



**GREAT LAKES WATER RESOURCE CENTER**

**FINAL REPORT**

**COASTAL MANAGMENT GRANT 95D - 10.07**

**Grand Traverse County  
Northwestern Michigan College**

## **FINAL REPORT**

### **GREAT LAKES WATER RESOURCES CENTER REDEVELOPMENT PROJECT**

This final report summarizes the background, goals and objectives, tasks, accomplishments and next steps for the Great Lakes Water Resources Center, under a Coastal Management Program Grant (No. 95D-10.07).

#### **Project Goal**

The goal of the Great Lakes Water Resources Center Redevelopment Project is provide a comprehensive foundation of information for the planning and development of a Center to host a diverse range of water related public attractions and office space for water related public agencies, educational institutions and private firms.

The proposed location for the Center is the Great Lakes Maritime Academy, situated at the base of the West Arm of grand Traverse Bay, with walking distance of downtown Traverse City and visibly located on the heaviest traveled section of road in northern Michigan. The Northwestern Michigan College property encompasses approximately 7 acres, containing the Great Lakes Maritime Academy building with a deep water, protected harbor capable of handling a number of very large vessels, In addition, Technical/vocational Division and warehousing functions are presently housed in the old Cannery Building..

#### **Project Funding and Participants**

Funding for the project came from a \$30,000 grant from the Coastal Management Program, MDNR, and a \$15,000 matching grant from Rotary Charities. In-kind services were provided by the project participants. The project participants include:

- |  |   |
|--|---|
| <input type="checkbox"/> Grand Traverse County           | <input type="checkbox"/> Northwestern Michigan College          |
| <input type="checkbox"/> MSU Extension Sea Grant Program | <input type="checkbox"/> Great Lakes Water Resources Task Force |

The project team included:

Mac McClelland, Deputy Administrator, Grand Traverse County  
Chet Janik, Director for Special Projects, NMC  
John Tanner, Director, Great Lakes Maritime Academy  
Bob Brick, ReMax Realty  
Michael Wills, Harbor Boat Shop  
Tim Reardon

John McKinney, MSU Extension Sea Grant Agent

## **Project Background**

For over two years, a small group has been exploring the concept of establishing a Great Lakes Water Resources Center. With the assistance of Rotary Charities of Traverse City, funding was obtained from the Biederman Foundation and the Slaughter Foundation to engage the Waterfront Center of Washington, D.C., a consulting firm specializing in waterfront development, to undertake a professional assessment of the concept. A report was prepared and presented to various key community groups in May, 1993. The report, in summary, made the following assessments and recommendations:

- The Maritime Academy site is a gem and should be retained in a public educational role, a sentiment with apparent widespread support in the community. Together with adjacent, publicly owned parcels, the site offers a prime public access point to Traverse Bay.
- The basic concept for a public educational facility is sound. It now needs refinement and direction, which the Waterfront Center's report attempts to provide.
- The mission of the facility should be focused on public education about all aspects of the Bay, ecological and cultural, and through this, convey insights into the Great Lakes system. Ancillary activities would be restricted to the Maritime Academy, a shop/cafe and offices; research would not be envisioned here, but rather the results of research done in the area might be displayed and explained here.
- Steps should be taken to formalize the plan, to broaden and incorporate its organizing committee, to begin a public education program, to employ a staff director (\$1 a year), and take beginning steps to relocate to the site activities that naturally fit.
- A number of important early steps can begin right away, such as investigation of how to possibly upgrade and expand the existing marina, to properly evaluate the old cannery structure and to make sure the needs and plans of Northwestern Michigan College and its Maritime Academy are fully incorporated.

The report concluded that "the idea of a Traverse Bay Center, with a sharpened focus and done well, is an excellent one."

Northwestern Michigan College has conducted a study of the site to determine the buildout capacity in the context of their overall Master Plan. In addition, NMC recently launched a University Center which provides four degree programs in conjunction with a number of Michigan universities. An important consideration was to ensure that site planning was

integrated closely with the needs of NMC.

## **Project Process**

The project team met in early 1995 to outline the process in order to move forward toward the ultimate goal of redeveloping the Maritime Academy site into a Great Lakes Center. These steps included developing the work scope or project tasks; hiring a qualified consultant to carry out the work, conducting the project, and determining the next steps.

### ***Project Tasks***

Based on the report from the Waterfront Center and discussions with NMC, the Project Team developed the project tasks which would need to be accomplished. The tasks formed the basis of the Request For Proposals for consulting services.

Listed below are the primary tasks of the Great Lakes Water Resources Center Planning Assessment Project:

#### Task 1: Determine Site Constraints

The site has tremendous potential and significant constraints due to its size and location. This task will identify the significant site constraints and outline the maximum carrying capacity of the site for development.

#### Task 2: Project Reconnaissance

The outcome of this task will be to identify priority uses for the Great Lakes Water Resources Center.

There are three subtasks:

- a) Community Consensus - A forum or design charette will be conducted to identify and prioritize key uses for the Center. The Center Task Force will provide the space and assist in the publicity of and invitations to the charette. Proposers should outline the specific considerations in developing and conducting a consensus forum including a proposed agenda, marketing efforts, and consensus tools.
- b) Identify Organizational Participants in the Center - From information provided by the County and culled from other sources, locate and identify organizations which may become tenants and/or exhibitors. Search efforts will focus on entities that provide services/products/regulations related, but not limited to, environmental, ecological, economic and recreational aspects of the Great Lakes Basin. The NMC University Center plans will need to be closely considered

during this task.

- c) Report - Provide a report on the key priority uses of the Center and users groups to target discussions for participation.

### Task 3: Design Study

Based on the site constraints and the priority uses, the next step is to conduct a design study to more completely determine the site potential.

The specific components of the design study will include the following subtasks:

- a) Programming - Meet with the organizational participants identified above to determine space requirements and operational integrations with other potential facility occupants.
- b) Schematic Design - Prepare schematic planning documents which indicate clearly the consideration involved and the alternate solutions available to the owner. The schematic design will include schematic layouts, sketches and preliminary design criteria and set the Professional Contractor's recommendations and establish the scope of the project.
- c) Preliminary Construction Cost Estimate

### Task 4: Develop Business Plan

The business plan should include the optimal organizational structure for the development and operation of the Great Lakes Resources Center and include a capital and operating budget with revenue sources. Potential funding sources will be identified and defined. These will include applicable federal, state, and local government programs, foundations, trusts, and potential tenants/exhibitors among others. In addition, funding request criteria, parameters and deadlines will be defined for funding sources when applicable.

### ***Consulting Services***

A Request for Proposals was developed and distributed on May 1, with proposals due May 25. Unfortunately, no proposals were received in response to the RFP. Informal communication with potential bidders indicated that the work scope was too aggressive for the available funds. Two areas in particular were identified as resource intensive and lower priority: data collection and marketing. As a result, the work scope was revised to narrow the focus to the most important aspects: site constraints, community input, design, and business plan.

The RFP was reissued on July 24, with proposal due August 23. The evaluation team comprised of Chet Janik, Bob Brick, Tim Reardon, Mike Wills, and Mac McClelland

reviewed and scored the four proposals submitted in response to the Great Lakes Water Resources Center RFP and met on Monday, August 28 to discuss the proposals. Listed below are the summary scores for each firm:

FIRM	CITY	TOTAL
Johnson Johnson & Roy, Inc.	Madison	80.83
Economic Research Associates	Chicago	72.21
Beckett & Raeder Inc.	Ann Arbor	71.95
Blue Northern	Traverse City	57.03

The evaluation unanimously recommended Johnson, Johnson, and Roy (JJR). The contract was approved by the County Board of Commissioners at their August 30 meeting.

### ***Project Implementation***

#### **Kickoff Meeting**

A kickoff meeting with JJR and the Project Team was held October 2. The purpose of this meeting was to set the project parameters, provide direction to JJR on community input, and set the project schedule. The Project Team developed the scope and agenda for the public input meeting, scheduled for October 26.

In addition to meeting with project team, JJR met with a number of local officials to gain input on the project. These local officials included representatives from NMC, City of Traverse City, Grand Traverse Bay Watershed Initiative, Maritime Heritage Alliance, Inland Seas Education Association, and others.

Also during this time, JJR collected information about the site and the constraints which would determine the carrying capacity of the site. Meetings were held with the City Planner and Zoning Administrator to determine the standards for site development. Floor plans and design drawings, along with the NMC master plan, which includes this site, were obtained. Other site assessment information from NMC was also collected.

At this meeting, NMC agreed to take a leadership role in facilitating the project. Understanding that the final outcome of the project would require Board of Trustee approval and would need to fit in with the overall vision of the college, Chet Janik, Director of Special Project for NMC, assumed the lead role as project manager and took over responsibility for communication between and among the project team, the community, and the consultant. This leadership was crucial in the successful implementation of the project and integration with NMC, the key partner in the project.

## Public Input Workshop

On October 26, a community input session was held with over 30 participants. The participants were divided into small groups to develop programming issues and concerns, and develop an overall vision of the project. The results of that session are detailed in the consultants report, attached to this final report.

In addition to the community input session, the project team met with representatives of the NMC Board of Trustees. The Board had an opportunity to hear the overall scope of and consultant's approach to the project and to provide input on the boundaries of the study from the Board's perspective.

## Design Report

JJR then took the input for the community session, the meeting with the Board of Trustees, and the input of the project team, along with the data and information collected on the site and produced a draft report for review. The report included an executive summary, site and architectural feasibility, and project budget and operations summary.

The report identified an overall mission statement, goals and objectives, and a phased implementation plan.

### *Mission Statement*

The creation of a center consisting of both public and private entities committed to public education and promoting an awareness of all environmental and cultural aspects of Grand Traverse Bay. This center will complement the broader educational mission of Northwestern Michigan College. The new facility needs to reach out to the broadest community base as well as a appeal to the visiting tourist reinforcing the concept that the water quality of the overall watershed as well as its intricate relationship to the Great Lakes System is what makes the Grand Traverse Bay Area such an exceptional place.

### *Concept*

The creation of a non-profit facility sharing the NMC Technical Center Site on the bay, downtown Traverse City. The proposed center will build on the presence of the Great Lakes Maritime Academy, and introduce a range of activities providing educational opportunities promoting maritime heritage, research and vocational training, recreation, freshwater ecology and economic issues related to the watershed of the Grand Traverse Bay Area.

### *Goals and Objectives*



The facility's intent is to build on existing organization, (Maritime Academy, Watershed Initiative, Inland Seas Educational Association, Maritime Alliance, University Center, etc.), and create a synergistic environment resulting in a facility which shares information, becomes a clearing house, attracts research, develops educational programs on all levels, and provides access to the Bay. The resources developed need to celebrate the Bay and show the impact on the daily lives of local residents, as well as the impact on their activities on the watershed. The resulting reputation and effort will expand Grand Traverse Bay's importance within the academic and scientific community nationally. An indirect benefit will be the ability to offer seasonal tourists a reason to lengthen their stay and expand their understanding about the regions environments quality.

Specific objectives include:

- Provide Public Access to the Bay
- Create a Clearinghouse and Exchange of Information
- Provide Vocation/Technical Training Opportunities
- Foster Scientific Research which includes the private sector.
- Create an opportunity for notoriety and economic development on a variety of levels.

#### *Phased Implementation*

Due to the nature of pursuing and obtaining grants and the reliance on a variety of fundraising options, the consultants recommended, and the project team agreed, that the project be phased.

Phase one would include demolition of the cold storage building and marina improvements, phase two would include parking lot and landscaping improvements and the relocation of labs and shops in new facilities, phase three would include the development of an outdoor exhibit area and phase four would include remodeling the existing Maritime Academy building, adding 35,000 square feet of offices to incorporate the Water Resources Center.

#### **Next Steps**

Over the next six months, the final report will be presented to the NMC Board of Trustees for consideration. An implementation plan is being developed to identify a project leader (a highly qualified community member has volunteered to fulfill this role), expand the advisory board, finalize an organization structure, and develop the terms of a formal relationship with NMC. This implementation plan will be presented to the NMC President and Board of Trustees for consideration of adoption. Once the plan is adopted by the

NMC Board, the project leader and advisory board will begin the task of fundraising and forming formal partnerships with organizations and firms which will be a part of the Great Lakes Water Resources Center.

This study has provided invaluable information and community impetus to the concept of a Great Lakes Waters Center. The support of the Coastal Management Program and Rotary Charities was crucial to continuing progress on this project. Any redevelopment on the site can be directly related to the financial and staff support of Coastal Management Program and Rotary Charities.



# PROJECT FINANCIAL REPORTS

DEPARTMENT OF NATURAL RESOURCES  
 LAND AND WATER MANAGEMENT DIVISION  
 COASTAL MANAGEMENT PROGRAM

CONTRACTOR/SUBGRANTEE'S QUARTERLY FINANCIAL REPORT\*

Contract No. 95D-10.07 for Quarter/Period October 1, 1995 through December 31, 19 95

Subgrantee's Name Grand Traverse County Date: May 15, 1995

Subgrantee's Federal I.D. Number 58-

Amount Spent During Quarter

Personnel	_____
Fringe Benefits	_____
Travel	_____
Equipment	_____
Supplies	_____
Other	_____
<u>Contractual Services</u>	_____
Total . . . . .	_____

\_\_\_\_\_ State/Federal  
 CZM Grant Funds  
 =  
 \_\_\_\_\_ Subgrantee's  
 Matching  
 Contribution

Amount Spent, Fiscal Year to Date

Personnel	\$16,922.50
Fringe Benefits	\$7,252.50
Travel	- 0 -
Equipment	- 0 -
Supplies	\$500.00
Other	\$586.66
<u>Contractual Services</u>	\$45,000
Total . . . . .	\$70,261.66

\$30,000 State/Federal  
 CZM Grant Funds  
 =  
 \$40,261.66 Subgrantee's  
 Matching  
 Contribution

\*Expenditure categories listed may be modified to a reasonable degree to conform to contractor's accounting system.

**GREAT LAKES WATER RESOURCES CENTER  
LOCAL MATCH**

ROTARY GRANT	\$15,000.00
STAFF TIME	\$10,150.00
COMMUNITY EFFORT	\$14,025.00
SUPPLIES/MATERIALS	\$500.00
MAILINGS	\$353.06
PRINTING	\$233.60
TOTAL	\$25,261.66

PAYEE **JJR**

DATE **1/09/96**

No. B **206191**

FUND	AMOUNT	INVOICE NUMBERS	
101	13,500.00	57462	57626
<b>TOTAL ▶</b>	<b>13,500.00</b>	COMMENTS:	

THE ATTACHED WARRANT IS TENDERED TO YOU HEREWITH IN FULL SETTLEMENT OF YOUR ACCOUNT AS DETAILED ABOVE.

002 0206191 COMMON ACCOUNT

No. B **206191**



# GRAND TRAVERSE COUNTY

GOVERNMENTAL CENTER • 400 BOARDMAN AVE.  
TRAVERSE CITY, MICHIGAN 49684

DATE **1/09/96**

AMOUNT

**THIRTEEN THOUSAND, FIVE HUNDRED DOLLARS AND NO CENTS**  
VOID IF NOT CASHED IN 60 DAYS

**\$\*\*\*\*\*13,500.00**

EMPIRE NATIONAL BANK  
TRAVERSE CITY, MICHIGAN

74143  
724

PAY  
THIS ORIGINAL  
WARRANT  
TO THE  
ORDER OF

**JOHNSON, JOHNSON & ROY, INC.**  
**110 MILLER**

**ANN ARBOR**

**MI 48104-1339**

COUNTY CLERK

COUNTY TREASURER

**NOT NEGOTIABLE**

⑈ 206191 ⑆ ⑆ 072401433 ⑆ 7088773 ⑆



**INVOICE**

Johnson Johnson & Roy/Inc  
110 Miller  
Ann Arbor, Michigan 48104-1339  
313 662 4457

NOVEMBER 27, 1995  
INVOICE NO. 57462  
PROJECT NO. 17791.00

GRAND TRAVERSE COUNTY  
400 BOARDMAN AVENUE  
TRAVERSE CITY, MI 49684-2577

ATTN: MR. MICHAEL J. MCCLELLAND  
DEPUTY ADMINISTRATOR

FOR: GREAT LAKES CENTER

PROFESSIONAL SERVICES FOR THE PERIOD ENDING OCTOBER 31, 1995

**FEE**

TOTAL FEE	45,000.00		
PERCENT COMPLETE	25.00	FEE EARNED	11,250.00
		TOTAL EARNED	11,250.00
		PREVIOUS FEE BILLING	
		CURRENT FEE BILLING	11,250.00
			-----
		TOTAL THIS INVOICE	\$ 11,250.00
			=====

1995 D. BOTI

Due and payable upon receipt. Should there be any questions in connection with this invoice, you are requested to contact the Accounting Department/ Billing Section.

INVOICE DATE: 11/27/95 INVOICE # 57462  
 FD/DPT/MI 01-500-818.12 P.O. # CONTRACT # 710  
 AMOUNT: 11,250 APPROVAL: Jean Pratt -SEE #57626 FOR MAC'S  
 COMMENTS: GREAT LAKES ENVIRONMENTAL CENTER APPROVAL &  
PLANNING ASSESSMENT & BUSINESS PLAN #13,500.00  
 AMT.



MAL, PLEASE PROCESS AS (2) INVOICES. CONTRACT

**INVOICE**

Johnson Johnson & Roy Inc  
110 Miller  
Ann Arbor, Michigan 48104-1339  
313 662 4457

~~EXCLUDED?~~

DECEMBER 4, 1995  
INVOICE NO. 57626  
PROJECT NO. 17791.00

GRAND TRAVERSE COUNTY  
400 BOARDMAN AVENUE  
TRAVERSE CITY, MI 49684-2577

ATTN: MR. MICHAEL J. MCCLELLAND  
DEPUTY ADMINISTRATOR

FOR: GREAT LAKES CENTER

PROFESSIONAL SERVICES FOR THE PERIOD ENDING NOVEMBER 30, 1995

FEE

TOTAL FEE	45,000.00		
PERCENT COMPLETE	30.00	FEE EARNED	13,500.00
		TOTAL EARNED	13,500.00
		PREVIOUS FEE BILLING	11,250.00
		CURRENT FEE BILLING	2,250.00
		TOTAL THIS INVOICE	\$ 2,250.00

OUTSTANDING INVOICES			
NO. 57462 DATE 11/27/95	11,250.00		
TOTAL	11,250.00		11,250.00
		TOTAL NOW DUE	\$ 13,500.00

1995 D. BOTI

Due and payable upon receipt. Should there be any questions in connection with this invoice, you are requested to contact the Accounting Department/ Billing Section.

