



**Traverse City
Housing Commission**
a Public Housing Authority

COMMISSION MEETING MATERIAL

FOR THE STUDY SESSION

Tuesday, December 20, 2022 at 10:30 A.M.

LOCATION:

THIRD FLOOR COMMUNITY ROOM – RIVERVIEW TERRACE
150 Pine Street, Traverse City, Michigan, 49684



**Traverse City
Housing Commission**
a Public Housing Authority

MEETING AGENDA

December 20, 2022



TRAVERSE CITY HOUSING COMMISSION

150 Pine Street, Traverse City, Michigan, 49684

T: (231) 922-4915 | F: (231) 922-2893

TDD: (800) 649-3777

TCHousing.org

NOTICE

**THE TRAVERSE CITY HOUSING COMMISSION WILL CONDUCT A STUDY SESSION
ON TUESDAY, DECEMBER 20, 2022 AT 10:30 A.M.**

THIRD FLOOR COMMUNITY ROOM – RIVERVIEW TERRACE APARTMENTS

150 Pine Street, Traverse City, Michigan, 49684

(231) 922-4915

POSTED: DECEMBER 15, 2022

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AGENDA

I CALL TO ORDER & ROLL CALL

II APPROVAL OF AGENDA

III DISCUSSION ITEMS

A. Riverview Terrace Apartments Rehab Update (with Tour of X-02 Unit)

B. Strategic Plan Review & Update

NOTE: Commissioners will discuss the question: "What role does TCHC have in this region's affordable housing delivery system?"

IV PUBLIC COMMENT

V COMMISSIONER COMMENT

VI ADJOURNMENT

NEXT SCHEDULED MEETING: January 27, 2023 at 9:00 A.M.



**Traverse City
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DISCUSSION MATERIALS

TCHC Mission & Vision

TCHC Committee Structure

Previous Strategic Planning Material

TRAVERSE CITY HOUSING COMMISSION

OUR MISSION

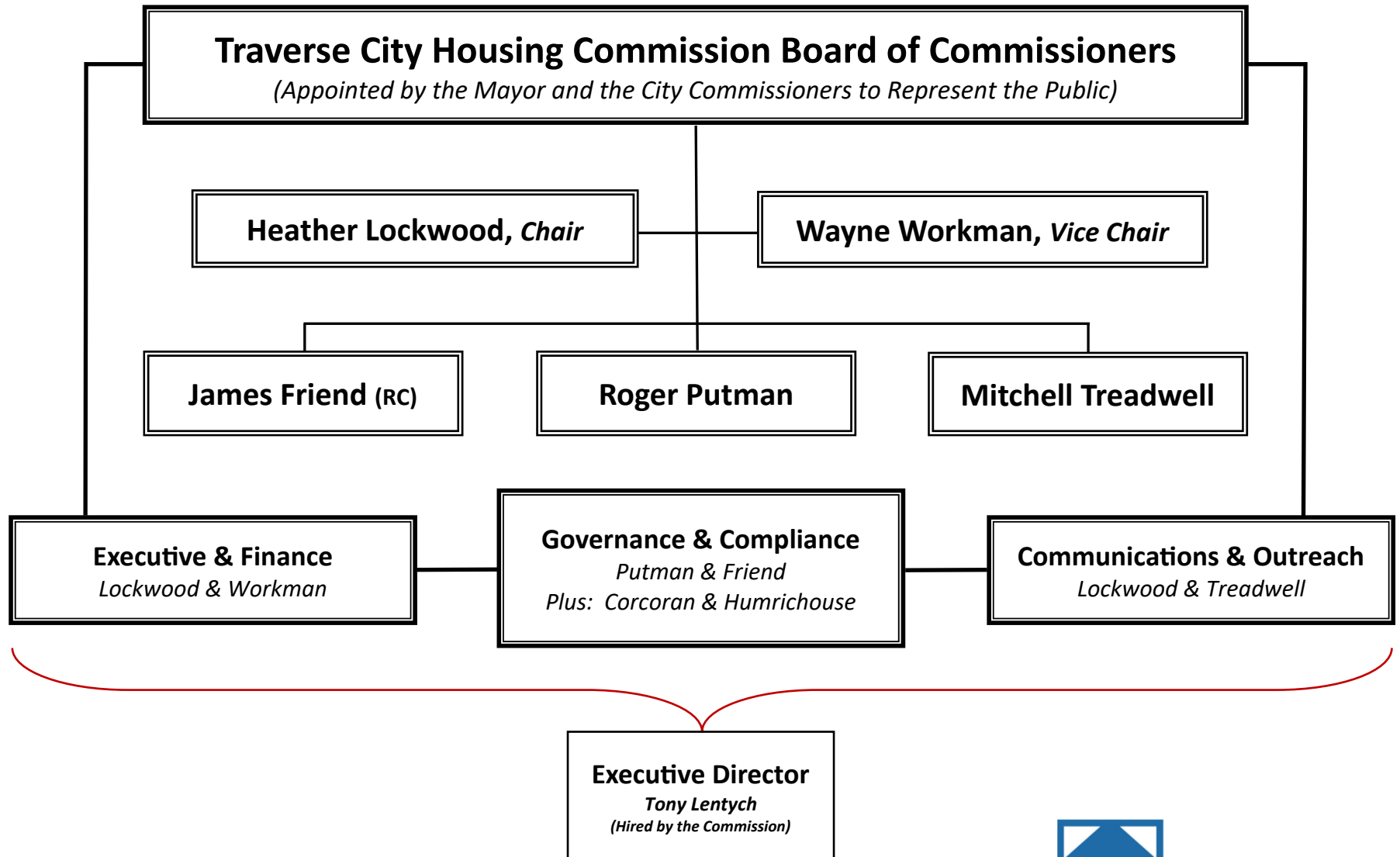
Because we know that housing is a cornerstone of a stable life, and that the lack of truly affordable housing in our region is at critical levels, the Traverse City Housing Commission exists to provide, quality affordable housing options that enhance our residents' opportunities for self-sufficiency and economic independence. We accomplish this mission by creating housing, partnering to create housing, or through the successful management of existing housing.



