within Traverse City itself and, other than during school hours or for school sports, they have no access to indoor sports facilities within the city.



GRAND TRAVERSE SPORTS CENTER

Service to the Community - continued

- GTSC programming will include sports related activities and classes for toddlers through adults.
- A compact fitness center will be available to the community via GTSC membership.
- Grand Traverse Sports Center will provide support for other sports related, non-profit activities (board meetings, registration/fund-raising events)
- GTSC will operate 12 months a year.



GRAND TRAVERSE SPORTS CENTER

Financial Information

- We plan to make 517 Wellington Street income positive for the city. Grand Traverse Sport Center would pay Traverse City \$100,000 during the ten year term of a Management Agreement.
- Through fees generated by sports leagues and events our goal is to be self-sustaining for operations within one year of opening.
- Our projected income statement for year one is available upon request.
- NorthStar Soccer, Inc. is has always funded its operations solely from fees. Donations and grants have been used only for scholarship and special programs.
- No one is prevented from participating in NorthStar Soccer for financial reasons. No one will be prevented from participating in Grand Traverse Sports Center activities for financial reasons. We have a successful IRS approved scholarship program that we will duplicate for GTSC.
- Grand Traverse Sports Center has commitments from the community to fund its opening. We estimate initial start-up cost between \$50,000 and \$75,000. Although we continue to raise funds in advance of our start-up, any additional funds beyond this initial need will be applied to facilities and equipment upgrades.



GRAND TRAVERSE SPORTS CENTER

Facility Agreement

- We are requesting a Management Agreement with the City for a ten year term.
- We are asking for no funds from the city of Traverse City to improve, prepare or maintain 517 Wellington to be used as Grand Traverse Sports Center.
- We request that the City find an alternative location for snow dumping in order to allow GTSC to use the back lot for parking.
- Grand Traverse Sports Center will maintain the building to meet applicable codes.
- A commercial builder who is part of our development team has evaluated the building based on our intended use and has advised us that no major modifications will be necessary to begin play by our target date.
- We plan to clean, paint, replace light fixtures, and prepare and equip the facility for safe use for Winter of 2014.
- We will purchase and install a safe, high-quality, removable flooring system that is approved for play by the NCAA and United States Soccer Federation.
- Grand Traverse Sports Center will pay all utilities for the 517 Wellington Street building.
- The business community surrounding 517 Wellington Street has pledged 368 parking spots for evening and weekend use for GTSC activities.



GRAND TRAVERSE SPORTS CENTER

Management Structure

- Day-to-day operation of Grand Traverse Sports Center will be run by a professional Facilities Manager. We will give preference to US Military Veterans in hiring for this position.
- The Facilities Manger will oversee a staff of part-time High School students, interns from university facilities management programs, and community volunteers. Our Special Olympics athletes would be offered paid and volunteer opportunities as well.
- A Community Advisory Board will be formed and meet regularly with the Facilities Manager and NorthStar directors to ensure an ongoing, healthy, responsive relationship with the community. The Advisory Board membership will be made up of Traverse City residents and, at the discretion of the appropriate authority within City government, selected City of Traverse City staff.



Kuschell Properties

APARTMENTS

Riverine

Rennie Oaks

Alpine

Fairlane
Condominiums

East Bay
Apartments

8/25/14

NorthStar Soccer Inc.
526 W. Fourteenth St Ste. 212
Traverse City, MI 49684

Re: 517 Wellington

Dear Mr. Rogers:

Kuschell Properties strongly supports your efforts to locate NorthStar Soccer at 517 Wellington. Your program is a success and we would look forward to it having permanent location walking distance from the Riverine Apartments.

Also exciting to us is the plan to provide recreation/sports for more than just girls. The Riverine has a considerable senior population that would welcome a facility where they can recreate. When the Box changed ownership the use of the building changed. It contained a fitness center and has left a void for those looking to recreate and workout.

Please don't hesitate to contact us if we can be of any assistance in helping further your goals.

Sincerely,



Richard Kuschell

Enc.