INVOICE DATE: 12/4/95 INVOICE # 57626  
 FROM: 101-600-818 12 P.O. # 710 CONTRACT  
 APPROVAL: MAL  
 CONTRACT: Great Lakes Center contract

# 2,250.00 Dean Bott

D. BOTI



EE JJR

DATE 5/14/96

No. B 212361

IND	AMOUNT	INVOICE NUMBERS		
01	15,705.00	57962	58209	58424
TOTAL	15,705.00	COMMENTS:		

ATTACHED WARRANT IS TENDERED TO YOU HEREWITH ALL SETTLEMENT OF YOUR ACCOUNT AS DETAILED ABOVE.

002 0212361 COMMON ACC

No. B 212361



# GRAND TRAVERSE COUNTY

GOVERNMENTAL CENTER • 400 BOARDMAN AVE.  
TRAVERSE CITY, MICHIGAN 49684

DATE  
5/14/96

AMOUNT

FIFTEEN THOUSAND, SEVEN HUNDRED FIVE DOLLARS AND NO CENTS  
VOID IF NOT CASHED IN 60 DAYS

\$\*\*\*\*\*15,705.00

EMPIRE NATIONAL BANK  
TRAVERSE CITY, MICHIGAN

74-143  
724

JOHNSON JOHNSON & ROY, INC.  
110 MILLER

ANN ARBOR

MI 48104-1339

COUNTY CLERK

COUNTY TREASURER

## NOT NEGOTIABLE

⑈ 212361 ⑈ ⑆072401433⑆ 7008877003⑈

**JUN**

Johnson Johnson & Roy/ inc  
110 Miller  
Ann Arbor, Michigan 48104-1339  
313 662 4457

JANUARY 31, 1996  
INVOICE NO. 57962  
PROJECT NO. 17791.00

GRAND TRAVERSE COUNTY  
400 BOARDMAN AVENUE  
TRAVERSE CITY, MI 49684-2577

ATTN: MR. MICHAEL J. MCCLELLAND  
DEPUTY ADMINISTRATOR

FOR: GREAT LAKES CENTER

PROFESSIONAL SERVICES FOR THE PERIOD ENDING DECEMBER 31, 1995  
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FEE

TOTAL FEE	45,000.00		
PERCENT COMPLETE	51.00	FEE EARNED	22,950.00
		TOTAL EARNED	22,950.00
		PREVIOUS FEE BILLING	13,500.00
		CURRENT FEE BILLING	9,450.00
			-----
		TOTAL THIS INVOICE	\$ 9,450.00
			=====

OUTSTANDING INVOICES

NO. 57462 DATE 11/27/95	11,250.00	
NO. 57626 DATE 12/04/95	2,250.00	
TOTAL	13,500.00	13,500.00
		TOTAL NOW DUE \$ 22,950.00

Due and payable  
upon receipt.  
Should there be any  
questions in connection  
with this invoice, you are  
requested to contact the  
Accounting Department/  
Billing Section.

DATE: 1-31-96 INVOICE #57962  
/ 11101-500-818.12 O. # CONTRACT  
AMOUNT: 9450-9450- JMT  
COMMENTS: Great Lakes Resource Center  
Professional Ser.

Johnson Johnson & Roy/inc  
110 Miller  
Ann Arbor, Michigan 48104-1399  
313 662 4457

FEBRUARY 15, 1996  
INVOICE NO. 58209  
PROJECT NO. 17791.00

GRAND TRAVERSE COUNTY  
400 BOARDMAN AVENUE  
TRAVERSE CITY, MI 49684-2577

ATTN: MR. MICHAEL J. MCCLELLAND  
DEPUTY ADMINISTRATOR

FOR: GREAT LAKES CENTER

PROFESSIONAL SERVICES FOR THE PERIOD ENDING FEBRUARY 15, 1996  
-----

FEE

TOTAL FEE	45,000.00	AGREED TO CONTRACT	
PERCENT COMPLETE	100.00	FEE EARNED	45,000.00 <i>Dean Fox</i>
		TOTAL EARNED	45,000.00
		PREVIOUS FEE BILLING	40,500.00
		CURRENT FEE BILLING	4,500.00 ^

RETAINAGE

10% OF \$4,500.00 450.00-  
-----

TOTAL THIS INVOICE \$ 4,050.00  
=====

^

OUTSTANDING INVOICES

	INVOICE TOTAL	NET DUE	
NO. 57962 DATE 01/31/96	9,450.00	9,450.00	
NO. 58038 DATE 01/15/96	17,550.00	15,795.00	✓
TOTAL	27,000.00	25,245.00	25,245.00

TOTAL NOW DUE \$ 29,295.00

Due and payable  
upon receipt.  
Should there be any  
questions in connection  
with this invoice, you are  
requested to contact the  
Accounting Department/  
Billing Section.

INVOICE DATE: 2-15-96 INVOICE # 58209  
FD/DPT/LL 101-500-818.12 P.O. # N/A-CONTRACT  
AMOUNT: 4050.00 APPROVAL: MJC  
COMMENTS: Great Lakes Environmental Cntr 5/10/96  
Planning assessment *D. BOTT*



Johnson Johnson & Roy/inc  
 110 Miller  
 Ann Arbor, Michigan 48104-1399  
 313 662 4457

APRIL 25, 1996  
 INVOICE NO. 58424  
 PROJECT NO. 17791.00

GRAND TRAVERSE COUNTY  
 400 BOARDMAN AVENUE  
 TRAVERSE CITY, MI 49684-2577

ATTN: MR. MICHAEL J. MCCLELLAND  
 DEPUTY ADMINISTRATOR

FOR: GREAT LAKES CENTER

FOR THE PERIOD ENDING 31 MARCH 1996

RELEASE OF OUTSTANDING RETAINAGE:

INV. #58038, DATE 01/15/96	\$ 1,755.00
INV. #58209 DATE 02/15/96	<u>450.00</u>

TOTAL THIS INVOICE	\$ 2,205.00
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INVOICE DATE: 4-25-96 INVOICE # 58424  
 FB/DST/1101-500-818.12 P.O. # CONTRACT  
 AMOUNT: 2205 - APPROVAL: Mac  
 COMMENTS: Great Lakes Environmental Center  
Planning Assessment

D. Boti  
5/10/96

Due and payable upon receipt.  
 Should there be any questions in connection with this invoice, you are requested to contact the Accounting Department/Billing Section.

PAYEE JJR

DATE 4/09/96

No. B 210774

FUND	AMOUNT	INVOICE NUMBERS
101	15,795.00	5803B
<b>TOTAL ▶</b>	15,795.00	COMMENTS:

THE ATTACHED WARRANT IS TENDERED TO YOU HEREWITH IN FULL SETTLEMENT OF YOUR ACCOUNT AS DETAILED ABOVE.

002 0210774 COMMON ACCOUNT

No. B 210774



# GRAND TRAVERSE COUNTY

GOVERNMENTAL CENTER • 400 BOARDMAN AVE.  
TRAVERSE CITY, MICHIGAN 49684

DATE  
4/09/96

AMOUNT

**FIFTEEN THOUSAND SEVEN HUNDRED NINETY FIVE DOLLARS AND NO CENTS**

VOID IF NOT CASHED IN 60 DAYS

\*\*\*\*\*15,795.00

EMPIRE NATIONAL BANK  
TRAVERSE CITY, MICHIGAN

74-143  
724

PAY  
THIS ORIGINAL  
WARRANT  
TO THE  
ORDER OF

**JOHNSON JOHNSON & ROY, INC.**  
**110 MILLER**

**ANN ARBOR**

**MI 48104-1399**

COUNTY CLERK

COUNTY TREASURER

**NOT NEGOTIABLE**

⑈ 210774 ⑈

⑆072401433⑆ 7⑈08877⑈3⑈



**INVOICE**

Johnson Johnson & Roy/inc  
110 Miller  
Ann Arbor, Michigan 48104-1399  
313 662 4457

MAR 0 0 1996

JANUARY 15, 1996  
INVOICE NO. 58038  
PROJECT NO. 17791.00

GRAND TRAVERSE COUNTY  
400 BOARDMAN AVENUE  
TRAVERSE CITY, MI 49684-2577

ATTN: MR. MICHAEL J. MCCLELLAND  
DEPUTY ADMINISTRATOR

FOR: GREAT LAKES CENTER

PROFESSIONAL SERVICES FOR THE PERIOD ENDING JANUARY 15, 1996

FEE

TOTAL FEE	45,000.00		
PERCENT COMPLETE	90.00	FEE EARNED	40,500.00
		TOTAL EARNED	40,500.00
		PREVIOUS FEE BILLING	22,950.00
		CURRENT FEE BILLING	17,550.00

RETAINAGE

10% OF \$17,550.00 1,755.00-

TOTAL THIS INVOICE \$ 15,795.00

OUTSTANDING INVOICES

	INVOICE TOTAL	NET DUE	
NO. 57962 DATE 01/31/96	9,450.00	9,450.00	
<b>TOTAL</b>	<b>9,450.00</b>	<b>9,450.00</b>	<b>9,450.00</b>

TOTAL NOW DUE \$ 25,245.00

Due and payable upon receipt. Should there be any questions in connection with this invoice, you are requested to contact the Accounting Department/ Billing Section.

INVOICE DATE: 1-15-96 INVOICE # 58038

FD/DPT/LI 101-500-2020 P.O. # 81813 P. 8011

AMOUNT: 15795 APPROVAL: MAC

COMMENTS: Great Lakes Environmental Cntr  
Planning assessment

D e s i g n   S t u d y  
Great Lakes Water Resources Center

---

T r a v e r s e   C i t y ,   M i c h i g a n

April 1996

J o h n s o n   J o h n s o n   &   R o y / i n c .

TAI

AAI

ERG

# A C K N O W L E D G M E N T

We would like to acknowledge and thank the following for their joint efforts and the resources dedicated to this study.

K. Ross Childs, Administrator, Grand Traverse County  
Michael J. McClelland, Deputy Administrator, Grand Traverse County

Dr. Timothy G. Quinn, President, Northwestern Michigan College  
Chet Janik, Director of Campus Services, Northwestern Michigan College

John Tanner, Director, Great Lakes Maritime Academy

This project would not have been possible without the funding provided by

Cathie Cunningham, Coastal Management Program  
Land & Water Management Division, Michigan Department of Natural Resources

Rotary Charities of Grand Traverse County

The dedication and involvement of the project steering committee:

Robert Brick  
Timothy Reardon  
Chet Janik  
Russ Soyring  
John McKinney  
Mike Wills  
Michael McClelland

The enthusiasm and participation of the local citizens who took part in various workshops.



Great Lakes Water Resources Center  
Traverse City, Michigan

Table of Contents

Executive Summary

1. Mission Statement
2. Concept
3. Location/The Site

Site/Architectural Feasibility

1. Design Approach
2. Program
3. Site Design Concept
4. Building Design Concept

Project Budget/Operations Summary

1. Capital Outlay Requirements
2. Phasing Strategy
3. Business Plan Summary
4. Public Funding Sources

Appendices

- Appendix One - Existing Site Plan & Aerial Photo  
Appendix Two - Workshop Feedback



*"... the evolutionary process for an ethic is simply this: quit thinking about decent land-use as solely an economic problem. Examine each question in terms of what is ethically and aesthetically right, as well as what is economically expedient. A thing is right when it tends to preserve the integrity, stability, and beauty of the biotic community. It is wrong when it tends otherwise."*

*- Aldo Leopold (from "The Land Ethic," in a Sand County Almanac, 1949)*

Great Lakes Water Resources Center  
Traverse City, Michigan

EXECUTIVE SUMMARY

1. Mission Statement

The creation of a center consisting of both public and private entities committed to public education and promoting an awareness of all environmental and cultural aspects of Grand Traverse Bay. This center will complement the broader educational mission of Northwestern Michigan College. The new facility needs to reach out to the broadest community base as well as appeal to the visiting tourist reinforcing the concept that the water quality of the overall watershed as well as its intricate relationship to Great Lakes System is what makes the Grand Traverse Bay Area such an exceptional place.



2. Concept

The creation of a non-profit facility sharing the Northwestern Michigan College Technical Center Site on the bay, downtown Traverse City. The proposed center will build on the presence of the Great Lakes Maritime Academy (GLMA), and introduce a range of activities providing educational opportunities promoting maritime heritage, research and vocational training, recreation, freshwater ecology and economic issues related to the watershed of the Grand Traverse Bay Area.



Goals and Objectives

The facility's intent is to build on existing organizations, ( Maritime Academy, Watershed Initiative, Inland Seas Educational Association, Maritime Alliance, University Center, etc.), and create a synergistic environment resulting in a facility which shares information, becomes a clearing house, attracts research, develops educational programs on all levels, and provides access to the Bay. The resources developed need to celebrate the Bay and show the impact on the daily lives of local residents, as well as the impact of their activities on the watershed. The resulting reputation and effort will expand Grand Traverse Bay's importance within the academic and scientific community nationally. An indirect benefit will be the ability to offer seasonal tourists a reason to lengthen their stay and expand their understanding about the regions environmental quality.



Specific objectives include:

Provide Public Access to the Bay. This objective will be achieved physically, visually and through educational programming. The removal of physical barriers and the creation of "hands on" exhibits will promote direct access to the bay. The removal of the old cannery building and limiting new building construction around the existing Maritime Academy building will enhance visual access to the Bay. The development of



Great Lakes Water Resources Center  
Traverse City, Michigan

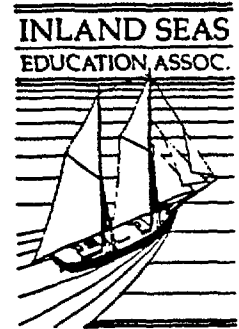
educational programming, public exhibits and hands on outdoor demonstration/interpretive facilities will provide access through knowledge of the importance of the area's water resources and the need of maintaining a high level of water quality which enhances and sustains environmental quality. All of the above collectively will foster regional, state and national recognition and the desire to tap into this resource.

Create a Clearinghouse and Exchange of Information. No matter what the focus whether it be freshwater ecology, maritime heritage, recreation, vocational opportunities or tourism the proposed facility will enhance accessing information, promote research, enrich the history of the region and celebrate the environment. This can be achieved by reducing redundancy, establishing both traditional and electronic library resources, public exhibits and facilitating events ranging from workshops to major conferences.

Provide Vocation/Technical Training Opportunities. The current Maritime Academy, Northwestern Michigan College and University Center will have a unique opportunity to expand existing water related vocational curricula to include scientific and environmental careers. The existing Maritime Academy curriculum can be expanded to include Marina Management. All of these programs can provide better educational and employment opportunities serving the local population.

Foster Scientific Research which includes the private sector. The institutions of higher learning could expand their network to include the private sector through innovative partnerships. The site does not have the capacity to physically support large laboratory facilities, but could certainly become a symbolic place to meet, process information, share information, become a clearing house for funding, and become a focal point for inspiration.

Create an opportunity for notoriety and economic development on a variety of levels. The Center can promote economic development on both a local and tourist level. The facility can extend the seasonal tourists' visit and increase the economic benefits without necessarily increasing the numbers of tourists. This has a direct economic impact by providing more opportunity for local employment. As the area becomes more popular due to publicity and marketing efforts there needs to be an awareness as to the environmental impacts of such growth. The Center can demonstrate that growth can take place with appropriate growth management techniques. And lastly the center can enhance the exposure and visibility of the Maritime Academy resulting in funding and growth potential of both the program and the physical facility.



GRAND TRAVERSE BAY  
WATERSHED INITIATIVE

Great Lakes Water Resources Center  
Traverse City, Michigan

3. Location/Site

Location: Traverse City, Michigan

Ownership: Northwestern Michigan College

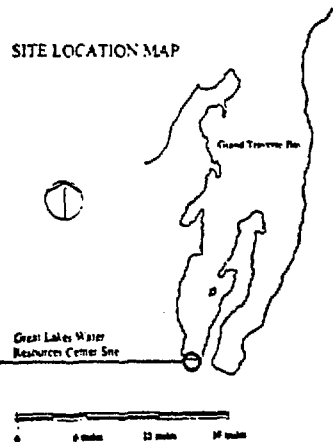
Site Characteristics:

- Highly visible at the base of the West Arm of Grand Traverse Bay
- Commanding view of the Bay
- Direct physical access to the Bay
- Approximately 5.32 acres
- Minimal topographic relief
- Small protected harbor
- Two vehicular access points (Hope & Barlow Streets)
- Two existing buildings (Maritime Academy / Voc. Tech Programs Building and an old cannery cold storage building used primarily for storage.)
- The remainder of site developed as surface parking.

Site Context/Issues:

- The site is flanked by two publicly owned properties (west - Sunset Park, east - Seniors Center)
- It is within walking distance of the downtown and riverwalk
- It is located along the heavily traveled State Highway 31 (Front Street)
- The site is flanked by major lodging (west - Holiday Inn, east - Bayshore Resort)
- Located within reasonable distance of the NMC core campus
- The primary user of the site is the Great Lakes Maritime Academy

Zoning: Currently the college is exempt from local jurisdictional controls. As the center is developed however it will want to be a good neighbor and be sensitive to minimizing impacts on the Bay. If the property were not controlled by the college the site would be zoned C-3 and need to follow guidelines applicable to that zoning designation.



Great Lakes Water Resources Center  
Traverse City, Michigan

SITE / ARCHITECTURAL FEASIBILITY

1. Design Approach

Before a concept plan could be developed, it was important to assess the site's context and opportunities. In addition to the technical aspects of site analysis, a key component of design was to solicit meaningful public input. The Great Lakes Water Resources Center design approach included the following elements:

**Site Reconnaissance:** Time was spent assessing the physical characteristics and understanding the opportunities and constraints of the site. This evaluation went beyond the physical boundaries to better understand the community context as well. A number of interviews were held to better identify stake holders and community perceptions.

**Community Input:** A critical part of the process was to facilitate a public workshop. It was important to receive the community's input early in the process. The workshop generated ideas in a public forum with the intent of creating consensus on the following primary planning issues:

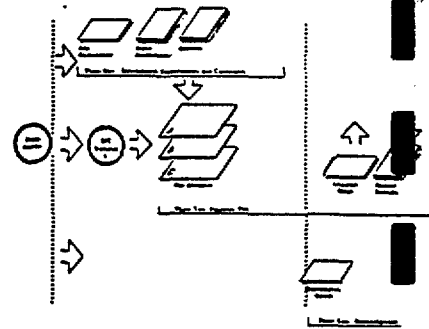
- Key issues and priorities
- Site programming
- Innovative site utilization ideas
- Community access and linkage
- Bay access and use
- A clear strategy for implementation and follow through

**Workshop Feedback:** The information obtained during the workshop was summarized in a series of lists and charts. This information is documented in Appendix Two.

- Program Issues and Concerns: feedback
- Programmatic Input - by participant group
- Development Scenarios - by participant group

**Steering Committee:** Throughout the design process, the steering committee participated in project meetings, provided review and comments on the program development and approved the schematic concepts. This committee had representatives from NMC, the Maritime Academy, the Grand Traverse County, the city of Traverse City as well as citizen input.