OUR STRATEGIC VISION

Our vision is to play a leadership role in expanding the range of housing options in the region including rentals and home ownership. Our TCHC housing inventory will be larger and will set a competitive standard for quality and affordability in a fiscally responsible way. We will be viewed as a champion of affordable housing. We will have strong partnerships in the private, public, and nonprofit housing sectors and our products and services will be recognized as successful models. The community will understand our role, value our work, and see the results of our efforts through an expanded housing inventory and program delivery system.

TCHC ORGANIZATIONAL CHART

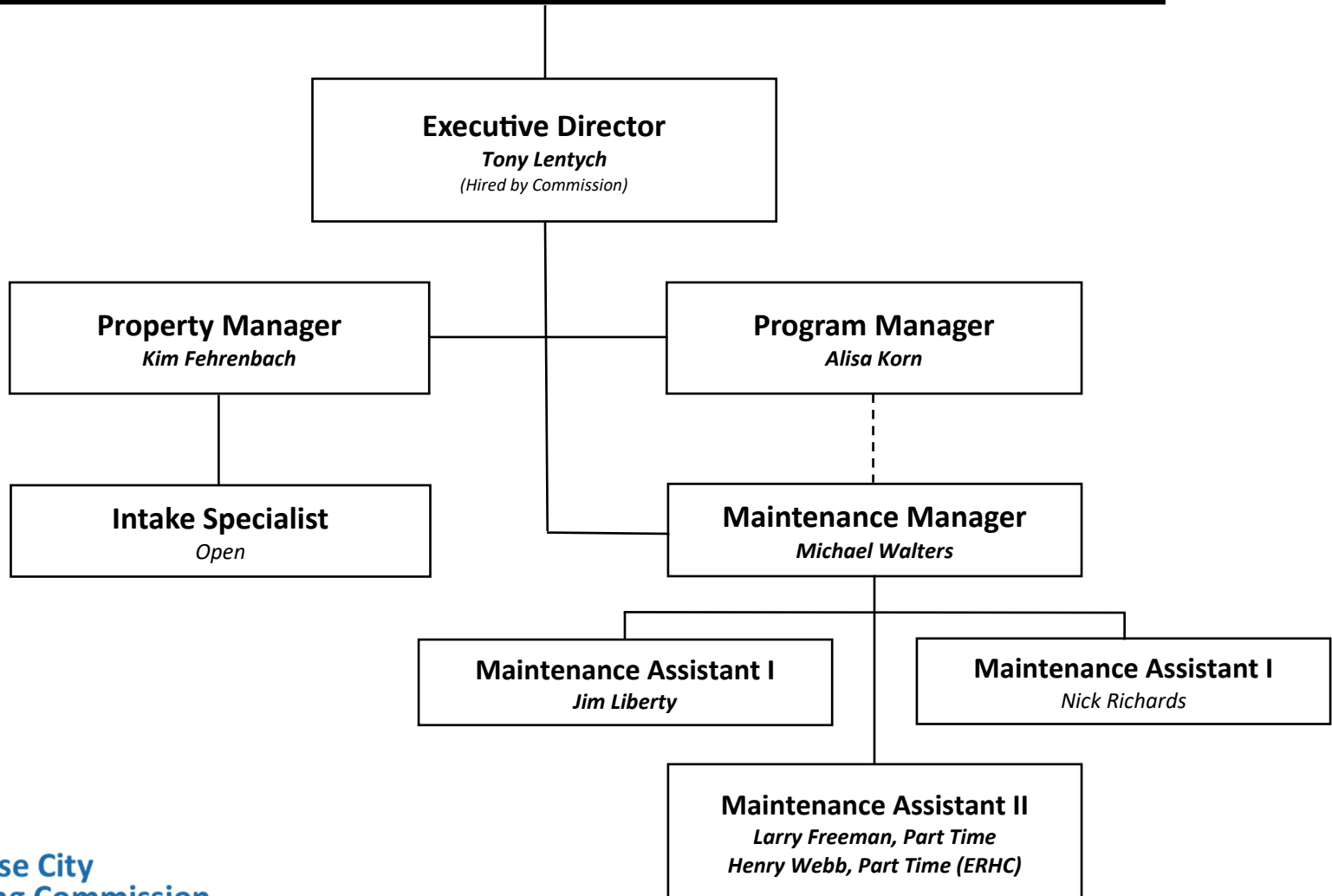


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TCHC ORGANIZATIONAL CHART

Traverse City Housing Commission Board of Commissioners

(Appointed by the Mayor and the City Commissioners to Represent the Public)



**Traverse City
Housing Commission**
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Traverse City Housing Commission
A Public Housing Authority

STRATEGIC PLAN: 2015 TO 2020

INTRODUCTION

The Board of Commissioners and Management Team of the Traverse City Housing Commission (TCHC) presents this strategic plan to the community with the key objective of increasing our capacity to develop affordable housing options and the desire to attract other partners and community members to work with us in expanding housing inventory and the program delivery system to support it. We recognize the urgent need for affordable housing and the positive long term impact additional housing will have on the economy and quality of life in our region. We acknowledge that our success relies on strong partnerships and working relationship with the private, public and nonprofit sectors.

This plan was developed during a series of planning sessions and included input from community leaders and TCHC residents. Their message to us was clear: “play a leadership role in increasing the inventory of affordable housing options of all types in our community.” This plan is our response. Our first step is to strengthen our internal capacity by organizing working committees, improving operations, and strengthening our board and staff. Our second step is to pursue aggressive housing development.

We invite you to share our vision of developing and delivering the highest quality affordable housing in a fiscally responsible manner and to join us in this important work.

OUR MISSION