MINT ON CARD

Mint on Card Ball Jointed Doll Shop
511 East Eighth Street
Traverse City, MI 49686

Darrell C. Rogers
President
NorthStar Soccer, Inc.
526 West Fourteenth Street, Suite 212
Traverse City, MI 49684

August 28th, 2014

Dear Darrell Rogers,

My name is Jim Chan. I would like to thank you for taking your time to meet with myself and my neighbors recently to discuss your plan of creating an indoor year-round sports facility, which will utilize our city's vacant property near Eighth Street and Wellington, the corner that my business is located. I think it's a wonderful idea. Your organization will bring numerous benefits to our neighborhood, from the economic boom to the services that your organization can provide to the neighborhood's families. You have my full support as a Traverse City resident, and as a business owner.

Again, thank you for your time.

Sincerely,



Jim Chan
Owner, Mint on Card Inc.



522 E. Eighth Street, Traverse City, Michigan 49686
a title insurance agency
231-929-1235

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

August 29, 2014
RE: Grand Traverse Sports Center Proposal

Dear City Officials:

We are in full support of the Grand Traverse Sports Center proposal and their vision for 517 Wellington Street. This building was for many years dedicated to children, let that tradition continue. NorthStar Soccer/Grand Traverse Sports Center has the knowledge, resources and experience to again make this building what it should be – for the children.

We are committed to the enhancement of the Eighth Street Corridor and see this as your continued responsibility to the City tax payers by maintaining the direction set forth in the Master Plan. The Grand Traverse Sports Center is a perfect complement to that commitment. It will add to the child friendly waterfront development already in place with the children's garden, Hull Park, Grand Traverse Sailing program and the library. Not to mention the new affordable housing for young families at the Depot where children will be within walking distance of this wonderful new sports center in their neighborhood.

As individuals and commissioners, your decisions will set a tone for the Eighth Street Corridor and Boardman Neighborhood that will live on for years to come. Your decision to allow 517 Wellington Street to become the Grand Traverse Sports Center to be used by all children is a grand vision and will enhance our city, our children, our neighborhood and the lively hood of all residents.

We are in full support of the Grand Traverse Sports Center proposal and their vision for 517 Wellington Street.

Thank you.

Dale W Hunt
President

Mid-American Title Company
Owner-Taxpayer/522 E 8th Street, Traverse City, Michigan





NMSH

Northwest Michigan Supportive Housing

www.nmshousing.org

250 E. Front St. Suite 320
(231) 929-1309



A Snapshot of Homelessness

Figures, data, and terms that provide insight into the scope and impact of homelessness throughout the Grand Traverse, Leelanau, Kalkaska, Benzie and Antrim counties

“Homeless” does not necessarily mean someone sleeping on the street.

Chronic Homelessness (Super Homeless)

Persons likely to be entrenched in the shelter system and for whom shelters are more like long-term housing rather than an emergency arrangement. These individuals are **typically older** and consist of the **“hard-core unemployed”**, often suffering from **disabilities and substance abuse problems**. Such persons represent a far smaller proportion compared to the transitionally homeless.

Transitional Homelessness: (Inexperienced Homeless)

Individuals who generally enter the shelter system for only one stay and for a short period. Persons are **likely to be younger**, are probably recent members of the **“at-risk” population** and **have become homeless because of some event**. Over time, these individuals will account for the majority of persons experiencing homelessness given their higher rate of turnover

At-Risk Homelessness: (In-Crisis)

People or families experiencing difficulty maintaining their housing with no alternatives for obtaining subsequent housing. This could include **eviction, loss of income, increase in the cost of housing or fleeing from family violence**



Homelessness means lacking a fixed, permanent nighttime residence.