**Schematic Plan:** The workshop process and ongoing involvement of the steering committee resulted in the criteria used to develop the schematic site and building plans.



Great Lakes Water Resources Center  
Traverse City, Michigan

Business Plan: It wasn't enough to develop schematic concepts. With a concern for how to best implement these plans and longer term operational issues it was critical to start formulating a Business Plan. This plan, which is elaborated on in a later section, incorporated the following:

- Organizational structure
- Staffing Requirements
- Annual operating revenues
- Annual operating expenditures
- Funding strategies

*"It would seem that the time has come for the creation of a vast new public landscape. . . By interweaving man's construct with the profuse phenomena of nature - water, geological formations, plants and animals in their natural habitats - it might be possible to shift away from a world oriented to power and profit, to a world oriented to life."*

*- Patricia Johanson (from "Garden-Cities," unpublished manuscript for House and Garden.*

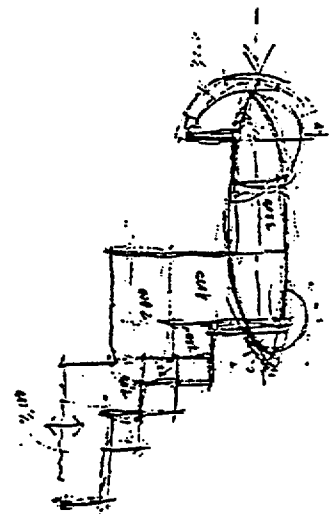
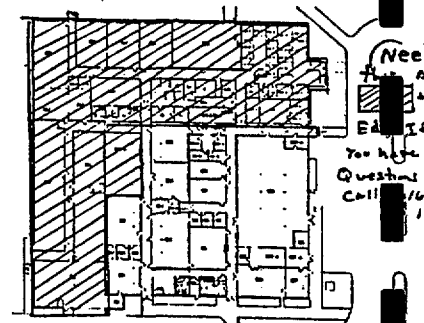
Great Lakes Water Resources Center  
Traverse City, Michigan

2. Program

The following building and site development program was developed working closely with the college, the steering committee and incorporating feedback from the public workshop. The program went through multiple reiterations and is the basis of the schematic plans which follows.

Building Program:

- |     |   |   |
|-----|---|---|
| 1.  | Maritime Academy<br>(Includes Circulation and Int. Walls)   | Approx. S.F. 30,000                     |
| 2.  | Entry/Lobby (Resources Center/<br>Maritime Academy><br>• Reception<br>• Visitor Information<br>• Ticketing<br>Security/Control  | Approx. S.F. 400                        |
| 3.  | Public Restrooms  | Approx. S.F. 500                        |
| 4.  | Gift Shop   | Approx. S.F. 975                        |
| 5.  | Exhibit Area  | Approx. S.F. 5,000                      |
| 6.  | Theater/Assembly Area<br>Theater/Assembly Are<br>100 people (@ 22,5 per person)<br>Audio Visual<br>Projection Booth<br>No Stage | Approx. S.F. 2,250                      |
| 7.  | Food Service/Seating and Preparation<br>(Could combine public/maritime academy use)<br>(Facilitate catering)                    | Approx. S.F. 1,000                      |
| 8.  | Exhibit Support<br>• Storage<br>• Preparation Area<br>• General Maintenance   | Approx. S.F. 1,200<br>725<br>250<br>225 |
| 9.  | Resource Center Administration<br>(Full Time & Volunteer Staff)   | Approx. S.F. 400                        |
| 10. | Volunteer Staff Lounge  | Approx. S.F. 200                        |



Great Lakes Water Resources Center  
Traverse City, Michigan

11.	Shared Office Space for Related Water Resource Groups (could be one large or multiple rooms)	Approx. S.F. 800
12.	Common Kitchen Facility (maybe it's tied in with public food service) (16x20=320+Ref. Stg @ 220)	Approx. S.F. 540
13.	Office Storage	Approx. S.F. 100
14.	Shared Conference Room Small 12x16=192	Approx. S.F. 576
15.	Shared Work Room • Mail • Publication Preparation	Approx. S.F. 250
16.	Learning Center [Classroom/Lab. (3@900)]	Approx. S.F. 2700
17.	Common Resources Center/ Library(approx. 28x36)	Approx. S.F. 1000
18.	Custodial Storage	
19.	Trash	Approx. S.F. 500
20.	Shipping & Receiving	
21.	Mechanical/Electrical Equipment	Approx. S.F. 500

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Subtotal	48,891 square feet
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Min: 25% for circulation, interior walls (not inc. maritime academy)

48,891-30,000=18,891	18,891x25%=4,722.75	4,723 S.F.
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Subtotal	53,614 S.F.
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Gross S.F. of office use (Assume 85% efficiency for parking calculations)	35,000 S.F.
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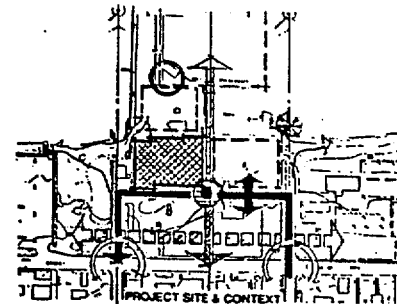
TOTAL	88,614 square feet
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Great Lakes Water Resources Center  
Traverse City, Michigan

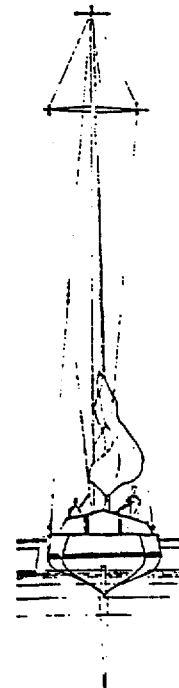
SITE PROGRAM:

22. Outdoor Exhibit Space
- Open Plaza
  - Fish Pool
  - Weather Station
  - Outdoor Exhibit Tanks
  - Maritime Heritage
  - Maritime Academy Drill Area
  - Upgrade Marina 32 Slips
  - Excursion/Science Ship Docking
23. Potential for Traveling Exhibits that are circulated by Tractor/Trailer...Trailer is Actual Exhibit
24. Service Access
25. On-site parking 300± cars
26. Bus drop-off



In creating the program for the Water Resource Center there are numerous references to "shared" classrooms, office, support facilities, library and conference needs. The desire is to create an opportunity to serve many allied water resource focused groups which already exist. Some examples of these organizations, but not necessarily limited to these, would include the following:

- Grand Traverse Bay Watershed Initiative. A function of the Northwest Michigan Council of Governments. Dedicated to preservation of water quality in the Bay area.
- U.S. Fish and Wildlife Service, Great Lakes Coordination Office. Expected to employ up to 20 scientists involved in fisheries research.
- Great Lakes Environmental Research Center as suggested by the University of Michigan Graduate Student Study in 1990. Research facilities and programs could be shared by the Michigan universities currently engaged in Great Lakes Research: University of Michigan, Michigan State University, Grand Valley State University, Lake Superior State University, Western Michigan University, and others.



Great Lakes Water Resources Center  
Traverse City, Michigan

- Michigan Fisheries Center as outlined in the 1987 study by the Michigan Department of Natural Resources (DNR). Bringing the results of fisheries research to the people, and showcasing the DNR's stewardship role of the resource. Fresh water aquarium, exhibits, displays, presentations are possible features.
- Maritime Heritage Alliance. A permanent home for display of historical nautical artifacts, antique and replica watercraft, and the preservation of our maritime heritage.
- Groundwater Education in Michigan (GEM). A program designed to educate the public about the importance of our groundwater, and sources of contamination and the individual's role in preservation.
- Inland Seas Education Association. Providing educational experiences aboard a large Great Lakes schooner. Teaching students about history, culture and ecology of the Great Lakes in order to foster their stewardship of the resource in the future. Facilitation of pre-boarding orientation.
- Michigan Sea Grant. Jointly administered through both the University of Michigan and Michigan State University with an extension office in Traverse City. Both universities have ongoing research programs that may benefit from a presence here.
- NOAA, Coast Guard, Corps of Engineers. These various federal agencies are involved in lake surveys, weather research and forecasting, navigation, safety, search and rescue and regulatory functions.
- Great Lakes Regional Oil Spill Control and Response Center. While the federal program is centered in Detroit, there is a recognized need to provide training to the industrial clients and the shipping industry. This function could be performed by Great Lakes Maritime Academy.
- Center for the Great Lakes and International Joint Commission. These and other organizations and foundations may desire a presence in the Center because of the level of activity that would be generated.

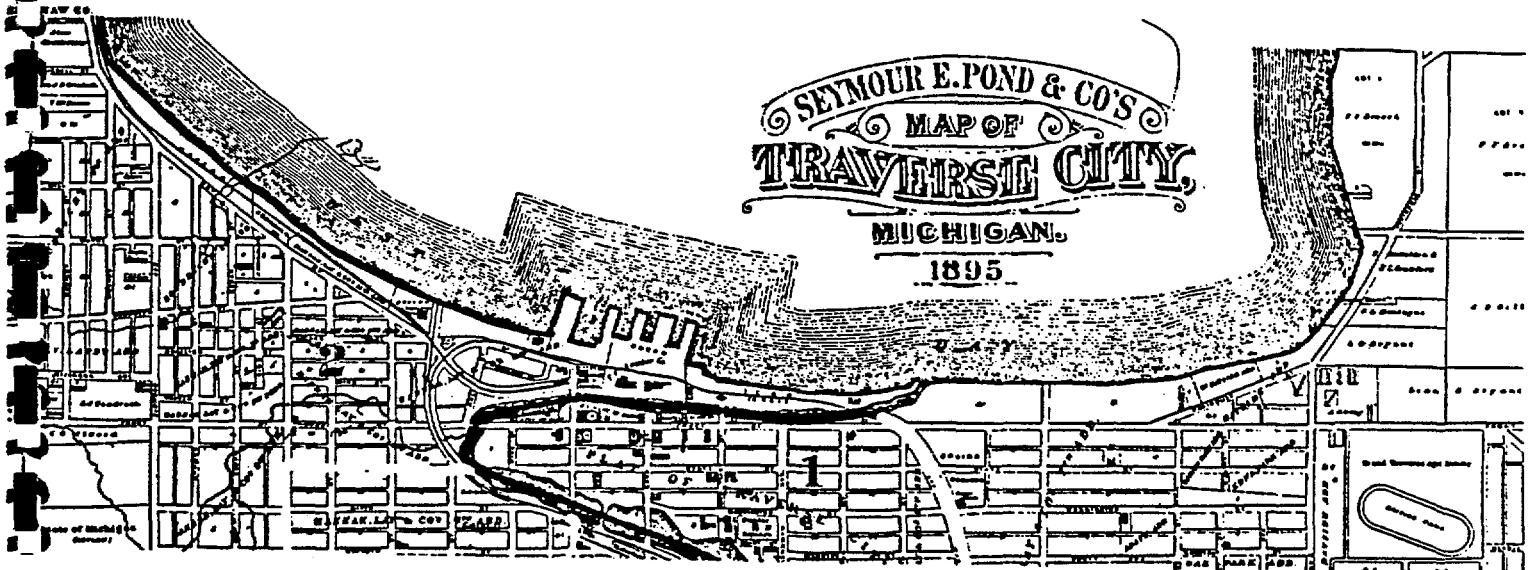
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Traverse City, Michigan

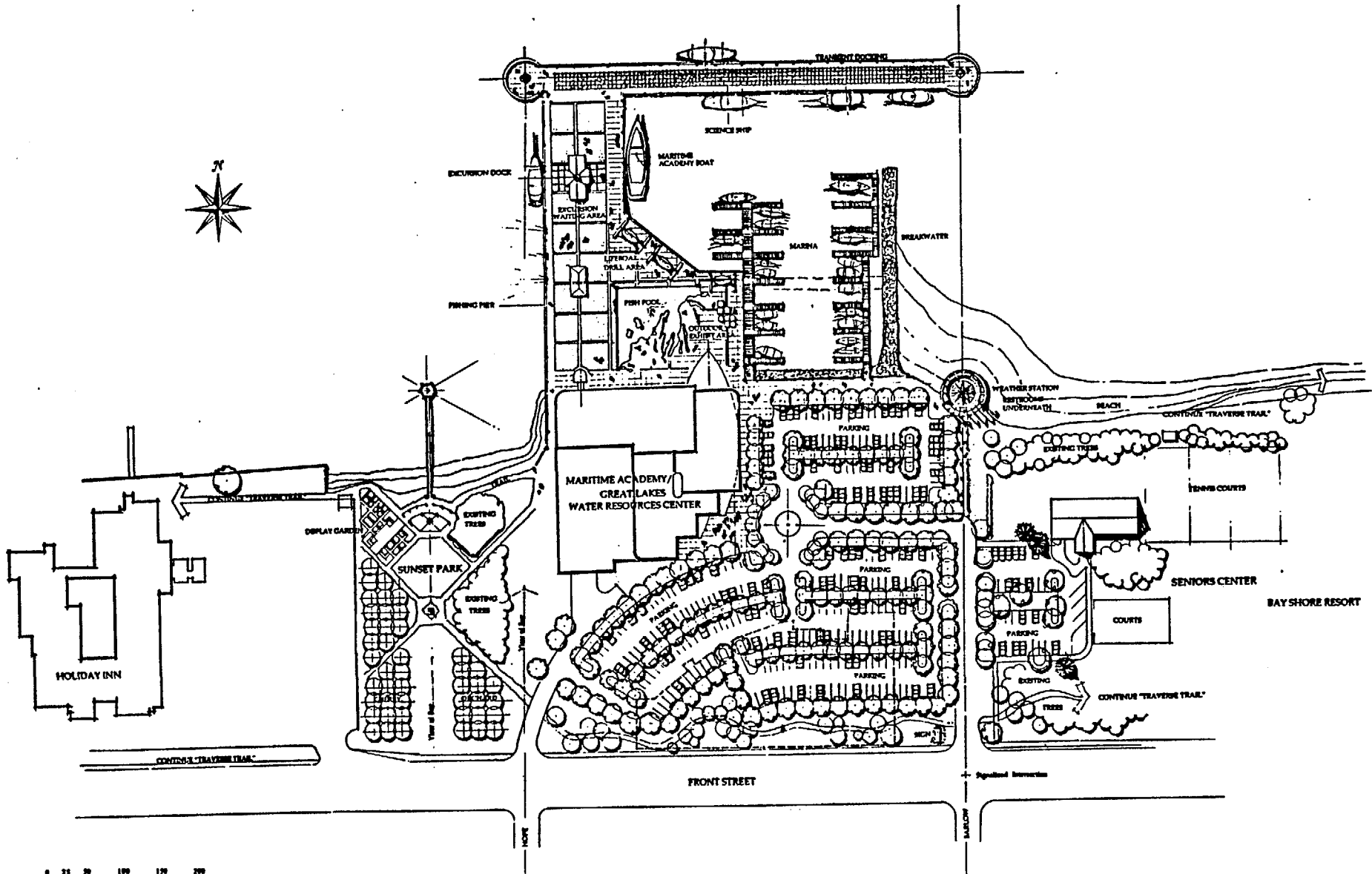
Conceivably, there are many other groups and/or programs that would fit in to the Center, such as: Michigan United Conservation Club (MUCC), County Soil Erosion, Drain Commissions, EPA, Fishing Hall of Fame, Sportfishing Associations, Underwater Preserve Council, Coastal America, Coastal Zone Management, Nature Conservancies, DNR agencies (Recreation, Submerged Lands, Waterways, Wetlands), Great Lakes Shipping Industry Associations, Charter Boat groups, Nature groups, Visitor & Convention Bureau Visitor's Center, Haggerty Marine Insurance, Michigan Boating Industry Association, etc.



*"A sustainable society is one that satisfies its needs without jeopardizing the prospects of future generations."*

*- Lester R. Brown, Christopher Flavin, and Sandra Postel (from Worldwatch, 1990)*





**SCHEMATIC SITE PLAN**  
February 23, 1996

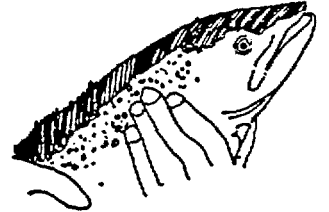
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Traverse City, Michigan

3. Site Design Concept

Maintaining visual access to the Bay was repeatedly reinforced throughout the design process. In addition to this criteria, it is desirable to link the public open space (Sunset Park and the Seniors Center) which flanked both sides of the site with landscaped promenades and trails. This allows the site's development to create substantial green space parallel to Front Street, provide good public access along the shoreline and allow for linkages to the community through the creation of the "Traverse Trail."



In terms of site development within the boundary of the NMC site, it was agreed to limit development around the existing Maritime Academy Building. The existing cannery building will be replaced with open space and parking.

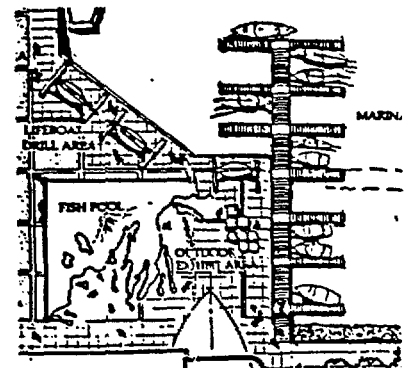
The site's development evolved into three zones. The southerly portion of the site provides landscaped parking and vehicular circulation with some trail development. The central area to the west will support most of the building program. The remaining portion of the site is Bay frontage consisting of a marina, fishing pier, and outdoor exhibit areas. An important part of the site's development is the incorporation of areas for hands on interpretive exhibits and public displays.



Vehicular and pedestrian access to the buildings and exhibits is accomplished while improving visual and physical access to the Bay. Maintaining the existing site access at Hope and Barlow Streets also creates an opportunity to maintain visual access to the Bay at those points. An equally challenging task was to provide adequate parking spaces and not have it result in the appearance of a regional retail facility parking lot on the Bay. This can be accomplished by careful siting and landscape design.

The site development needed to embrace and promote the concepts outlined in the Grand Traverse Bay Region Development Guidebook incorporating the primary goal *"to preserve and enhance the quality of our natural resources and environment as the basis for a healthy economy. . . improve the quality of life of the people who live here and of those in future generations."*

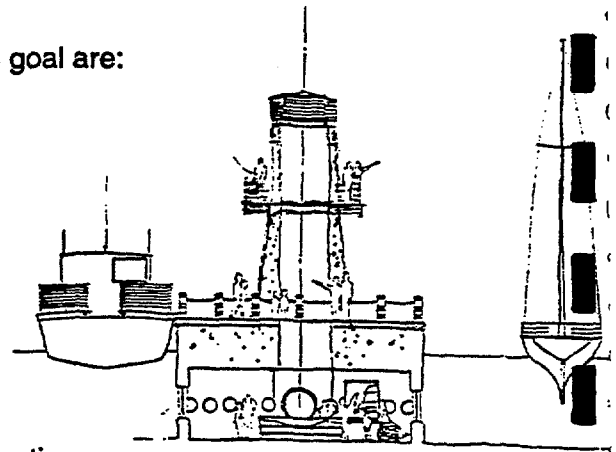
It is in response to this community desire that outdoor exhibits and programming events can fulfill a major educational role in reinforcing the Bay's value. The importance of understanding how to protect and maintain a high level of quality of the community's water based resources is emphasized throughout the design of the project.