Because we know that housing is a cornerstone of a stable life, and that the lack of truly affordable housing in our region is at critical levels, the Traverse City Housing Commission exists to provide, quality affordable housing options that enhance our residents’ opportunities for self-sufficiency and economic independence. We accomplish this mission by creating housing, partnering to create housing, or through the successful management of existing housing.

OUR STRATEGIC VISION FOR 2020

Our vision is to play a leadership role in expanding the range of housing options in the region including rentals and home ownership. Our TCHC housing inventory will be larger and will set a competitive standard for quality and affordability in a fiscally responsible way. We will be viewed as a champion of affordable housing. We will have strong partnerships in the private, public, and nonprofit housing sectors and our products and services will be recognized as successful models. The community will understand our role, value our work, and see the results of our efforts through an expanded housing inventory and program delivery system.

STRATEGIC GOALS

- Expand affordable housing inventory and range of options.
- Create opportunities for residents to improve quality of life and achieve individual successes.
- Foster an environment of innovation and excellence.
- Increase community engagement and understanding of our work.

TCHC STRATEGIC PLAN IMPLEMENTATION GRID

Strategic Goal 1: Expand affordable housing inventory and range of options.

STRATEGIES	TIMING	LEAD	STATUS
1A Identify the legal structure to support successful real estate development including the establishment of our own development team.	End of 2015	Commission	
1B Develop key partnerships in the private, public, and nonprofit sectors to support and to accelerate real estate development.	Launch Fall 2015; Review Annually	Commission	
1C Review and decide on all previous project proposals on current TCHC properties: Orchardview Phase I and Riverview Terrace Tower II.	O-II by January 2016; RT-II by January 2017	Commission & Legal Team	
1D Identify priority housing development projects and develop a business plan for each project.	Ongoing	Commission	
1E Track best practices in affordable housing in other markets; learn, share and test emerging models.	Two Study Sessions per Year	Executive Director & Commission	
1F Identify a coalition of nonprofits, developers, governmental reps, and program participants to work on a plan for affordable housing.	Launch in 2015; Review Annually	Executive Director	

TCHC STRATEGIC PLAN IMPLEMENTATION GRID

Strategic Goal 2: Create opportunities for our residents to improve their quality of life and achieve individual success.

