



TRAVERSE CITY HOUSING COMMISSION

Strategic Plan 2025 – 2029

ENGAGING COMMUNITY
EMPOWERING PEOPLE



FOUNDED & GOVERNED

TCHC was established in 1966 by City Ordinance under Michigan Public Act 18 of 1933. We are governed by a five-member Board of Commissioners appointed by the Mayor of Traverse City, each serving five-year terms.



OUR MISSION

The Traverse City Housing Commission provides safe, quality, attainable housing for households who need affordable housing, supporting self-sufficiency and strengthening community well-being across the Grand Traverse region.

OUR COMMITMENT

We provide collaborative leadership to expand affordable housing across the region. We engage partners, create housing opportunities, and responsibly manage our housing communities.

WHO WE ARE

For 60 years, the Traverse City Housing Commission (TCHC) has helped people in our community find and maintain housing they can afford. As housing needs grow across the Grand Traverse region, we are expanding our role — working with partners to create more opportunities and help ensure our community remains a place where all of us can live, work, and thrive.

WHO WE SERVE

- 75% of TCHC housing vouchers are targeted for households making 0-30% of average median income (AMI).
- Development initiatives including mixed-income, workforce, senior, disability, and supportive housing solutions.

OUR PROGRAMS

- Housing Choice Voucher (HCV) Program
- Project-Based Voucher (PBV) Program
- Family Self-Sufficiency (FSS) Program

GEOGRAPHIC REGION

We serve the greater Grand Traverse region, and also manage the Elk Rapids Housing Commission.

STRATEGIC PLAN 2025 – 2029

Engaging Community, Empowering People

This plan guides TCHC's work from 2025 to 2029 across three strategic priorities: expanding our regional leadership, growing affordable housing supply, and strengthening our organizational capacity.

STRATEGIC PRIORITY 1

Regional Leadership, Partnerships, and Advocacy

Serve as a regional leader, partner, and advocate for affordable housing opportunities in the Grand Traverse region.

- Engage local governments, housing organizations, service providers, and community members to strengthen regional collaboration and build shared support for affordable housing.
- Ensure TCHC programs, partnerships, and resident engagement reflect the housing needs of all community members and strengthen trust in TCHC's role.
- Maximize voucher utilization, secure stable funding for the Family Self-Sufficiency program, and maintain sustainable financial reserves.
- Strengthen programs and partnerships that help residents maintain long-term housing stability.
- Leverage TCHC's relationships to advocate for housing partners and development initiatives that expand affordable housing opportunities.

STRATEGIC PRIORITY 2

Expand Affordable Housing Opportunities

Expand affordable housing opportunities for households with incomes at 0-120% AMI across the Grand Traverse region through TCHC leadership and partnerships.

- Build and maintain a regional development pipeline aligned with community priorities, housing needs, available funding, land availability, and capacity.
- Promote diverse housing options including mixed-income, workforce, senior, disability, supportive housing, and deeply affordable units for households with the greatest needs.
- Explore tools such as land banking, strategic site acquisition, and nonprofit development strategies to support affordable housing creation.
- Strengthen property management and maintenance capacity to support new development and reduce long-term dependence on external partners.
- Develop trained staff and systems to build internal expertise to assume management of Commission-developed properties in coordination with private and State developer partners.
- Support programs and partnerships that promote long-term housing stability for residents with disabilities and/or people who have experienced homelessness.

STRATEGIC PRIORITY 3

Strengthen Capacity & Sustainability

Strengthen organizational capacity, systems, and resources to sustain housing programs and support expanded development.

- Expand funding and resource development through grants, fundraising, and increased community awareness of TCHC's role and impact.
- Strengthen internal infrastructure including staffing, systems, funding diversification, community engagement, and transparency.
- Align organizational staffing to support development activities, financial management, and community engagement.
- Modernize IT systems and digital infrastructure to improve workflow and support efficient and secure operations.
- Promote staff excellence through training, professional development, and competitive compensation.



Executive Director

Karl Fulmer

Commissioners

Wayne Workman, Chair

Mitchell Treadwell, Vice Chair

Laura Dagwell • Jim Friend • Deb Lake

TRAVERSE CITY HOUSING COMMISSION

150 Pine Street, Traverse City MI 49684
www.tchousing.org



OUR PROPERTIES

- Orchardview Townhomes
- Riverview Terrace Apartments
- Parkview Senior Apartments
- Flats at Carriage Commons I

PROPERTIES IN DEVELOPMENT

- Orchardview Apartments
- Cityview Apartments
- Flats at Carriage Commons II and III