Great Lakes Water Resources Center  
Traverse City, Michigan.

Some of the proposed elements which can help achieve this goal are:

- Changing exterior exhibits
- An indigenous fish pool
- An outdoor weather station
- Hands on sampling areas
- Fishing pier
- Excursion tours
- Educational boat tours
- Programming seasonal Bayside events
- A trail system linking bay and community
- Provide areas for outdoor classroom instruction



The resultant center will be visionary in its purpose and will become a landmark facility and a community asset. Imagine yourself as a tourist or student visiting the site with a specific purpose or a community member at large passing through.

The first thing that impresses you is the view of the Bay and the trails and walks that link the adjacent properties to the Bayshore. The parking areas are well landscaped and it is pleasant to walk through these areas.

As you approach the Maritime Academy Building/Water Resource Center there is an inviting entry highlighted by a small plaza with attractive lighting and signage. There is adequate space for school buses to drop-off local school children who have come to see a special exhibit on commercial use of the Bay.

There is another group of students and parents walking through the site to interact with a self-guided tour of "hands on" environmental outdoor exhibits.

The marina is viewed with great admiration. It is in a wonderful setting, "ship shape" piers and animated through the fluttering of banners and clanging of halyards.

As one ventures further out the pier a variety of other experiences are encountered. The smile of a successful fisherman along the fishing pier. The precision and business like manner of Maritime Cadets running a life boat drill. The anticipation of a group waiting to board either a historic wind jammer, participate on a water sampling excursion or eager to tour the bay to experience the sunset.

Whether used formally with a programmed group or as an individual, the site development celebrates the bayfront, providing the user with numerous activities and leaving them with a better understanding of the environment and its uniqueness.

Great Lakes Water Resources Center  
Traverse City, Michigan

4. Building Design Concept

In developing the building program a few principals need to be restated.

- Minimize visual impact on the Bay
- Minimize impact on the Maritime Academy
- Capitalize on the site development concepts promoting environmental education
- Capitalize on having a Bayside presence
- Create a structure that can be shared by allied water resource organizations and provide exhibit space
- Enhance the image and visibility of the Maritime Academy

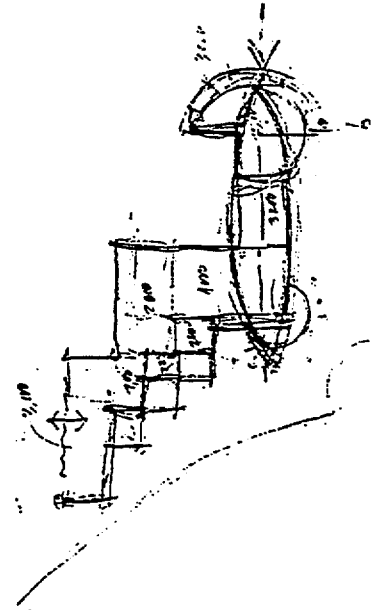
The proposed center has the potential of being a community landmark along the Bay. As the design program evolved, it was important to recognize the need to respect the physical plant and operational needs of the Maritime Academy. The resulting situation created an opportunity to develop a public facility as well as highlight the Great Lakes Maritime Academy. The GLMA has an opportunity to establish a presence and image that was not previously obvious.

The remaining exterior portions of the Maritime Academy Building would be re clad and architecturally integrated into the newer building components. The entry into the new complex is oriented to the south creating a public entry serving both the Maritime Academy (with controlled access) and the Water Resource Center.

The first floor of the Maritime Academy, except for the relocation of the administrative offices, would remain as is. The new portions of the ground floor would provide the center with a collection of classrooms, shared support services, a library resource center and a major exhibit space. There would be a large two story open area for programming exhibits and events with view to both outdoor exhibit areas and the bay. A new small centrally located theater could be shared by both the Maritime Academy and the Water Resource Center.

A mezzanine level is proposed to provide access to an overlook viewing area which can take advantage of the two story exhibit area to allow views of the Bay. This level would also incorporate the relocated Maritime Academy administrative offices as well as create an opportunity for a shared conference facility. An overlook area could also be provided which views the public display areas below.

The upper floors of the proposed Water Resource Center area would be developed as either office or classroom space. The building's structural bay spacing and floor to ceiling clearance would allow the maximum flexibility for either option during future programming of the building.



Great Lakes Water Resources Center  
Traverse City, Michigan

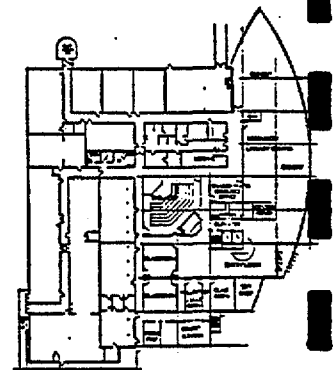
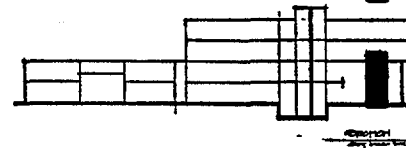
It is through this flexibility that a variety of future programs or financial needs can be addressed. This zone of the building can be developed for private office use to generate revenue, expand current NMC programs with a Bayside location, build on the current success and expand on the University Center program or simply expand on encouraging water resource related user groups.

The development of the Great Lakes Water Resources Center is an opportunity to demonstrate the community at large's role and relationship to the Bay and its linkage to the Great Lakes System. The architecture and the use of materials tell a story of a public facility which symbolically represents a window to the Bay helping convey a better understanding of the scientific principles and elements of the regions aquatic ecosystem. In addition there is an influence of the maritime history of the waterfronts use and commercial activity on the Bayfront. The nautical theme, reflected through the activities and presence of the Maritime Academy, will also be reinforced in the architectural detailing.

The glass enclosed large Exhibit Area allows for views of the Bay but more importantly becomes a beacon of the activities going on inside. This reinforces the opportunities of year round programming whether educational or seasonal in orientation serving the community during those long winters well after the summer tourists have gone. Ultimately this beacon will attract scientists, educators and environmentalists from around the country.

Not only does the use of metal on the exterior reflect the nautical vocabulary but it will age and develop a patina over time providing an aesthetic and sense of long term commitment.

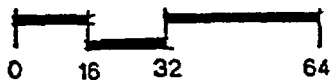
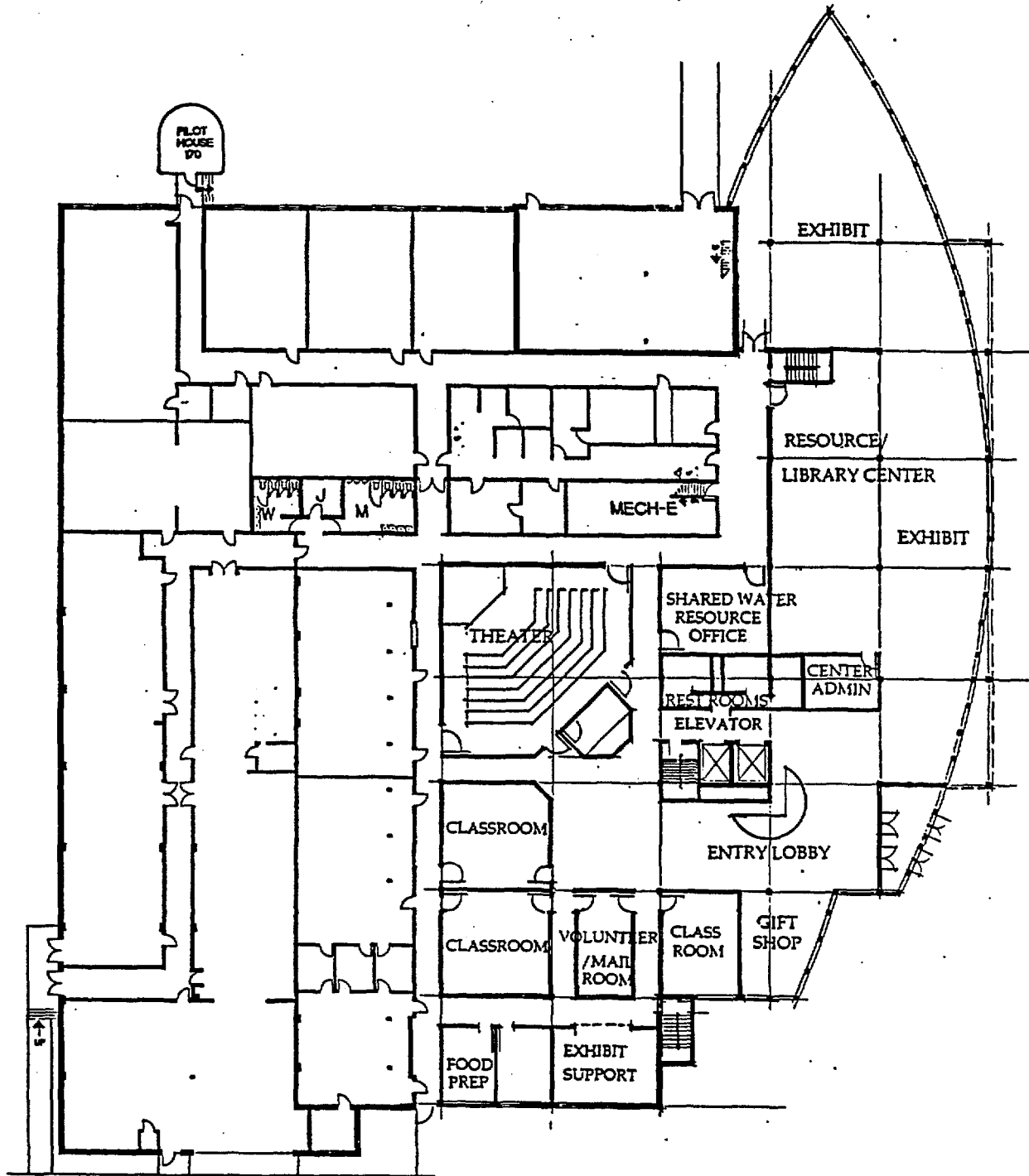
All of the above metaphors not only celebrate the Great Lakes Maritime Academy but create a flagship for Northwestern Michigan College as well as the community at large.



SCHEMATIC FIRST FLO







**SCHEMATIC: FIRST FLOOR**

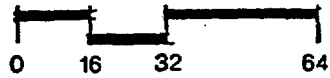
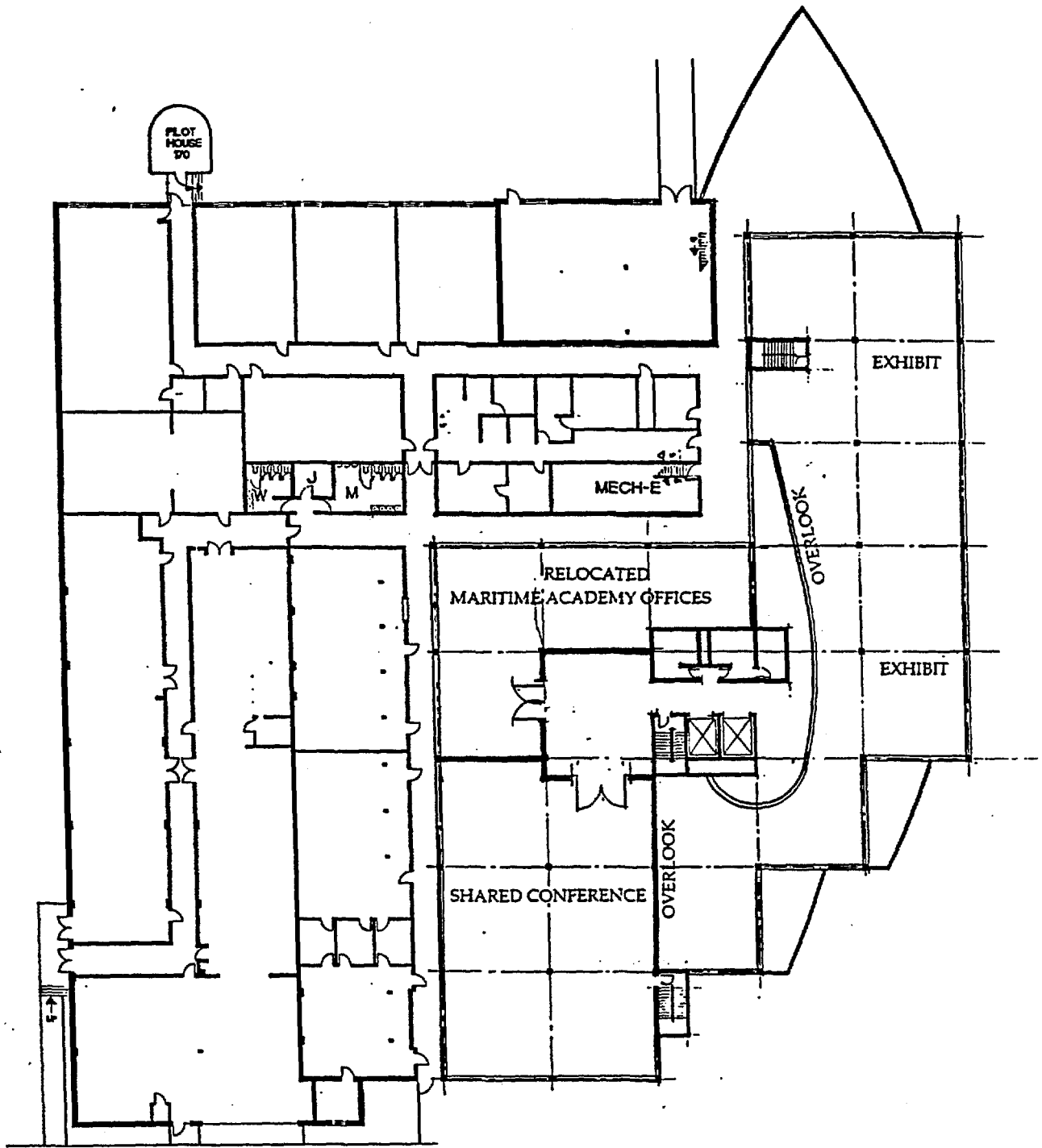
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**SCHEMATIC: MEZZANINE**

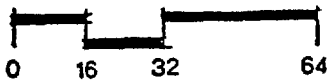
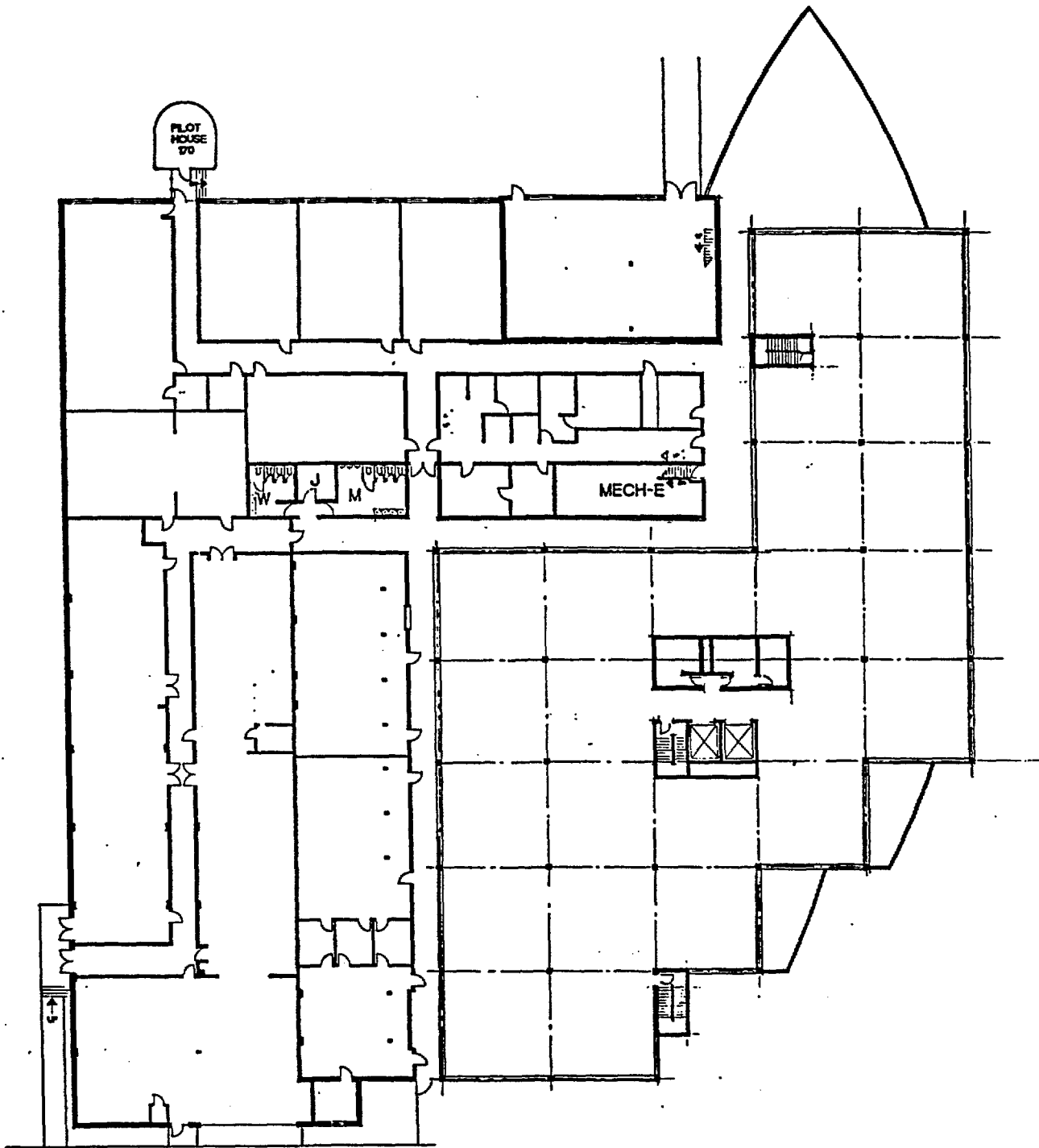
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**SCHEMATIC: TYP. OFFICE FLOOR**

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Great Lakes Water Resources Center  
Traverse City, Michigan

PROJECT BUDGET/OPERATIONS SUMMARY

1. Capital Outlay Requirements

In response to the previously described design program and design concepts, the following opinion of probable construction costs were developed for planning purposes only.