STRATEGIES	TIMING	LEAD	STATUS
2A Identify program and service needs and determine what TCHC will develop and deliver and what program and services needs community partners will deliver.	TBD	Staff	
2B Participate in key community coalitions and collaborations that are focused on strengthening programs / services and referral relationships.	TBD	All Staff	
2C Negotiate with Grand Traverse County to reinstate the contract for the CDBG Program for Home Repair – or other appropriate activities that affect the City.	TBD	Executive Director & Commission	
2D Establish a maintenance process that ensures safe and well-maintained properties.	Launch Fall 2015; Review Annually	Executive Director	
2E Continue to deliver high quality programs that meet quality standards.	Launch Fall 2015; Review Annually	Staff	

TCHC STRATEGIC PLAN IMPLEMENTATION GRID

Strategic Goal 3: Foster an environment of innovation and excellence.

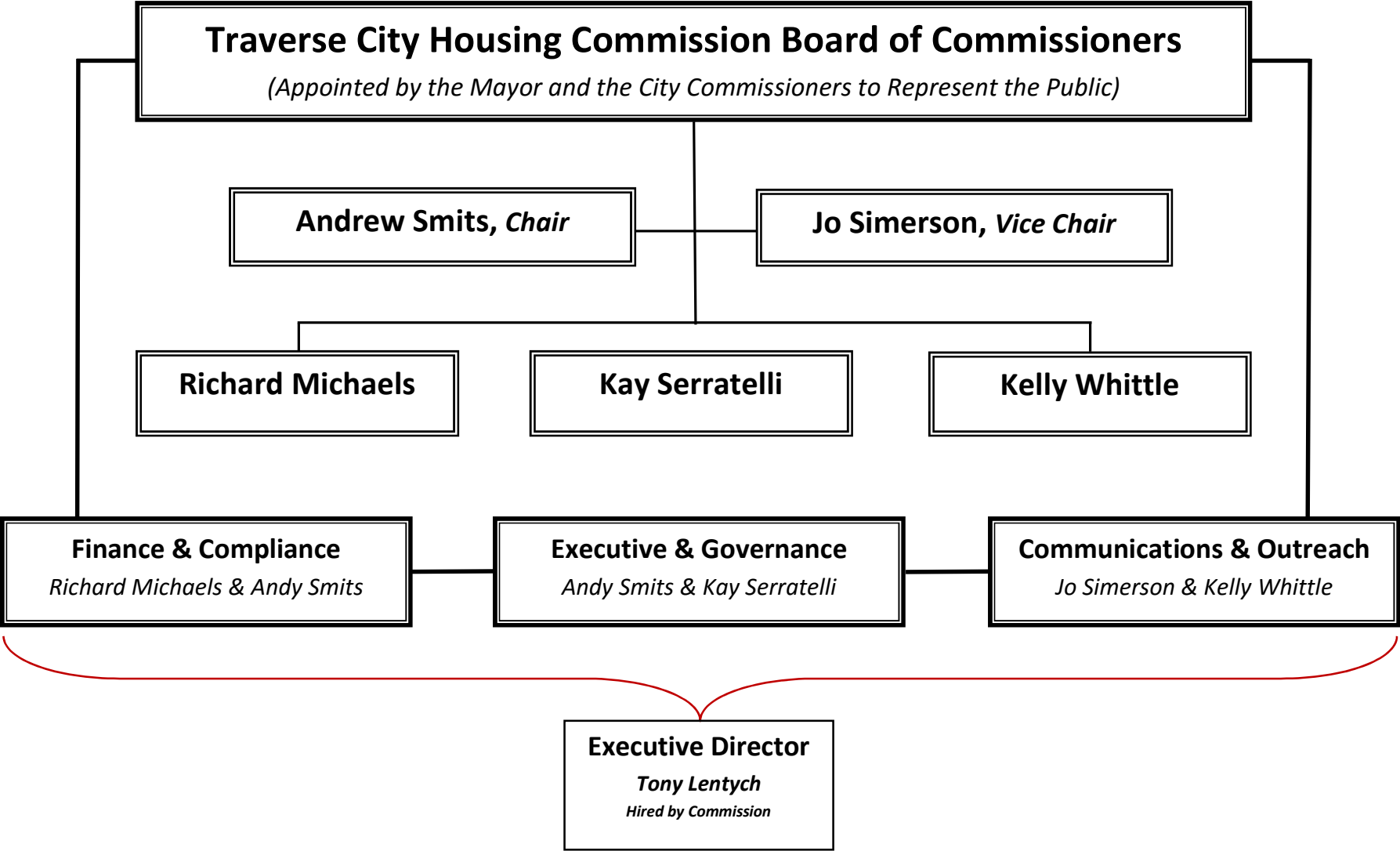
STRATEGIES	TIMING	LEAD	STATUS
3A Identify human resource needs and establish a staffing model and professional development plan to support growth and innovation.	4th Quarter 2015	Executive Director	
3B Identify committee structure to support strategic plan; identify committee chairs and populate committees.	Fall 2015	Governance Committee	
3C Build and implement a technology work structure that supports efficient operations - including a target of becoming a "paperless" workplace.	By 2017	Executive Director & Staff	Third Party IT Service Provider Selected.
3D Establish a board development and succession plan that includes appropriate training and orientation materials.	2016	Governance Committee	
3E Continue to monitor and to improve financial performance through the ongoing review of financial controls and reporting.	Ongoing	Executive Director & Commission	
3F Conduct a review of all TCHC policies to revise, improve, and augment as needed.	Ongoing	Governance Committee & Staff	