Homelessness in the Five County Region

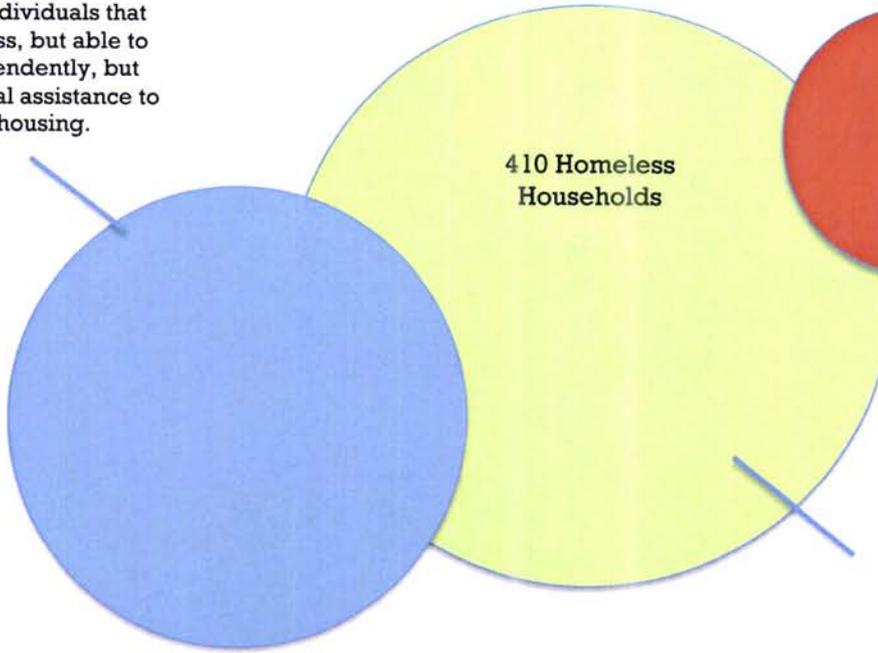
- On an average night in 2013 in the greater Grand Traverse region, the estimated total number of homeless persons was **410***
- The total number of homeless adult singles from October 2013 to August 2014 was **237***
- The root cause of homelessness is prolonged poverty. **14.2%**** of the five county region's population lives below the poverty rate
- The chronically homeless count from October 2013 to August 2014 was **69***
- The total number of homeless youth from October 2013 to August 2014 was **114** (Data collected from Pete's Place, homeless youth count has historically been inaccurate)



*Data collected from the 2014 Greater Grand Traverse Homeless Management Information System (HMIS) Report

** Data collected from the U.S. Census Bureau, Small Area Income & Poverty Estimates (via Northwest Michigan Council of Governments)

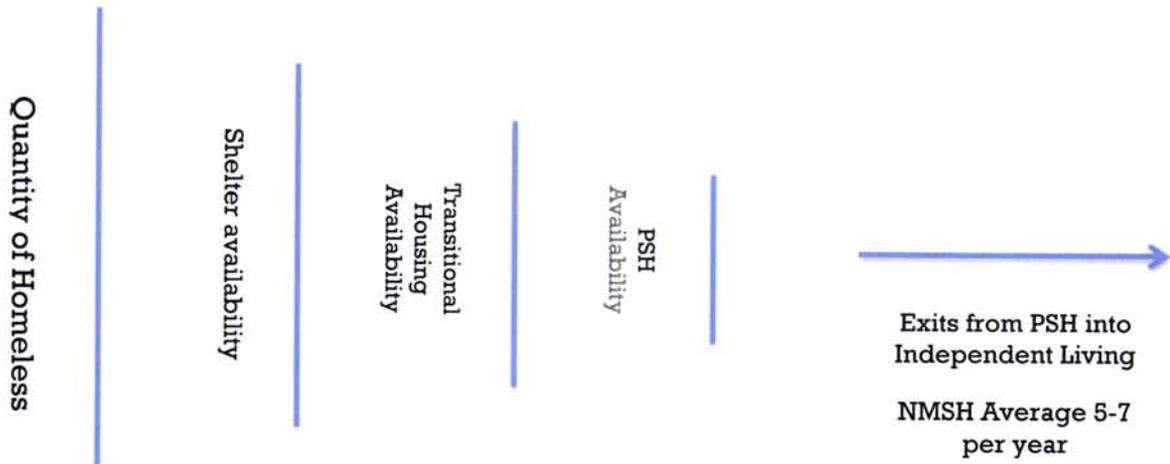
App. 100 individuals that are homeless, but able to live independently, but need financial assistance to get to housing.