OPINION OF PROBABLE CONSTRUCTION COSTS

1. Demolition of Cold Storage Building & Relocation	\$500,000.00
2. Rebuild Maritime Academy Offices Separately	\$408,000.00
3. Demolition Cost for Building and Site	\$172,000.00
4. Relocation of Labs and Shops in New Facilities	\$1,440,000.00
5. Reface Remaining Existing Mansard	\$109,000.00
6. 35,000 S.F. of New Office Space	\$2,975,000.00
7. New Water Resources Center Facility	\$2,250,000.00
Subtotal (Items 1-7)	\$7,854,000.00
8. Marina Improvements	
8.1 New Breakwater	\$430,000.00
8.1.1 Bulkhead Paving	\$246,000.00
8.2 Modifications to Existing Breakwater	\$200,000.00
8.3 32 Boat Slips	\$256,000.00
8.4 Maritime Deck Improvements	\$242,000.00
8.5 Dredging	\$30,000.00
8.6 Marina Building (Toilets and Showers)	\$100,000.00
Subtotal (Item 8)	\$1,504,000.00
9. Outdoor Exhibit Area	
9.1 Fish Pool with Pump Building	\$205,000.00
9.2 Aquarium Exhibits with Signage & Structures	\$60,000.00
9.3 Landscape Plantings	\$10,000.00
9.4 Hardscape	\$250,000.00
Subtotal (Item 9)	\$525,000.00

Great Lakes Water Resources Center  
Traverse City, Michigan

10. Weather Station Overlook	
@ Base of Breakwater by Walkway from Parking	\$48,000.00
11. Parking Lot and Landscape @ Front Street	
(Paving, Curbs, Trees, Lawn, Sidewalks, Trails)	\$445,000.00
12. Site Lighting	\$120,000.00
13. Site Utilities	\$50,000.00
<b>Subtotal</b>	<b><u>\$10,546,000.00</u></b>
14. Contingencies (15%)	\$1,581,900.00
<b>Subtotal</b>	<b><u>\$12,127,900.00</u></b>
Professional Fees (8%)	\$970,232.00
<b>TOTAL</b>	<b><u>\$13,098,132.00</u></b>

**NOTE:**

The above opinion of probable cost is based on the assumptions that the site has been filled. Soil borings should be undertaken prior to building and site design and preparation of final budgets.



Great Lakes Water Resources Center  
Traverse City, Michigan

2. Phasing Strategy

Due to the nature of pursuing and obtaining grants and the reliance on a variety of fundraising options we are recommending that the project be phased.

This development strategy accomplishes a number of things:

- Phasing allows the project to move forward without having all of the capital in place up front.
- There are site issues that are becoming a liability and need to be attended to immediately:
  1. The current harbor's condition
  2. The cannery building's condition
- The site improvements provide better visual access to the Bay.
- The site improvements provide better physical access to the Bay and to the Center, both from land and from water.
- The Maritime Academy will have better visibility.
- Phasing creates an opportunity for the Water Resource Center to have an immediate presence on site.
- Phasing will allow for immediate Water Resource Center educational programming of limited events on site.
- All of the above will give the idea of the Water Resource Center visibility and an element of reality creating momentum helping promote the vision.

The following outline shows the various elements and how they could be combined in terms of a phasing strategy.

Phase One

1. Demolition of Cold Storage Building
2. Marina improvements
  - 2.1 New Breakwater
    - 2.11 Bulkhead Paving
  - 2.2 Modifications to Existing Breakwater
  - 2.3 32 Boat Slips
  - 2.4 Maritime Deck Improvements
  - 2.5 Dredging
  - 2.6 Marina Building (Toilets and Showers)

Great Lakes Water Resources Center  
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Phase Two

1. Parking Lot and Landscape @ Front Street  
(Paving, Curbs, Trees, Lawn, Sidewalks, Trails)
2. Relocation of Labs and Shops in New Facilities

Phase Three

1. Outdoor Exhibit Area
  - 1.1 Fish Pool with Pump Building
  - 1.2 Aquarium Exhibits with Signage & Structures
  - 1.3 Landscape Plantings
  - 1.4 Hardscape

Phase Four

1. Rebuild Maritime Academy Offices Separately
2. Demolition Cost for Building and Site
3. Reface Remaining Existing Roofed Portion
4. 35,000 S.F. of New Office Space
5. New Water Resources Center Facility
6. Site Lighting
7. Site Utilities

Please refer to Exhibit - 1 which follows the phasing strategy outline. This illustrates the breakdown of the costs related to each proposed phase.

A critical consideration for the phasing is that the concept be approved in its entirety. Local jurisdictional as well as public understanding and support of the complete vision as described by the four phases is essential. This will safeguard from any misunderstandings during subsequent phasing as key people's involvement and roles change during the course of the projects implementation.

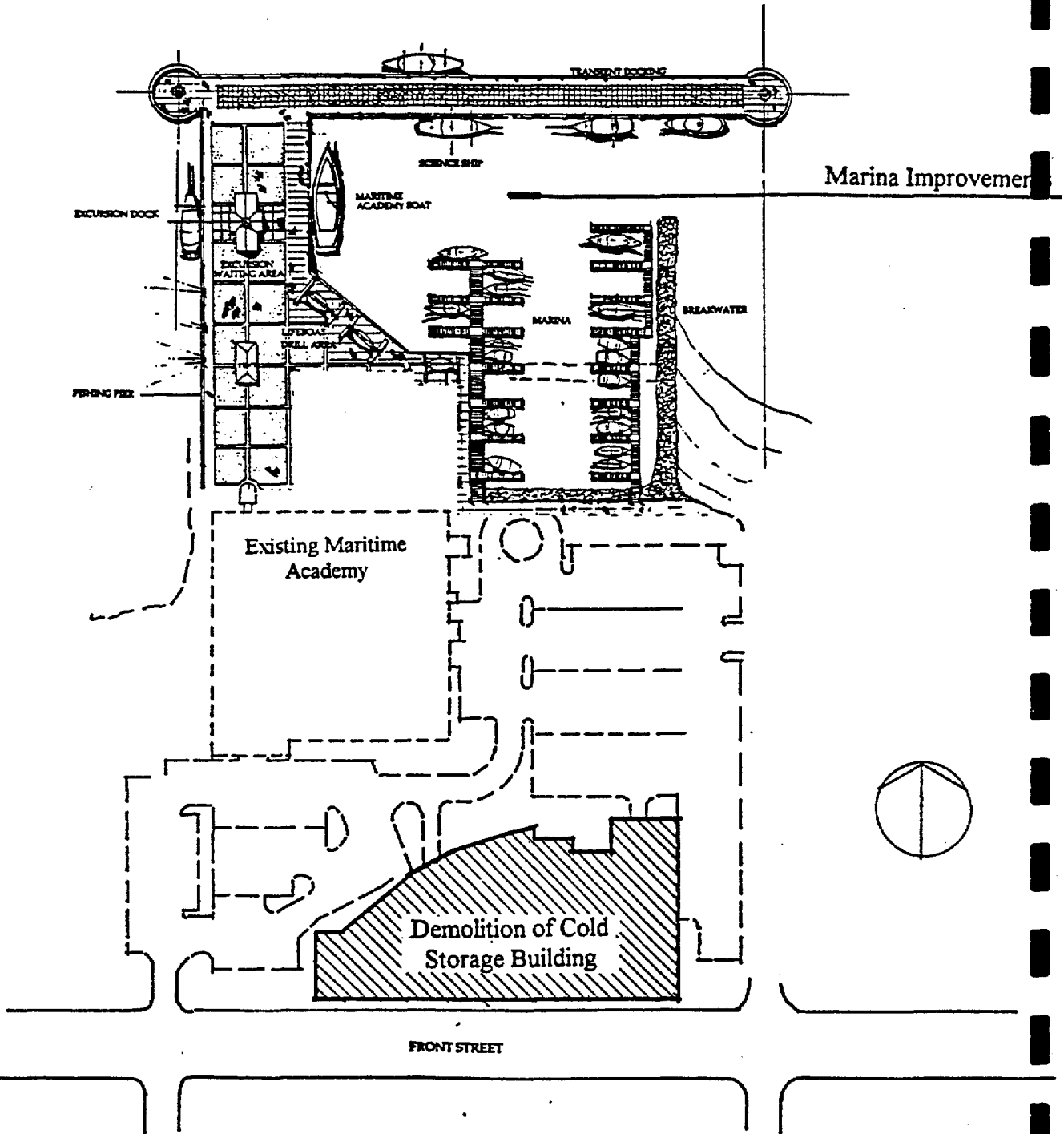
**Exhibit 1.**  
**Opinion of Probably Construction Costs**  
**The Great Lakes Water Resources Center**  
**April 1996**

<u>Cost Item</u>	<u>Phase One</u>	<u>Phase Two</u>	<u>Phase Three</u>	<u>Phase Four</u>	<u>Total Costs</u>	
1 Demolition of Cold Storage Building	500,000				500,000	
2 Marina Improvements						
2.1 New Breakwater	430,000				430,000	
2.11 Bulkhead Paving	246,000				246,000	
2.2 Modifications to Existing Breakwat	200,000				200,000	
2.3 32 Boat Slips	256,000				256,000	
2.4 Maritime Deck Improvements	242,000				242,000	
2.5 Dredging	30,000				30,000	
2.6 Marina Building	<u>100,000</u>				100,000	
3 Parking Lot + Landscape @ Front Street		445,000			445,000	
4 Relocation of Labs & Shops		<u>1,440,000</u>			1,440,000	
5 Outdoor Exhibit Area						
5.1 Fish Pool + Pumb Building			205,000		205,000	
5.2 Aquarium Exhibits			60,000		60,000	
5.3 Landcape Plantings			10,000		10,000	
5.4 Hardscape			250,000		250,000	
6 Weather Station Overlook			<u>48,000</u>		48,000	
7 Rebuild Maritime Academy Offices				408,000	408,000	
8 Demolition Costs for Building + Site				172,000	172,000	
9 Resurface Remaining Mansard				109,000	109,000	
10 Construct 35,000 sq. ft. of New Office Space				2,975,000	2,975,000	
11 New Water Resources Center Facility				2,250,000	2,250,000	
12 Site Lighting				120,000	120,000	
13 Site Utilities				<u>50,000</u>	50,000	
14 Subtotals	2,004,000	1,885,000	573,000	6,084,000	10,546,000	
15 Contingencies	15.0%	300,600	282,750	85,950	912,600	1,581,900
16 Professional Fees	8.0%	<u>184,368</u>	<u>173,420</u>	<u>52,716</u>	<u>559,728</u>	<u>970,232</u>
17 Totals	2,488,968	2,341,170	711,666	7,556,328	13,098,132	

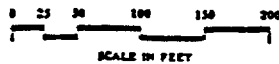
Source: Johnson Johnson Roy / Inc. (April 1996)



# PHASING PLAN



## PHASE ONE



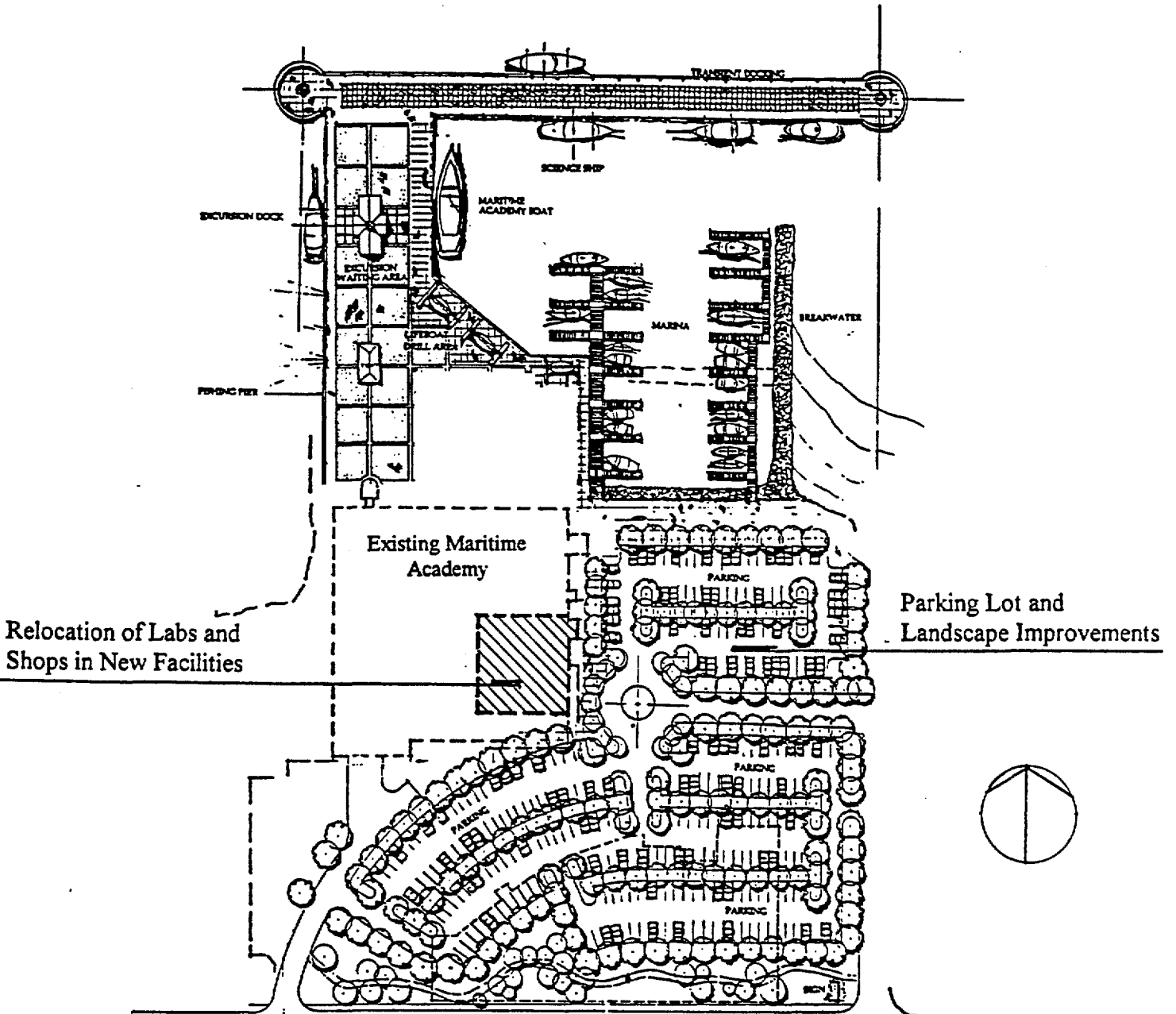
GREAT LAKES WATER RESOURCES CENTER  
TRAVERSE CITY, MICHIGAN

April 1996

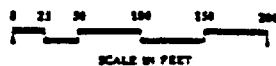
Johnson, Johnson and Roy, Inc.  
One North Pinckney Street, Madison, Wisconsin

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# PHASING PLAN



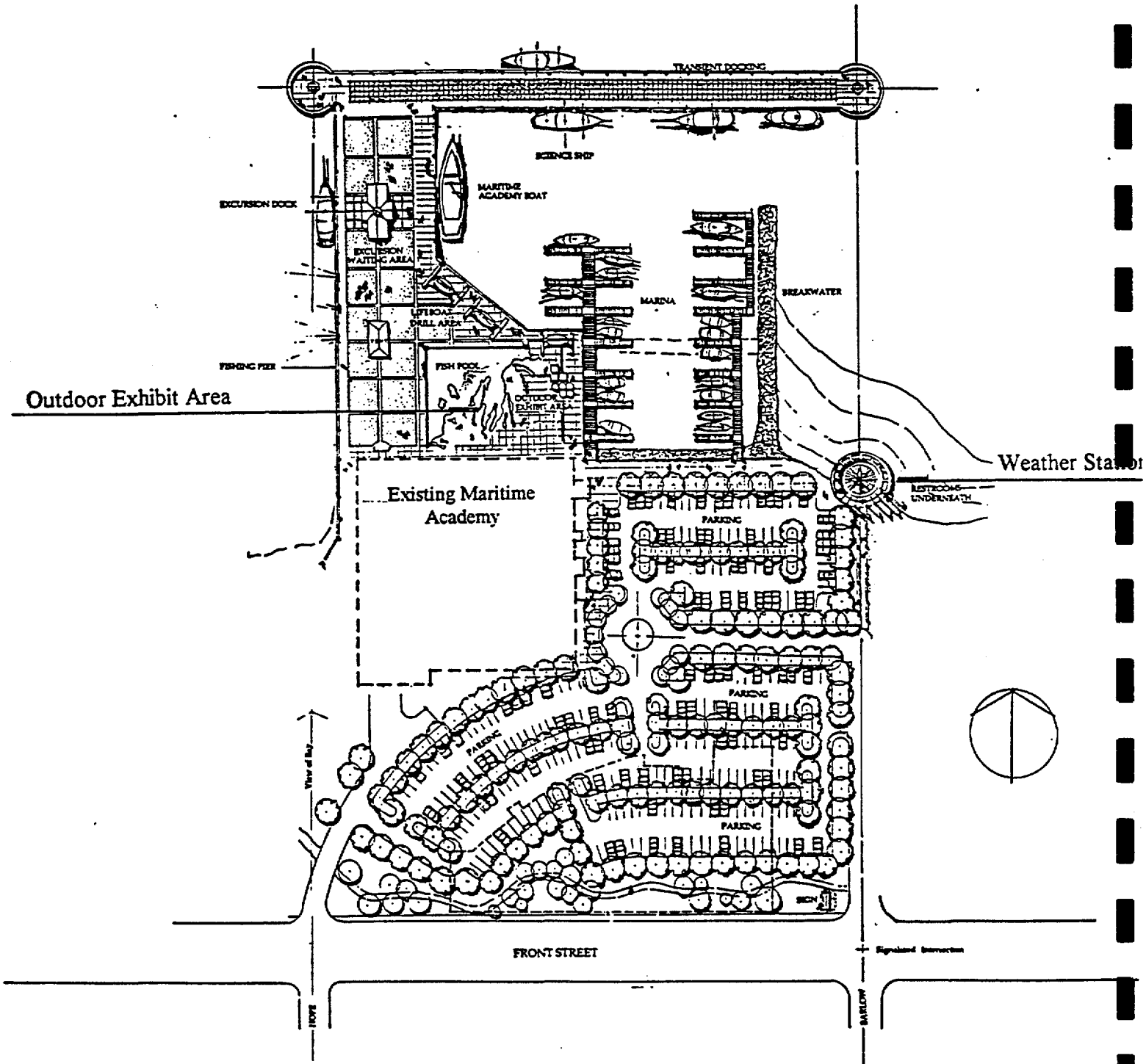
## PHASE TWO



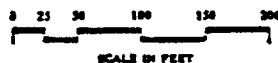
GREAT LAKES WATER RESOURCES CENTER  
TRAVERSE CITY, MICHIGAN

Johnson, Johnson and Roy, Inc.  
One North Parkview Street, Madison, Wisconsin 53703