TCHC STRATEGIC PLAN IMPLEMENTATION GRID

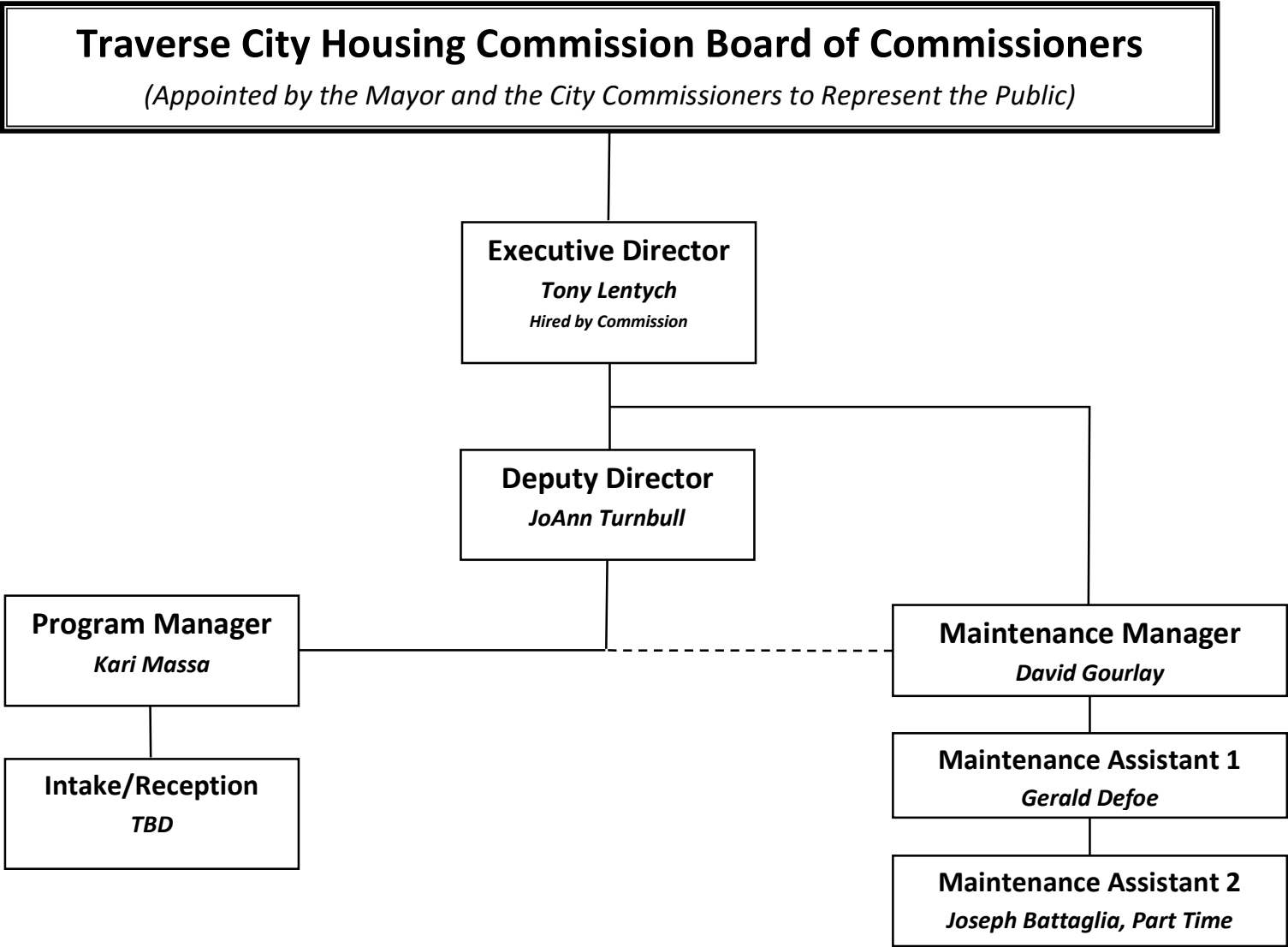
Strategic Goal 4: Increase community engagement in, and understanding of, our work.