App. 70 individuals Chronically/Literally Homeless

App. 240 homeless households that require the full spectrum of Continuum Care (most likely in these stages):

1. Transitional Housing
2. Permanent Supportive Housing combined with clinical psychological care
3. Independent Living



Conclusion:

The Greater Grand Traverse Region needs more affordable, low-income, and Permanent Supportive housing

Not enough supportive housing for those with severe mental health needs/chronic substance abuse

Not enough permanent supportive housing for those leaving shelters with the desire for housing



One Solution: Low-Income Housing Tax Credits The Basic Facts

Provides the private market with an incentive to invest in affordable rental housing

It is an indirect Federal subsidy used to finance the development of affordable rental housing for low-income individuals

Used by local housing and community development agencies to increase the supply of affordable housing in their communities

Once a development qualifies, developers sell these credits to investors to raise capital that reduces the debt the developer would otherwise have to borrow

Because the debt is lower, a tax credit property can in turn offer lower, more affordable rents

Investors receive a dollar-for-dollar credit against their federal tax liability each year over a period of 10 years. The amount of the annual credit is based on the amount invested in the affordable housing

Ending homelessness does not mean there are no homeless persons, but rather we can adequately serve the people who become homeless

10 Year Plan: An Investment to End Homelessness

Place greater emphasis on helping people to quickly regain stability and permanent housing

Place greater emphasis on prevention

Focus on housing with supports

De-emphasize shelters

Scattered-site housing plan

Challenges:

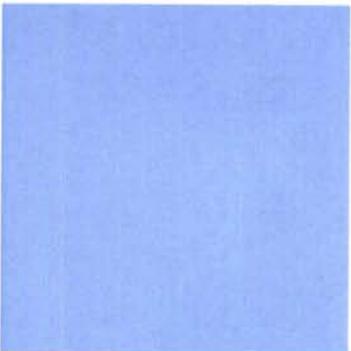
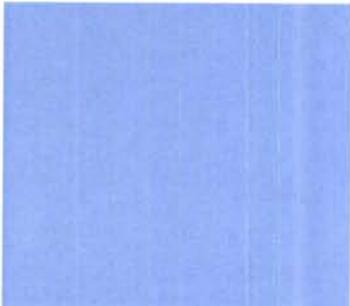
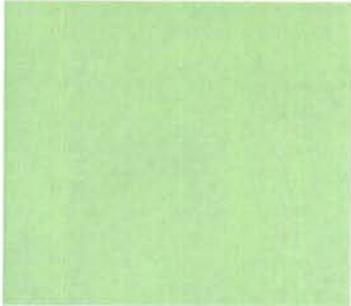
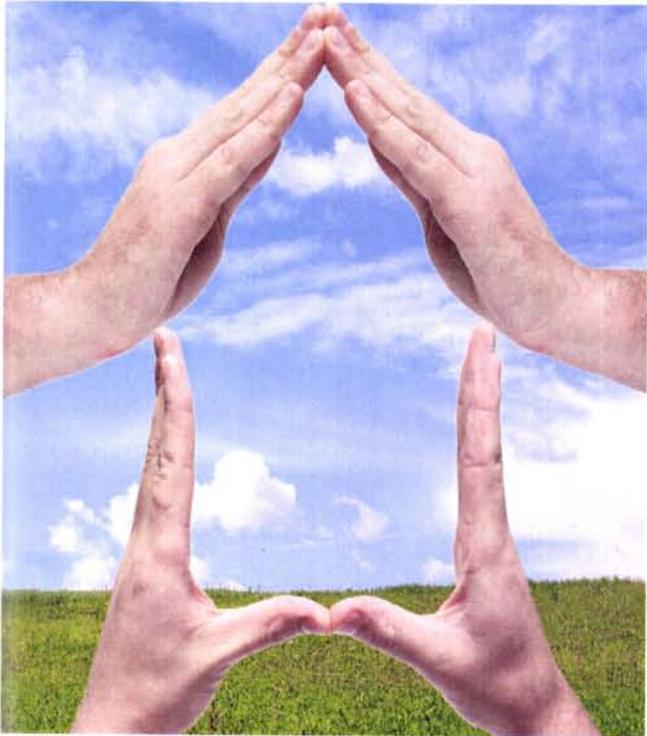
Community Collaboration

Commitment of Funding

Infrastructure

Enough support services and coordination of mental and human health services

True understanding of the need and those who are in need



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