# PHASING PLAN



## PHASE THREE

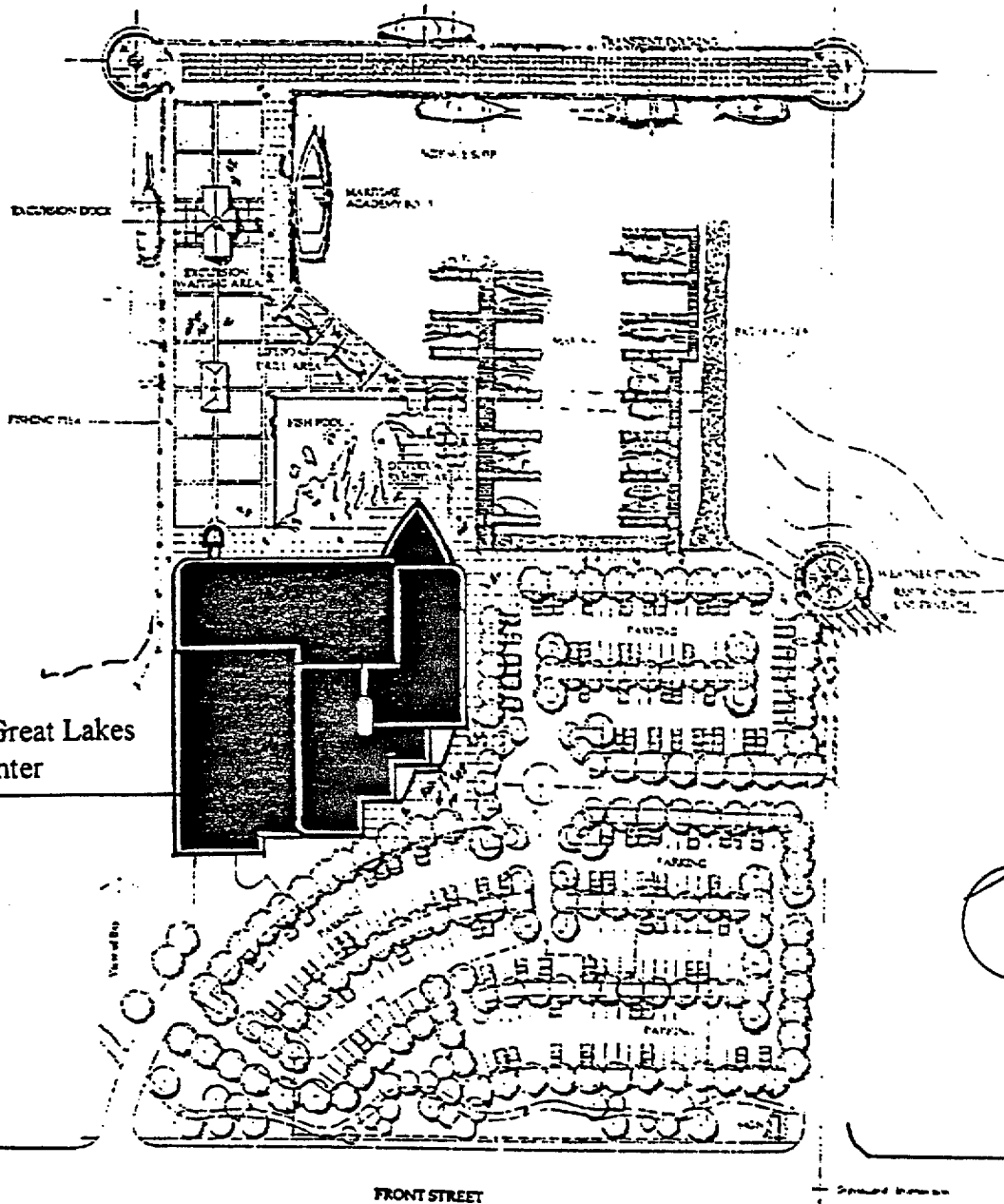


GREAT LAKES WATER RESOURCES CENTER  
TRAVERSE CITY, MICHIGAN

April 1996

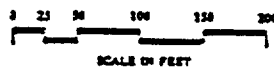
Johnson, Johnson and Roy, Inc.  
One North Pinckney Street, Madison, Wisconsin

# PHASING PLAN



Maritime Academy/Great Lakes  
Water Resources Center

## PHASE FOUR



GREAT LAKES WATER RESOURCES CENTER  
TRAVERSE CITY, MICHIGAN

April 1996

Johnson, Johnson and Roy / inc  
One North Pinckney Street, Madison, Wisconsin 53703

Great Lakes Water Resources Center  
Traverse City, Michigan

2. Business Plan Summary

Establishing an Entity, Identity and Bayside Presence

It is strongly recommended to immediately establish a non-profit entity whose purpose is the creation and establishment of the center. This entity needs to focus on establishing an identity of its own. It can not burden another existing non-profit group nor should it dilute the importance of its mission. The new entity should reinforce the concerns of other allied environmental/educational organizations and at the same time build on the resources and network that those organizations can provide. In establishing this entity the proposed name used should receive some reconsideration. The primary concern there is whether or not its name should have stronger ties with the immediate area given the notoriety that the Grand Traverse Bay area already has.

As this non-profit group is established it is imperative that a development board be created. The interest and activities related to the idea of creating the center have been around long enough. It is now at a critical point where the appropriate mix of influential members of the Greater Grand Traverse Bay community need to pool resources to solicit the financial and political support required to make it happen.

The third consideration for immediate action is to establish a presence on the NMC site. This is important from both an identity as well as visibility issue. The use of a small space within the existing Maritime Academy to start facilitating on site educational programs is a very effective way to start creating a "very real" community presence.

Ownership Entity

It is assumed that NMC will not sell the site, but will likely execute a long-term ground lease with a not-for-profit (possibly related) developing entity. Sometime during phase three the ownership entity will issue an RFP to potential fee developers to construct the Great Lakes Water Resources Center (the Center). Construction of the Center would commence in the year 2000 and continue for approximately twelve months. Therefore, the fee developer would retain no ownership interest, but would be paid a development fee of approximately 3.0 percent of total construction costs (approximately \$350,000). Ownership of the improvements would reside with the not-for-profit developing entity, for the duration of the ground lease. It will generally be necessary for that ground lease to extend for at least the term of the financing (assumed to be 25 years). After that term, the ground lease will expire, and ownership of the Center will revert to the NMC.

Management and Operations (See Exhibit 4, Exhibit 5)

It is assumed that the Ownership Entity will hire a full time Director for the Center, who will have operations, leasing and program development responsibilities. The size of the Center, and its varied tenant activities

Exhibit 2.  
 Financing and Operations Plan  
 The Great Lakes Water Resources Center  
 Traverse City, Michigan  
 April 1996

	Phase <u>One</u>	Phase <u>Two</u>	Phase <u>Three</u>	Phase <u>Four</u>	<u>totals</u>
Estimated Start Date					
Estimated Completion Date					
Duration (months)	24	6	12	12	54
Total Probable Costs	2,488,968	2,341,170	711,666	7,556,328	13,098,132
Add:					
Interim Operating Costs	<u>120,000</u>	<u>40,000</u>	<u>90,000</u>	132,000	382,000
Prefunded Operating Deficit				50,000	50,000
Financing + Transaction Costs				200,000	200,000
Developer Fee				<u>250,000</u>	<u>250,000</u>
Total Development Costs	2,608,968	2,381,170	801,666	8,188,328	13,980,132
(rounded to:)	2,600,000	2,400,000	800,000	8,200,000	14,000,000
<u>Possible Funding Sources:</u>					
1 Corporate Fund Raising	1,200,000	200,000	600,000	3,700,000	5,700,000
2 Federal Funding (?)	0	0	0	0	0
3 State Boating Facilities Grant	30,000				30,000
4 Coastal Zone Management Grants	50,000				50,000
5 Inland Fisheries Resource Grants	20,000				20,000
6 Land + Water Conservation Fund	50,000				50,000
7 Michigan Natural Resources Trust Fund	350,000				350,000
8 Private Fund Raising	850,000	1,500,000		1,500,000	3,850,000
9 County/Municipal Contributions	<u>50,000</u>	200,000	100,000	200,000	550,000
10 State Contributions		<u>500,000</u>	<u>100,000</u>	300,000	900,000
11 Mortgage Loan Proceeds				<u>2,500,000</u>	<u>2,500,000</u>
Total Sources of Funds	2,600,000	2,400,000	800,000	8,200,000	14,000,000

Source: TAI REALTY ADVISORS

Great Lakes Water Resources Center  
Traverse City, Michigan

(including the Maritime Academy, marina, multiple office and retail tenants, exhibit and assembly hall space) will require that a Maintenance Director be hired, along with two maintenance staff personnel. The Center Director will likely delegate all exhibit responsibilities to a full-time Program Curator, who will design and implement all learning-center activities. We further assume that the Director will have a full-time secretary, and the Program Curator will have a part-time (50%) secretary-support person. We assume that a volunteer staff, comprising three full-time equivalent (FTE) persons, will be available to assist the Program Curator in supporting the use and care of exhibit space.

Sources of Funding (See Exhibit 2)

We have identified eleven possible funding sources which would be used to finance the estimated \$14 million cost of the proposed Center. A range of municipal, county, state and federal sources are available, and we assume that almost \$2.0 million in such funds will be committed to funding the Center. A local fund-raising program will likely have to be initiated, and we assume that this program, relying heavily on local corporate contributions, would provide an estimated \$5.7 million to the Center.

The NMC currently assumes financial responsibility for maintaining the site and for providing for capital improvements at the Maritime Academy. This Business Plan is based on the assumption that the College would provide the site, and that some fundraising activity would be required. The amount needed would increase, or decrease, depending upon the level of contributions or grants secured from other sources. The estimated funds required through these fundraising activities currently is approximately \$3.85 million.

Financing (See Exhibit 2, Exhibit 3)

We assume that upon completion of phase four (or at the start of the year 2001), a \$2.5 million mortgage loan will be originated. Based upon a 7.25 percent interest rate, and a 25-year amortization period (equivalent to the presumed term of the ground lease), the Center will face an annual debt service payment of approximately \$222,000. During year one a projected operating deficit of approximately \$40,000 is forecast, but reserves to fund this deficit will have been set aside. Operating income in year two is estimated at \$10,000; this operating surplus increases to \$143,000 by year five.

Sources of Potential Operating Revenue (See Exhibit 4)

The Business Plan assumes that there are four business activities, or sources of potential revenue, within the Center. Annual rents for each are estimated, as described below. The Business Plan assumes that rents increase at a 3.0 percent annual rate, and that operating expenses increase at slightly more than this, or at a 4.0 percent annual rate.

Great Lakes Water Resources Center  
Traverse City, Michigan

1. Rental Revenues from the Gift Shop. A small gift shop, containing 975 rentable square feet (rsf) is included in the development plans. We estimate that this gift shop will be leased to a private retailer, who will pay a gross annual rent of \$12 per rsf. Over the forecasted ten-year planning period, these revenues represent less than 1.0 percent of total potential revenues of the Center.
2. Rental Revenues from Office Space. Thirty-five thousand gross square feet of office space would provide approximately 29,750 rentable square feet of space. At an average rent of \$15.00 per rsf, this space, if fully leased (with no lease concession and net of any leasing commission liabilities) would provide \$446,250 in gross potential revenue.
3. Attendance-Generating Capacity based on Exhibit Space. We assume that exhibits portraying ecological, environmental and fresh water-related demonstration programs will be developed and housed within the 5,000 square-feet of space of proposed exhibit space. We cannot reasonably estimate the ability of this space, and of these demonstration programs, to attract visitors without a more detailed description of the characteristics and uniqueness of a Exhibition Program. However, project costs assume that only a small investment will be made in developing an aquarium program, and that such a program will not become a "paid-attendance generator". Instead, we assume that a nominal entrance fee will be charged to view the exhibits developed under the sponsorship of the non-profit entity. We assume that, in Year 1, approximately 120,000 attendees would pay \$2.50 each to view the exhibit, representing approximately 20,000 visitors monthly during the summer months and 7,250 visitors monthly during the balance of the year. Annual attendance is conservatively estimated to increase by approximately 3.0 percent annually.
4. Rental Revenues from Assembly Hall. The 2,250 square feet of assembly hall space can be leased to local businesses and citizen groups, as well as to members of the educational community. We estimate that this space can generate rental income of approximately \$650 per week (\$15 per rsf per year, or \$33,750 annually), based on use and pricing variables that are established to maximize potential revenues. For instance, management may not wish to compete directly with the two adjacent hotels, both of which offer public space options, but the Center may determine that it is desirable to offer this space to non-profit and educational users at moderate cost.

The Business Plan assumes that of these four business activities they will experience some loss attributable to vacancy or credit loss. The likelihood that no vacancy loss would be experienced is remote,



Great Lakes Water Resources Center  
Traverse City, Michigan

particularly subject to the expectation that the commercial office space will be leased to a number of small, and possibly, not-for-profit, tenants. Vacancy loss is estimated at 25% during year one; this loss is estimated to decline to 5% by year five. However, vacancy losses could be further minimized if development of the Center is postponed until commitments to pre-lease all of the office space have been negotiated.

Timing and Development Flexibility (See Exhibit 1)

The Business Plan assumes that the proposed development program is carried out over four phases extending over six years. In order to commence this development program, however, project funding, in the amount of \$14.0 million, must be committed, and a fund raising program must be successfully completed.

The program provides for a high level of flexibility in completing alternative combinations of components of the program. It may become desirable to more closely evaluate alternative development programs that can be accomplished, depending upon the level of funding that materializes.

Implications of Business Plan

There are a number of important financial and operational implication of this Business Plan. Some of these might be deemed to be advantages; others not. Nonetheless, they are important considerations, and some are summarized below.

- Operating maintenance (and responsibility for related capital expenditures) would likely transfer from NMC to the non-profit entity
- NMC would receive a ground rent that would likely be payable by the ownership entity from available cash flow after debt service. The assumptions inherent in the Business Plan indicate that these ground rent payments to NMC would represent more than one million dollars over the ten-year planning horizon.
- If the ownership entity were thinly capitalized, it could potentially represent a financial liability until such time as vacancy losses are eliminated, and operating revenues achieve the level of gross potential revenues illustrated in the Business Plan.
- A mixed-use, waterfront, commercial development could provide excellent public spaces and cause the site to be developed to its likely highest-and-best use. However, more intensive commercial development of the site could potentially disrupt, and compromise, the mission and operations of the Maritime Academy.

**Exhibit 3.**  
**The Great Lakes Water Resources Center**  
**Traverse City, Michigan**  
**Prospective Operating Performance**

	rent		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>
<b>Gross Potential Revenues</b>	<b>per rsf</b>											
Gift Shop 975 rsf	\$12.00		11,700	12,051	12,413	12,785	13,168	13,564	13,970	14,390	14,821	15,266
Office Rent 29,750 rsf	15.00		446,250	459,638	473,427	487,629	502,258	517,326	532,846	548,831	565,296	582,255
Exhibit Space 5,000 rsf	60.00		300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031	391,432
Assembly Hall 2,250 rsf	15.00		<u>33,750</u>	<u>34,763</u>	<u>35,805</u>	<u>36,880</u>	<u>37,986</u>	<u>39,126</u>	<u>40,299</u>	<u>41,508</u>	<u>42,753</u>	<u>44,036</u>
total space 37,975 rsf												
<b>Total Potential Revenue</b>			791,700	815,451	839,915	865,112	891,065	917,797	945,331	973,691	1,002,902	1,032,989
Less: Vacancy Loss (Exhibit 6)			<u>(197,925)</u>	<u>(154,886)</u>	<u>(118,158)</u>	<u>(85,233)</u>	<u>(43,895)</u>	<u>(45,212)</u>	<u>(46,568)</u>	<u>(47,965)</u>	<u>(49,404)</u>	<u>(50,886)</u>
<b>Annual Operating Revenue</b>			593,775	660,565	721,757	779,879	847,170	872,586	898,763	925,726	953,498	982,103
<b>Operating Expenses:</b>	<b>per rsf</b>											
Utilities	\$1.75		66,456	69,115	71,879	74,754	77,744	80,854	84,088	87,452	90,950	94,588
Taxes	0.00		0	0	0	0	0	0	0	0	0	0
Insurance	0.50		18,988	19,747	20,537	21,358	22,213	23,101	24,025	24,986	25,986	27,025
Supplies + Repairs	0.40		15,190	15,798	16,430	17,087	17,770	18,481	19,220	19,989	20,789	21,620
Replacement Reserve	0.25		9,494	9,874	10,268	10,679	11,106	11,551	12,013	12,493	12,993	13,513
Exhibit Program Costs			60,000	62,400	64,896	67,492	70,192	72,999	75,919	78,956	82,114	85,399
Personnel Costs (Exhibit 4)			232,700	242,008	251,688	261,756	272,226	283,115	294,440	306,217	318,466	331,205
Contract Services	0.25		<u>9,494</u>	<u>9,874</u>	<u>10,268</u>	<u>10,679</u>	<u>11,106</u>	<u>11,551</u>	<u>12,013</u>	<u>12,493</u>	<u>12,993</u>	<u>13,513</u>
Operating Expenses	\$3.15		412,321	428,814	445,967	463,805	482,358	501,652	521,718	542,587	564,290	586,862
<b>Operating Revenues Before</b>												
Debt Service and Capital Contributions			181,454	231,751	275,790	316,074	364,813	370,934	377,045	383,139	389,208	395,241

Source: TAI REALTY ADVISORS

Exhibit 4.  
The Great Lakes Water Resources Center  
Traverse City, Michigan  
Prospective Personnel Costs

	<u>FTE</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>
Director	1.00	46,000	47,840	49,754	51,744	53,813	55,966	58,205	60,533	62,954	65,472
Maintenance Director	1.00	27,000	28,080	29,203	30,371	31,586	32,850	34,164	35,530	36,951	38,429
Maintenance Staff	2.00	40,000	41,600	43,264	44,995	46,794	48,666	50,613	52,637	54,743	56,932
Program Curator	1.00	36,000	37,440	38,938	40,495	42,115	43,800	45,551	47,374	49,268	51,239
Secretarial Support	1.50	<u>30,000</u>	<u>31,200</u>	<u>32,448</u>	<u>33,746</u>	<u>35,096</u>	<u>36,500</u>	<u>37,960</u>	<u>39,478</u>	<u>41,057</u>	<u>42,699</u>
Exhibit Volunteers	<u>3.00</u>										
Total	9.50	179,000	186,160	193,606	201,351	209,405	217,781	226,492	235,552	244,974	254,773
Taxes + Benefits @	30.0%	<u>53,700</u>	<u>55,848</u>	<u>58,082</u>	<u>60,405</u>	<u>62,821</u>	<u>65,334</u>	<u>67,948</u>	<u>70,666</u>	<u>73,492</u>	<u>76,432</u>
Total Personnel Costs		232,700	242,008	251,688	261,756	272,226	283,115	294,440	306,217	318,466	331,205

Source: TAI REALTY ADVISORS

**Exhibit 5.**  
**The Great Lakes Water Resources Center**  
**Traverse City, Michigan**  
**Prospective Financial Operating Performance**

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>
Operating Revenues/(Deficit)	181,454	231,751	275,790	316,074	364,813	370,934	377,045	383,139	389,208	395,241
Annual Debt Service 1/	<u>(221,697)</u>	<u>(221,697)</u>	<u>(221,697)</u>	<u>(221,697)</u>	<u>(221,697)</u>	<u>(221,697)</u>	<u>(221,697)</u>	<u>(221,697)</u>	<u>(221,697)</u>	<u>(221,697)</u>
Cash Flow	(40,244)	10,053	54,093	94,377	143,116	149,236	155,348	161,442	167,510	173,544
Prospective Operating Deficit	40,244									
(annual debt coverage ratio)	0.82	1.05	1.24	1.43	1.65	1.67	1.70	1.73	1.76	1.78
Cash Flow Available For Ground Rent Participation Payment to NMC	0	10,053	54,093	94,377	143,116	149,236	155,348	161,442	167,510	173,544
Cumulative Ground Rent Payments to NMC (10 years)	1,108,719									

1/ Annual debt service based on the assumption that a \$2.5 million loan (at 7.5%; fully amortized over 25 years) would be originated to repay part of the construction costs of the Phase 4 Improvements and Expansion.