STRATEGIES	TIMING	LEAD	STATUS
4A Develop a communication plan to share our vision, our plan and to report on our progress: Including Reporting to City Commission.	1st Quarter 2016	Communications & Outreach Committee	
4B Create a “next generation” website that serves to educate, inspire and engage the public.	2016	Executive Director	
4C Plan for 50th Anniversary Celebration and associated community outreach activities.	2016	Communications & Outreach Committee	
4D Develop an outreach and advocacy initiative focused on public officials.	2016	Executive Director & Commission	
4E Organize, recruit, and cultivate volunteers for projects and committees.	2017	Executive Director	

NEW ORGANIZATIONAL STRUCTURE (Supporting Successful Implementation of Strategic Plan)



NEW ORGANIZATIONAL STRUCTURE (Supporting Successful Implementation of Strategic Plan)



EXECUTIVE & GOVERNANCE COMMITTEE

Purpose:

The Executive/ Governance Committee supplements the work of the entire Board and serves to strengthen board practices and ensures that the work of the Board is consistent with its mission. It examines how the board is functioning, how board members communicate, and whether the Board is fulfilling its responsibilities and living up to the objectives and aspirations set for itself and the organization. The Board Chair may also choose to convene the Executive & Governance Committee for planning purposes or in-depth discussion on a specific topic.

Primary Responsibilities:

- Develop the Board including strong Board practices, procedures and culture
- Carry out specific directions of the board, and take action on policies affecting the work of the executive committee or when the full board directs the committee to do so.
- Initiate the board's involvement in establishing a strategic framework or direction.
- Lead the board's efforts in developing the strategic plan.
- Observe and nurture potential leaders within the Board and monitor/track Board members' eligibility for re-appointment by the mayor.
- Orients new Board members to ensure that they have adequate materials and understand their roles and responsibilities.
- Involves Board members in "continuing education." The Board Development Team can update Board members (about new programs, etc.) and continues to improve their skills as Board members.
- Establishes an effective communications network to keep Board members apprised of activities through emails, board and committee minutes, reports, and phone calls.
- Annually leads the Board in its self-assessment and develop recommendations to the board for self-improvement.
- Review and update ALL TCHC policies.
- Represents and serves as ambassadors for the organization, adheres to its principles and promotes a positive image.

Structure:

Two Board members including Board chair – additional members may include former board members. The Executive Director is an ex officio member. Reports routinely to the Board and submits routine reports.

Schedule:

Meets monthly or on an as needed basis.

FINANCE & COMPLIANCE COMMITTEE

Purpose:

The Finance and Compliance Committee works with the Executive Director to insure the financial health and legal compliance for the organization. It works with the Executive Director and staff to generate the required monthly financial reports for the Board, develop the draft budget, anticipate future financial needs, and addresses financial issues that relate to providing adequate resources for operations. The Committee is also responsible for conducting an annual external financial audit (including the selection and rotation of the lead auditor), presenting the final audit to the board for approval and ensuring appropriate financial controls are in place. The Committee assumes responsibility for reviewing and updating financial policies.

Primary Responsibilities:

- Develops and reviews a compliance checklist on a regular schedule including insurance policies and regulatory requirements.
- Monitors HUD compliance.
- Develops with the Executive Director and staff to develop the draft annual budget prior to final submission to Board.
- Determines necessary board financial reports and format.
- Prepares financial reports as needed.
- Monitors financial reports and identify potential financial issues.
- Monitors checking account and cash flow/ balance.
- Conducts financial forecasts and project future needs.
- Identifies process and timing for conducting audit including selection of auditor.
- Facilitates audit process; ensure access to required information and records that is provided to the auditors.
- Reviews initial audit reports.
- Provides final report and explanations to Board.
- Represents and serves as ambassadors for the organization, adheres to its principles and promotes a positive image.

Structure:

The Finance and Compliance Committee includes the Board Chair, one other Board member and non-Board members who are potential candidates for the Board. The Executive Director is an ex officio member. Reports routinely to the Board and submits routine reports.

Schedule:

Meets at a minimum on a quarterly basis.

COMMUNICATIONS & OUTREACH COMMITTEE

Purpose:

The Communications & Outreach Committee is responsible for developing and overseeing the organization's overall outreach, advocacy and relationship building activities.

Primary Responsibilities:

- Promote the organization's image, visibility and case for support.
- Outline key communication objectives and messages for the community and identify approaches to reach specific audiences.
- Establish a communication plan that is consistent with the overall strategic plan of the organization.
- Establish identity standards and guidelines which ensure the establishment of a consistent brand and image for the organization.
- Outline specific marketing and visibility activities which promote public understanding and the case for supporting the organization to the public.
- Create a media relations protocol, media release template, and media contact list.
- Develop an outreach strategy which includes presentations to key constituents.
- Further develop the website and social media strategy.
- Evaluate and refines strategies to insure their successful execution.
- Develop prospects, donor, and other mailing/ contact lists.
- Responsible for reviewing the statutory Annual Report that is presented to the City of Traverse City Commission.
- Serve as an ambassador and promote the organization's image, visibility and case for support within the community.