Source: TAI REALTY ADVISORS

Exhibit 6.  
The Great Lakes Water Resources Center  
Traverse City, Michigan  
Prospective Annual Vacancy Rates and Rent Loss

			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>
<b>Prospective Annual Vacancy Rate:</b>												
Gift Shop	975 rsf	\$12.00	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Office Rent	29,750 rsf	15.00	25.0%	15.0%	10.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Exhibit Space	5,000 rsf	60.00	25.0%	25.0%	20.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Assembly Hall	2,250 rsf	15.00	25.0%	25.0%	20.0%	10.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
<b>Gross Potential Revenue:</b>												
<b>(Exhibit II)</b>			791,700	815,451	839,915	865,112	891,065	917,797	945,331	973,691	1,002,902	1,032,989
<b>Less: Prospective Rent Loss</b>												
Gift Shop			(2,925)	0	0	0	0	0	0	0	0	0
Office Rent			(111,563)	(68,946)	(47,343)	(48,763)	(25,113)	(25,866)	(26,642)	(27,442)	(28,265)	(29,113)
Exhibit Space			(75,000)	(77,250)	(63,654)	(32,782)	(16,883)	(17,389)	(17,911)	(18,448)	(19,002)	(19,572)
Assembly Hall			(8,438)	(8,691)	(7,161)	(3,688)	(1,899)	(1,956)	(2,015)	(2,075)	(2,138)	(2,202)
<b>Total Rent Loss</b>			<b>(197,925)</b>	<b>(154,886)</b>	<b>(118,158)</b>	<b>(85,233)</b>	<b>(43,895)</b>	<b>(45,212)</b>	<b>(46,568)</b>	<b>(47,965)</b>	<b>(49,404)</b>	<b>(50,886)</b>
<b>Operating Revenue</b>			<b>593,775</b>	<b>660,565</b>	<b>721,757</b>	<b>779,879</b>	<b>847,170</b>	<b>872,586</b>	<b>898,763</b>	<b>925,726</b>	<b>953,498</b>	<b>982,103</b>

Source: TAI REALTY ADVISORS

Great Lakes Water Resources Center  
Traverse City, Michigan

3. Public Funding Sources

The development of the Water Resources Center is very dependent on the success of a fund raising effort. This effort must have a well defined strategy, be carefully planned and efficiently conducted. Fundraising is inherently part art and part science and although past funding is not always a good predictor of future success, a good track record will certainly enhance an organization's credibility. The planning to date for this Water Resources Center has shown a definite local community support, having initiated two separate and comprehensive feasibility studies. This demonstration of interest will certainly enhance the Center's chances in the eyes of funding organizations.

Funding can be generated through a number of sources: Local fundraising efforts within the community, private foundations, corporate giving plans, and through local, state and federal agencies. We have identified a number of potential organizations which have provided start-up funds, funds for special projects and support for programs which are compatible with the stated goals and objectives of the Water Resources Center. This list is not comprehensive but merely serves as a starting point for subsequent development activities. By nature, programmatic goals of funding agencies frequently change as does the availability of support funds. The funding process is, therefore, dynamic in nature and identifying appropriate, viable funding sources is a continual procedure. The uncertainties in the political climate in the state and federal governments makes programs from these agencies particularly vulnerable. It will be the responsibility of the Director and the Development Board to continually assess funding opportunities as they arise and develop appropriate fundraising strategies depending on the Center's priorities. (See Potential Funding Sources Exhibit)

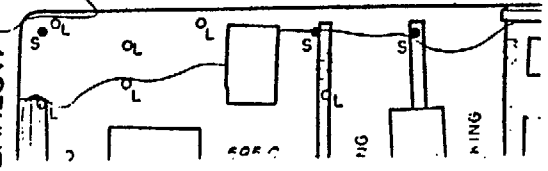
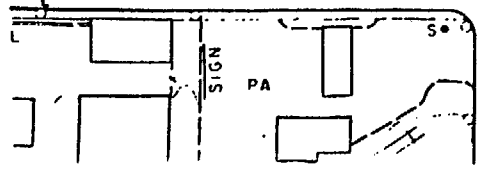
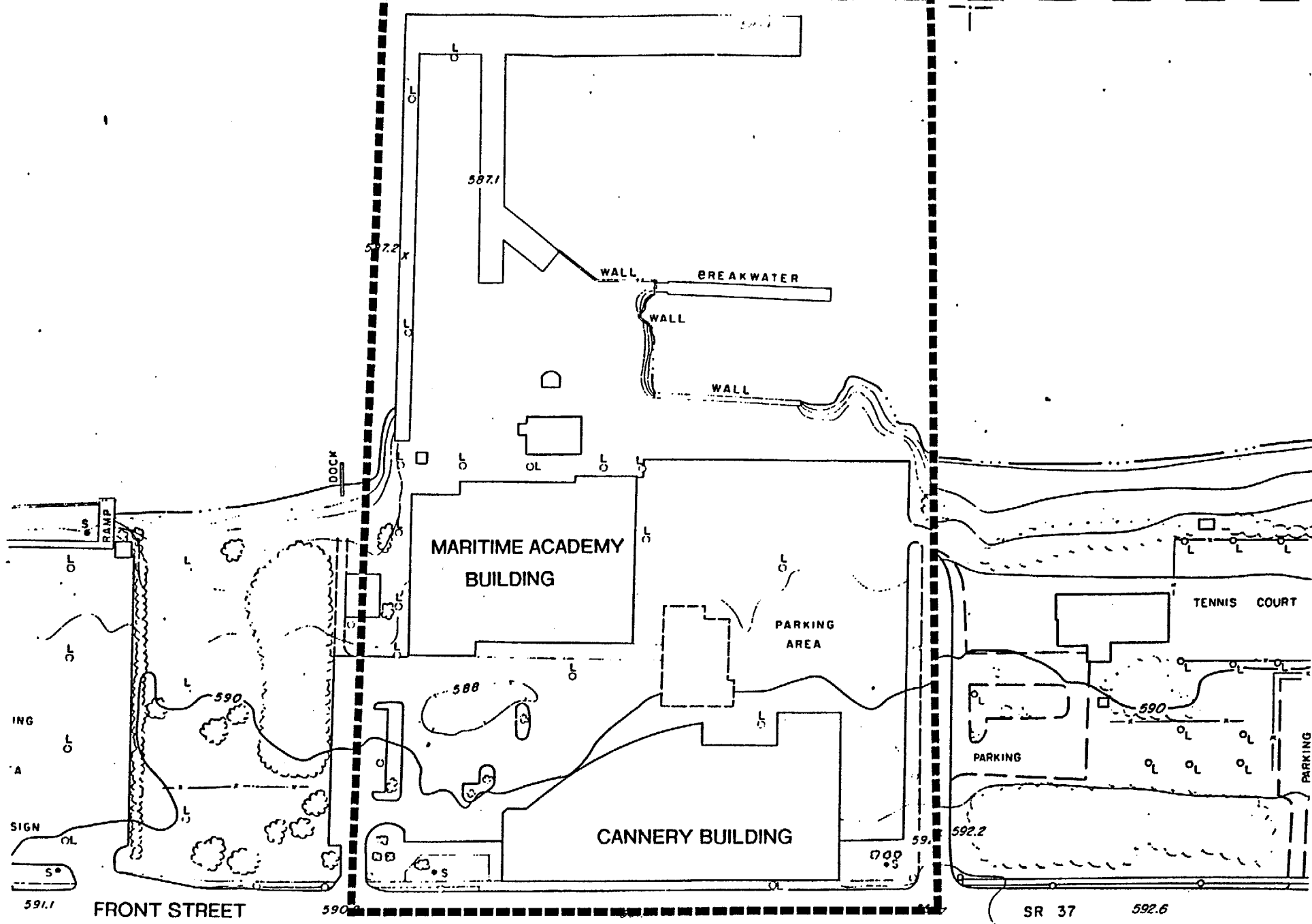
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**Potential Funding Sources Exhibit  
Great Lakes Water Resources Center  
Traverse City, Michigan**

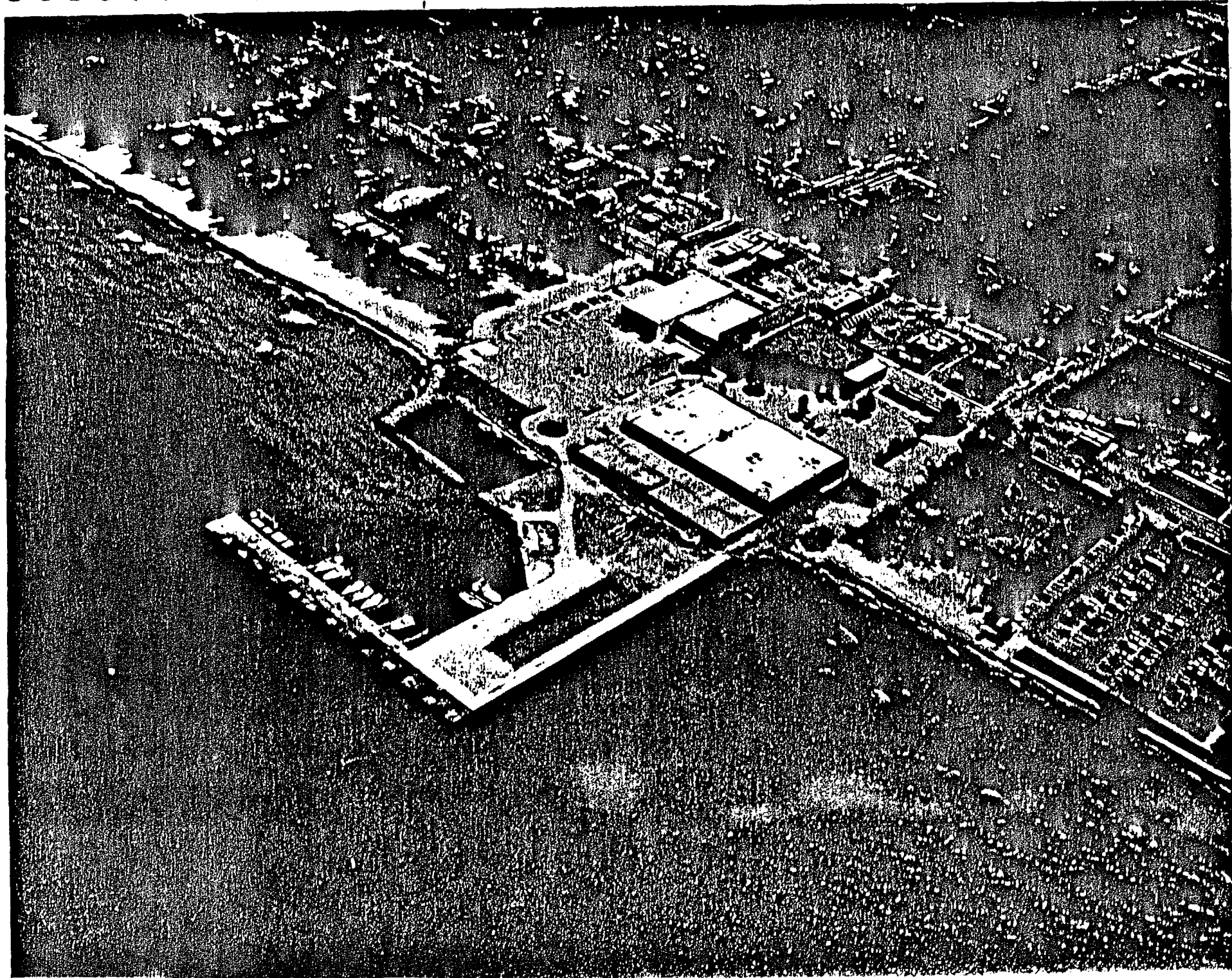
Source	Use Category	Avg. Grant Amount	Matching Funds (Y/N) %	Annual Grant or Support Funds	Funding Cycle
Biederman Foundation	Special Projects, Educational	\$1.5 K	Y (desirable), variable	Support	Variable (Quarterly)
Coastal Zone Management (NOAA)-Federal/State DEQ	Project Development, Educational	\$20K	Y, 50%	Support	Dec. RFP
C.S. Mott Foundation	Continuing support, Operating, general purpose, seed money, matching funds	\$20K - 30K	Y & N, variable	Support/Annual	Quarterly
EPA Environmental Education Grants- Federal	Environmental Ed., Special Projects	\$10K - \$50K, up to 250K	Y, 25%	Support	Fall/Winter
Frey Foundation	Seed, Start-up	\$35K	N	Support	Quarterly
Kresge Foundation	Bricks & Morter	\$100K-400K	N	Support	6 Times/Yr.
Michigan Great Lakes Protection Fund-EPA-Federal	Seed Money, Special Projects	\$20K - 30K	Y (5%)	Support	Spring
Rotary Charities	Start-up, special projects, challenge grants	\$15K	Y(desirable), variable	Support	Sept.
EPA Office of Water - 319 Funds-Federal/State DEQ	Specific projects, demonstration projects	not available	Y, 40%	Support	Variable
National Science Foundation-Federal	Environmental Education	\$104K	Y, (variable)	Support	Variable
H. & G. Dow Foundation	Education, Research, Nature	\$1K - 500K	not available	Support	Bimonthly
Americana Foundation	Special Projects Seed Money, Operating Support	\$10K	N	Support/Annual	Quarterly

A P P E N D I X O N E  
Great Lakes Water Resources Center





**PROJECT SITE & CONTEXT**



A P P E N D I X T W O  
Great Lakes Water Resources Center

26 October 1995  
Workshop  
Great Lakes Water Resources Center

**PROGRAM ISSUES & CONCERNS: FEEDBACK**  
**(General Discussion Prior to Group Exercises)**

Research/ education

Local value

Tourist Value

Long-term operation and cost

Concern of scale

Watershed "community-at-large"

Public access

Aquatic focus (modest)

Multiple-use (flexibility)

Increase outside visitor stay, not necessarily the volume

Affordable (both visiting or local user group)

Home Site - Value

How far? Outreach to hinterlands, etc.

What are activities unique to site? (evaluate-related revenue)

Concern over size and impact on site

Research other nationally recognized facilities

Existing cannery wall as a positive barrier? (buffer)

Bay View high priority

Outreach to broadest population base

Start by addressing the lowest common denominator

*JJR*

26 October 1995  
Workshop  
Great Lakes Water Resources Center

**PROGRAMMATIC INPUT - Red Group**

Year-Round Facility  
Focus on activities which  
belong on water

Facility	Activity	Revenue Potential	Notes/Theme
Water quality testing lab and lab space for outside agencies	Chemical/biological testing	Yes	
Environmental education	1) Tie in with NMC 2) Hands-on focus rather than only exhibits	Low potential ?	
Tie into park system	Pedestrian corridors	No	
Inland Seas Science Ship		Yes	
Recreational sailing program		Yes	
Aquarium Natural history programs		Yes	
Marina facility Marina management	Possible tie-in with hospitality program - NMC	Yes	
Small craft repair	Tie-in NMC and maritime	No	
Non-profit, water-related organizations		Yes (rental)	
Maximize the view corridor	Change building orientation	No	
Generic facilities	Maximum flexibility Allow for evolution	No	
Diving Club use		Yes	
Year-round educational themes	Satisfy T.C., Regional Ed. requirements	No	

Research	Science research projects Build tie with University Center	Yes	
Meeting facilities		Yes	
Artificial outdoor research facility "Ecology"		Yes	
Weather-related activities Climatology	Tie-in with Maritime Academy	No	

JJR

26 October 1995  
Workshop  
Great Lakes Water Resources Center

**PROGRAMMATIC INPUT - Blue Group**

Facility	Activity	Revenue Potential	Notes/Theme
Maritime Academy	Training class on water access certification	Student fees Federal Grants Tuition	
University Center	Research - Laurentian vessels/labs/teaching electronic conf. center	Tuition contracts w/University Center	Sharing labs/equipment among universities
Weather Center	Research	NOAA Media	
Government/Nongov't offices	County/State/Federal Private Research EPA/DEQ Teaching vessels	Appropriation Rentals Grants	Could be located across the street
Spill Response Center	Emergency training center	Federal/State Private Contracts	
Interpretive Center Environmental History	Exhibits (interactive) Aquarium Imax Restaurants History	Admission fees Product sales Sales Volunteer seniors	
Marina	Commercial boats Historic ships	Fees (slips) Annual Dockside Attractions	
Adjacent marina	private boats	contracts	
Community Sailing Center	Training Regattas	Fees Tournament fees	
Fishing Pier	Community Access	Grants (capital) Worm sales Bait shop	
Public Beach	Community Access	Public/Private Partnership	

JJR

26 October 1995  
 Workshop  
 Great Lakes Water Resources Center

**PROGRAMMATIC INPUT - Green Group**

Facility	Activity	Revenue Potential	Notes/Theme
Maritime Academy	Education		Marketing to visitors/ local citizens
Maritime Heritage Alliance	History Museum	Yes, tourism	Mystic seaport theme Tall ships Boating building Blacksmith shop
Community Center	Sailing, environmental ed, kayaking, lectures, programming	(for construction NO (cost center)	
Cinimax Theater Planetarium	Virtual Reality Theater in the Round	Yes	
Underwater observation deck	Observe marine biology	Yes	concern about attraction - draw / limited access in winter
Conference facility	- host environmental conf. - papers on Great Lakes - business conference	Yes	
Information clearinghouse	Database center Library Monitoring equipment	Yes	
Environmental Education Center	Environmental programming		
Community Sailing Center			
Commercial fishing Recreational fishing	Research Data/Inventory		
Science museum	rotating interactive exhibits	visitors Local residents	

JJR

26 October 1995  
Workshop  
Great Lakes Water Resources Center  
Group Session on Development Scenarios  
(Blue Group)

Traverse Bay Center: 35,000sq.ft. footprint

1. Minimal capitalization

- Remove cannery building
- Office Space for environmental organizations
- Upgrade harbor
- Space for MHA, Inland Seas, community sailing

2. Mid-Range

- All of number one
- University Center (teaching, research, interpretation)

3. Maximum capitalization

- All of number one
- Aquarium
- Imax
- Auditorium
- Museum/Interpretive Center (10,000-20,000sq.ft.)
- Expand marina

JJR



26 October 1995  
Workshop  
Great Lakes Water Resources Center  
Group Session on Development Scenarios  
(Red Group)

Minimal Capitalization Program

- 1) School Ship
- 2) Maritime Heritage
- 3) Water taxi - link to other attractions
- 4) Community sailing program
- 5) Regional Program coordinating
- 6) Nominal educational activities
- 7) Training and workshops
- 8) Merchandising (gift shop, etc.)