Structure:

Three or more members including both Board and non-Board members who are potential candidates for future board seats; reports routinely to the Board and submits routine reports. The Executive Director and Board Chair are ex officio members.

Schedule:

Once established, meets monthly.

APPENDICES

The following appendices represent supporting documents and research used by the Commissioners in developing this strategic plan.

APPENDIX 1: SUMMARY OF STRATEGIC PLANNING SESSION I

APRIL 2015

COMMUNITY NEEDS CONSIDERED IN OUR PLANNING:

- Identifying a common community definition of affordable housing
- Providing housing for a range of people- working people, seniors, disabled, low income
- 1400 jobs- unfilled, people can't afford to live in Traverse City
- The organizational capacity to build, fund, and manage affordable housing; it requires strong partnerships
- Zero housing stock; the current housing developmental activities won't meet need
- Everything is connected: food, utilities, clothing would be more affordable if all lower income money didn't go to housing
- The community needs to see an example of the government doing something right; we're the only governmental organization with housing in our name

CHALLENGES TO MEETING NEEDS:

- Funding- acquiring bonds or other funding
- A funding model that we understand
 - ✓ How revenue streams work
 - ✓ Where we need help
 - ✓ How can we receive money
 - ✓ Separate out HUD funds that are restricted
- Establishing TCHC as an authority that is knowledgeable with credible expertise beyond just marketing- deliver on message
- Ability to cast and share a vision that the community embraces and see their role in it- they value what we value
- Not everyone in community embraces affordable housing "near me"
- Acquiring the entry capacities to meet a range of needs

APPENDIX 2: COMMUNITY LEADERS INTERVIEWS

JULY/AUGUST 2015

EXECUTIVE SUMMARY:

At the request of the Board of Commissioners, NorthSky consultant, Pam Evans, conducted interviews with 12 community leaders during May and June 2015. The interview list and questions were reviewed and approved by Tony Lentych, Executive Director. Interview questions focused on the role and priorities for the Traverse City Housing Commission (TCHC) with the purpose of informing the TCHC strategic planning process.

INTERVIEWS COMPLETED:

Marsha Smith, *Rotary Charities*
Wendy Irvin, *Habitat for Humanity*
Cecil McNally & Carol Moorman, *Goodwill Industries*
Kris Brady, *Northwestern Michigan Community Action Agency*
Laura Oblinger, *Traverse City Chamber of Commerce*
Emma Moyer, *Northwestern Michigan Supportive Housing*
Sarah Lucas, *Networks Northwest & Grand Vision Housing Solutions Network*
Susan Onan, *Brickways*
John Sych & Jean Derenzy, *Grand Traverse County Planning Department*
Mike Estes, *Mayor, City of Traverse City*

FINDINGS:

Traverse City Housing Commission's Strengths

- Interviewees universally agreed that Traverse City Housing Commission (TCHC) plays a key role in securing and administering funding (HUD, MSHDA, bonds) for which other organizations do not have access.
- TCHC has legal powers that no other organization in the Traverse City area has.
- They also indicated that TCHC does an excellent job in administering the voucher program.
- Tony Lentych as the executive director is viewed positively and as a strength.
- Community leaders respect the professional resources on the Board and feel that the Commissioners and staff are knowledgeable about the nuances of affordable housing and the complexities of the issues.
- Property / facilities management is a real strength and could be offered as a service to other organizations.
- TCHC has the power of "longevity"; it's been consistently in place, a credible presence with a history of delivering housing.

Opportunities for Improvement

- Capture more housing vouchers and rent subsidies.
- Play a much greater role in developing housing options – both rentals and private ownership.
- Become more active and vocal at the state level to bring housing dollars into the region.
- Participate in more partnerships with nonprofits and developers; housing issues are great enough that we need more than communication between the players.
- Be more aggressive about pushing a vision and much more visible in the community; the public doesn't understand what TCHC does.

Priority Areas of Focus over the Next Three Years

- Most interviewees agreed that any way that TCHC can impact affordable housing inventory would be welcome.
- Several suggested that TCHC work with nonprofit partners to identify its next project and that it focus on underserved housing needs such as supportive housing for the chronically homeless and disabled; seniors; rentals for workforce needs and smaller scale projects that provide smaller homes that are affordable in terms of routine maintenance and utilities expenses or one bedroom rentals.
- One interviewee emphasized that TCHC should focus on the homeless and working poor; private development can address the rest of development needs.
- Interviewees requested assistance with removing barriers wherever possible in zoning and/or planning ordinances. They suggested that TCHC lay work with local governments so the approval process can be streamlined for development projects.
- Many interviewees felt that TCHC should make Grand Traverse County a priority for the next several years since that is where most employment opportunities exist (versus pursuing development projects in Leelanau, Benzie or Antrim.) One interviewee recommended focusing on the outskirts since Townships don't have the public issues that in-town development has. Another suggested focusing in Kingsley: it has the youngest migration in of people, a great k-12 school system, and MSHDA won't focus there because it's not considered an urban area.
- Improved communication about what funding is unique to TCHC and how to work with it; improved communication about how it's responding to community need.

TCHC Role

- Universally, interviewees indicated that TCHC should play a leadership role and should be an active participant in any community discussions or planning around affordable housing. It shouldn't try and take control but serve as a true leader and collaborator.
- Think strategically with other collaborators/ partners about how to best access and use MSHDA and HUD funds.

- Most interviewees agreed that the need for affordable housing exists across all sectors and that TCHC can play any role it wants; they'd just like to see some active development of additional affordable housing options.
- Several interviewees indicated that TCHC could play a greater role in developing single family housing. Homestretch is the only other organization working in this area and it represents a large gap.
- Several interviewees requested that TCHC become more active in existing collaborations/ coalitions including the Homeless Continuum of Care and Housing Solutions Networks.
- Several interviewees requested that TCHC reach out and partner more with area nonprofits.
- Several interviewees suggested that TCHC work to influence state funding coming into the regions and work on influencing MSHDA to be more flexible in funding smaller projects with less than 18 units.
- TCHC has access to loan funds for home owners to improve existing houses. Loans are forgiven over time.

Other Opportunities

- Partner with Grand Traverse County to access their opportunities (Brownfield program; hold in Land Bank to eliminate property taxes, etc.)
- TCHC could play a role in fixing up existing houses (i.e. neighborhood behind Meijer).
- MSHDA works with the Wexford Housing Authority and NMCAA to provide a "Key to Own" program in Wexford County; NMCAA would like to do the same in Grand Traverse by partnering with TCHC.
- Ensure housing development allows easy access to TART trails and bus routes. TART has been designed with an emphasis on recreational use but not with an eye to working residents or children.
- Connect parking lots in business districts to make it easier to travel by foot or bike.
- TCHC could negotiate tax breaks for landlords for low income units.
- Partner with NMC to access dorm rooms during the summer for seasonal housing needs.

Other Suggestions

- TCHC should be cautious about developing properties too far outside of town where there are no stores, trails, sidewalks; it's too isolated.
- The name Traverse City Housing Commission is confusing and doesn't represent the scope of their authority. Several people suggested changing it.

APPENDIX 3: TCHC RESIDENTS' COUNCIL DISCUSSION SESSION

MAY 2015

OVERVIEW:

Fourteen members of the Residents' Council joined Pam Evans, NorthSky Consultant, for a discussion about the Traverse City Housing Commission and its role and vision for the next five years.

Participants shared their impression of TCHC's strengths

- It is concerned about the residents.
- The Board is stronger with healthier dynamics and more active commissioners.
- The channels of communication between management, the Board and residents is stronger and more open than in the past.

Opportunities for improvement identified by the Residents' Council

- Introduce every new Board member to residents including credentials/bios.
- Track legislature and try to impact zoning requirements so we can have ADUs and other creative housing solutions.
- Continue to strengthen two-way communication between residents and leaders.
- Educate the residents about what a strong housing commission is including resident rights, safety requirements.
- Encourage residents' participation in planning and development.
- Continue working on security.
- Make sure residents have input into policy creation and understand policies and why they are important.
- The Board needs to step up more to address housing needs and recognize that it will take more of their time.
- Become a proactive; leader in all housing needs including finding the funding; finding the partners; influence zoning; and seizing every opportunity.
- This site is an "icon"- use it as a model for affordable housing-state wide and local.
- Become the "go to" organization for information on affordable housing or for issues related to affordable housing.
- Develop a range of additional housing options, including single family housing.

The Residents' Council reviewed and commented on the following draft vision for the 2020 strategic plan

We play a leadership role in expanding the range of housing options in the region including rentals and home ownership. We are viewed as the experts in affordable housing. We have strong partnerships in the private, public and social sectors. Our region has a housing model that is recognized state-wide and is viewed as a shining example. The community understands our role and values our work and sees the results of work through an expanded housing inventory and related programs and services.

- They agreed that this is an appropriate vision for TCHC and consistent with their view and recommendations.

Other issues identified by the Residents' Council

- Need more “affordable” housing that is income-based.
- Address the homeless/panhandlers who accost people for money.
- The Board needs a tighter coalition with other housing partners.
- Build housing to be handicapped accessible; integrate it right in from start.
- Most housing going up is unaffordable.