Intermediate Capitalization Program

Add or expand on above:

- 1) Auditorium
- 2) Classroom labs/equipment
- 3) Teacher in-service, environmental ed.
- 4) Marina improvements
- 5) Weather station
- 6) "Hands-on" interpretive displays - theme-based (environmental ed./water quality)
- 7) Office space for "partner" organizations

"Sky's the Limit"

Add or expand on above:

- 1) Science component - labs/conferences/University Center/information database (international)
- 2) College/community programming office
- 3) Fishing pier
- 4) Expand maritime alliance
- 5) Capitalization vs. operating
- 6) Aquarium
- 7) Resource center/library
- 8) Science ship fleet
- 9) ROU - interaction system for public education

JJR

26 October 1995  
Workshop  
Great Lakes Water Resources Center  
Group Session on Development Scenarios  
(Green Group)

1. NO ACTION - NO DIFFERENCE & POSSIBLE NEGATIVE

Building stays and deteriorates

2. The NMC Init. (+) Repair Dock  
Strictly college, not community  
(-) Neg. community view
3. Traverse Bay Center (minimal capitalization)
- (+) Watershed mural  
More exposure to environmental education  
Interaction between organizations  
Near water facility  
Program Development
- (-) Rough facility  
Higher Risk  
Short-term commitment
4. Traverse Bay Center (intermediate capitalization)
- (+) Strong leadership goals  
(-) Lack of above and lack of money
5. Traverse Bay Center (expanded program)
- (+) Do it right  
Cheap rent  
Non-profits
- (-) Size limitation  
(+) Use of site

JJR

**ROTARY CHARITIES GRANT  
AGREEMENT**

JAN - 4 1995



## Rotary Charities of Traverse City

15 PARK STREET  
TRAVERSE CITY, MICHIGAN 49684

TELEPHONE (616) 941-4010  
FAX (616) 941-4066

JOSEPH MUHA, President  
JACK BAY, Vice-President  
BOB DEAN, Secretary  
WILL SHOSKEY, Treasurer  
MARY HOGUE  
BILL McCOOL  
JERRY MEYER  
PHIL RODGERS  
MARRY SKENDZEL  
PAUL MOCERE, Club President

BOB COLLIER, Executive Director

BOB HILTY, Assistant to the President



January 3, 1995

Michael J. McClelland  
Deputy Administrator  
Grand Traverse County  
400 Boardman Avenue  
Traverse City, MI 49684

Dear Mac:

On behalf of Joseph Muha, President of Rotary Charities of Traverse City, I am pleased to inform you that the Board of Trustees has approved a grant of \$15,000.

The purpose of this grant is to help develop a business plan for a Great Lakes Water Resources Center at NMC's Maritime Academy.

This letter describes the terms and conditions of this grant award. It is agreed between Rotary Charities (the Foundation) and Grand Traverse County (the Grantee) that:

1. The Grantee will use the funds only for the grant purposes specified above.
2. None of the grant proceeds are to be transferred by the Grantee to any other organization without the written permission of the Foundation.
3. The Foundation will pay this grant in two installments: \$7,500 upon receipt of a signed copy of this grant agreement letter and evidence that consultants have been retained to perform the tasks required, and \$7,500 upon receipt of a satisfactory progress report as described below.
4. Two progress reports are required on this grant with the following schedule:

For the period ending June 30, 1995 due August 1, 1995.

For the period ending December 31, 1995, due February 1, 1996.

These reports are to include: a summary of expenditures related to the grant, progress by the consultants in completing the business plan, and a distribution plan for the final product of the grant.

5. This grant is for a period of one year to December 31, 1995. In order to receive an extension of the grant period, the Grantee must submit a request in writing to the Foundation explaining the need for the extension.

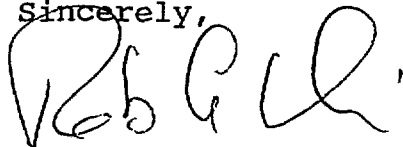
January 3, page 2

6. The Grantee agrees that it will not use funds:
  - a. To attempt to influence legislation or the outcome of any specific election or to carry on, directly or indirectly, any voter registration drive.
  - b. For grants to individuals or to other organizations which do not comply with the requirements of Section 4945(d)(3) of the Internal Revenue Code.
  - c. For any purpose other than one specified in Section 170(c)(2)(B) of the Internal Revenue Code (exclusively for charitable, educational or scientific purposes).
7. The Grantee agrees to supply such information as may be necessary for the Foundation to exercise its responsibility for supervision of the grant as required by the IRS.
8. Any news releases, public announcements, or other products pertaining to this grant should acknowledge Rotary Charities of Traverse City as a funder.

Congratulations on this grant award. Enclosed is a copy of the news release announcing this and the other grant awards.

Please return a signed copy of this grant agreement to make the grant official and call me if you have any questions.

Sincerely,




Robert S. Collier

Grantee agrees to the terms and conditions of the grant as recited above.

Name: Margaret C. Underwood Title: Chairman - Board Traverse County

Date: 1-30-95



**REQUEST FOR PROPOSALS  
FOR  
GREAT LAKES WATER  
RESOURCES CENTER  
PLANNING ASSESSMENT**



**GRAND TRAVERSE COUNTY  
DEPUTY ADMINISTRATOR**

400 BOARDMAN AVENUE  
TRAVERSE CITY, MI 49684-2577  
(616) 922-4622 • FAX (616) 922-4636

M E M O R A N D U M

DATE: July 24, 1995  
TO: Prospective Proposers  
FROM: Michael McClelland, Deputy Administrator  
SUBJECT: Reissue of Request For Proposals for Great Lakes Water Resources Center Planning Assessment

Grand Traverse County invites qualified firms to submit proposals to conduct planning research to develop a Great Lakes Water Research Center.

Attached to this letter is a revised Request For Proposal to provide interested parties with sufficient information to enable them to prepare and submit proposals for a contract award.

The County reserves the right to consider proposals or modifications received at any time before award is made, if such action is in the best interest of the County. The County also reserves the right to reject any and all proposals received as a result of this RFP, or to negotiate separately with any source whatsoever in any manner necessary to serve the best interests of the County. The County does not intend to award a contract solely on the basis of any response made to this request or otherwise pay for the information solicited or obtained.

Inquiries which require a written response must be submitted must be received no later than August 11, 1995.

Proposal must be submitted in six copies, no later than 2:00 p.m. on Wednesday, August 23, 1995 to:

GREAT LAKES WATER RESOURCES CENTER  
Michael J. McClelland  
Deputy Administrator  
Grand Traverse County  
400 Boardman Avenue  
Traverse City, Michigan 49684

Attachment



REVISED: JULY 24, 1995

REQUEST FOR PROPOSAL

GREAT LAKES WATER RESOURCES CENTER  
PLANNING ASSESSMENT PROJECT

Due Date: Wednesday, August 23, 1995, 2:00 p.m.

Issued by

Grand Traverse County

400 Boardman Avenue  
Traverse City, Michigan 49684



## PART I

## GENERAL INFORMATION

I-1 Purpose

Grand Traverse County is requesting for proposals from qualified firms to conduct planning research to develop a Great Lakes Water Research Center.

The maximum contract amount is \$45,000.

II-2 Program Statement

The project will provide a comprehensive foundation of information that will be utilized to refine the concept for and provide for informed decision making for the planning and development of a Center to host a diverse range of water related public attractions, such as a freshwater aquarium, interactive displays and exhibits on the ecosystem and maritime history, community sailing center, and office space for water related public agencies, educational institutions and private firms.

The proposed location for the Center is the Great Lakes Maritime Academy, situated at the base of the West Arm of Grand Traverse Bay, with walking distance of downtown Traverse City and visibly located on the heaviest traveled section of road in northern Michigan. The Northwestern Michigan College property encompasses approximately 7 acres, containing the Great Lakes Maritime Academy building with a deep water, protected harbor capable of handling a number of very large vessels. In addition, Technical/vocational Division and warehousing functions are presently housed in the old Cannery Building.

I-3 Issuing Office

This RFP is issued by Grand Traverse County (Issuing Office). Michael J. McClelland, Deputy Administrator, Grand Traverse County (400 Boardman Avenue, Traverse City, Michigan 49684 616/922-4694) is the point of contact in the County for purposes of contract administration and technical assistance.

I-4 Contract Award

Contract negotiations will be undertaken with those firms whose proposals, as to price and other factors, show them to be qualified, responsible, and capable of performing the work.

The contract that may be entered into will be that which is most advantageous to the County, price and other factors considered. The County reserves the right to consider proposals or modifications received at any time before award is made, if such action is in the best interest of the County.

#### I-5 Rejection of Proposals

The County reserves the right to reject any and all proposals received as a result of this RFP, or to negotiate separately with any source whatsoever in any manner necessary to serve the best interests of the County. The County does not intend to award a contract solely on the basis of any response made to this request or otherwise pay for the information solicited or obtained.

#### I-6 Incurring Costs

Grand Traverse County is not liable for any cost incurred by the firm prior to the issuance of a contract.

#### I-7 Preproposal Conference

No preproposal conference will be held in association with this RFP. Inquiries made be in the manner outlined in Section I-8.

#### I-8 Inquiries

Questions that arise as a result of this RFP which require a written response must be submitted in writing to the Issuing Office. All questions must be submitted on or before the date specified in the cover letter.

#### I-9 Addenda to the RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be provided to all firms who received the basic RFP.

#### I-10 Response Date

To be considered, proposals must arrive at the Issuing Office on or before the date specified in the cover letter. Firms mailing proposals should allow normal delivery time to insure timely receipt of their proposals.

#### I-11 Proposals

To be considered, firms must submit a complete response to this RFP, using the format provided in Part IV. Each proposal must be submitted in six [6] copies to the Issuing Office. No other distribution of proposals will be made by the firm. Proposals

must be signed by an official authorized to bind the firm to its provisions. For this RFP, the proposal must remain valid for at least sixty days.

#### I-12 Acceptance of Proposal Content

The contents of the proposal of the successful bidder, as mutually modified, amended or supplemented shall become contractual obligations if a contract ensues. Failure of the successful bidder to accept these obligations may result in cancellation of the award.

#### I-13 Interview/Oral Presentation

The County may request an interview and/or oral presentation of any firms who submit a proposal. These meetings provide opportunity for the County to ask questions and for the bidder to clarify the proposal. The Issuing Office will schedule these presentations.

#### I-16 Prime Contractor Responsibilities

The selected firm will be required to assume responsibility for all services offered in the proposal whether or not they possess them within their organization. Further, the County will consider the selected firm to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contract.

#### I-17 Contract Payment Schedule

Payment for any contract entered into as a result of this RFP will be made upon receipt and approved by the County Project Manager of the reports under each task outlined in Part III-2.B. and upon receipt of the firm's billing statement. Payments shall be the amount of each task stipulated in the cost proposal and contract. The final billing must be received no later than January 31, 1996.

#### I-18 News Releases

News releases pertaining to this RFP or the service, study, or project to which it relates will not be made without prior County approval, and then only in coordination with the Issuing Office.

#### I-19 Disclosure of Proposal Contents

Proposals are subject to disclosure under the Michigan Freedom of Information Act (P.A. 1976, Act 442).

After contract award, a summary of total price information for all submissions will be furnished upon request to those bidders participating in this RFP.

I-20 Independent Price Determination

A. By submission of a proposal, the offeror certifies, and in the case of a joint proposal each party thereto certifies as to its own organization, that in connection with this proposal:

1. The prices of the proposal have been arrived at independently without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other offeror or with any other competitor;
2. Unless otherwise required by law, the prices which have been quoted in the proposal have not been knowingly disclosed by the offeror and will not be knowingly disclosed by the offeror to any competitor; and
3. No attempt has been made or will be made by the offeror to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

B. Each person signing the proposal certifies that:

1. (S)he is the person in the offeror's organization responsible within the organization for the decision as to prices being offered in the proposal and that (s)he has not participated, and will not participate, in any action contrary to A. 1, 2, and 3, above; or
2. (S)he is not the person in the offeror's organization responsible within that organization for the decision as to the prices being offered in the proposal, but that (s)he has been authorized in writing to act as agent for the persons responsible for such decisions in certifying that such persons have not participated, or will not participate, in any action contrary to A. 1, 2, and 3 above, and as their agent does hereby so certify; and that (s)he has not participated, and will not participate, in any action contrary to A. 1, 2, and 3 above.

C. A proposal will not be considered for award if the sense of the statement required in the Cost and Price Analysis portion of the proposal has been altered as to delete or modify A. 1, A. 3, or B. above. If A. 2 has been modified or deleted, the proposal will not be considered for award

unless the offeror furnishes with the proposal a signed statement which sets forth in detail the circumstances of the disclosure and the Issuing Office determines that such disclosure was not made for the purpose of restricting competition.

I-21 County's Liability

The selected firm agrees to indemnify, defend, and save harmless the County, its officers, agents, and employees from any and all claims and losses accruing or resulting from the negligent performance of work as described in any agreement that results from this RFP. Further, if any recipient of a contract subcontracts for work, they will enter into a contract with such subcontractor(s) which indemnifies the County as provided herein.

## PART II

## WORK STATEMENT

II-1 Purpose of the Project

Grand Traverse County is requesting for proposals from qualified firms to conduct planning research to develop a Great Lakes Water Research Center.

The maximum contract amount is \$45,000.

## II-2 Program Statement.

The project will provide a comprehensive foundation of information that will be utilized to refine the concept for and provide for informed decision making for the planning and development of a Center to host a diverse range of water related public attractions, such as a freshwater aquarium, interactive displays and exhibits on the ecosystem and maritime history, community sailing center, and office space for water related public agencies, educational institutions and private firms.

The proposed location for the Center is the Great Lakes Maritime Academy, situated at the base of the West Arm of Grand Traverse Bay, with walking distance of downtown Traverse City and visibly located on the heaviest traveled section of road in northern Michigan. The Northwestern Michigan College property encompasses approximately 7 acres, containing the Great Lakes Maritime Academy building with a deep water, protected harbor capable of handling a number of very large vessels. In addition, Technical/vocational Division and warehousing functions are presently housed in the old Cannery Building.

II-2 Additional Information

For over two years, a small group has been exploring the concept of establishing a Great Lakes Water Resources Center. With the assistance of Rotary Charities of Traverse City, funding was obtained from the Biederman Foundation and the Slaughter Foundation to engage the Waterfront Center of Washington, D.C., a consulting firm specializing in waterfront development, to undertake a professional assessment of the concept. A report was prepared and presented to various key community groups in May, 1993. The report, in summary, made the following assessments and recommendations:

- o The Maritime Academy site is a gem and should be retained in a public educational role, a sentiment with apparent widespread support in the community. Together with adjacent, publicly owned parcels, the site offers a prime public access point to Traverse Bay.

- o The basic concept for a public educational facility is sound. It now needs refinement and direction, which the Waterfront Center's report attempts to provide.
- o The mission of the facility should be focused on public education about all aspects of the Bay, ecological and cultural, and through this, convey insights into the Great Lakes system. Ancillary activities would be restricted to the Maritime Academy, a shop/cafe and offices; research would not be envisioned here, but rather the results of research done in the area might be displayed and explained here.
- o Steps should be taken to formalize the plan, to broaden and incorporate its organizing committee, to begin a public education program, to employ a staff director (\$1 a year), and take beginning steps to relocate to the site activities that naturally fit.
- o A number of important early steps can begin right away, such as investigation of how to possibly upgrade and expand the existing marina, to properly evaluate the old cannery structure and to make sure the needs and plans of Northwestern Michigan College and its Maritime Academy are fully incorporated.

The report concluded that "the idea of a Traverse Bay Center, with a sharpened focus and done well, is an excellent one."

Northwestern Michigan College has conducted a study of the site to determine the buildout capacity in the context of their overall Master Plan. In addition, NMC recently launched a University Center which provides four degree programs in conjunction with a number of Michigan universities. Site planning needs to be integrated closely with the needs of NMC.

The purpose of this project is to "sharpen the focus" of the Great Lakes Water Resources Center.

#### II-4 Tasks

Listed below are the primary tasks of the Great Lakes Water Resources Center Planning Assessment Project:

##### Task 1: Determine Site Constraints

The site has tremendous potential and significant constraints due to its size and location. This task will identify the significant site constraints and outline the maximum carrying capacity of the site for development.

**Task 2: Project Reconnaissance**

The outcome of this task will be to identify priority uses for the Great Lakes Water Resources Center.

There are three subtasks:

- a) **Community Consensus** - A forum or design charette will be conducted to identify and prioritize key uses for the Center. The Center Task Force will provide the space and assist in the publicity of and invitations to the charette. Proposers should outline the specific considerations in developing and conducting a consensus forum including a proposed agenda, marketing efforts, and consensus tools.
- b) **Identify Organizational Participants in the Center** - From information provided by the County and culled from other sources, locate and identify organizations which may become tenants and/or exhibitors. Search efforts will focus on entities that provide services/products/regulations related, but not limited to, environmental, ecological, economic and recreational aspects of the Great Lakes Basin. The NMC University Center plans will need to be closely considered during this task.
- c) **Report** - Provide a report on the key priority uses of the Center and users groups to target discussions for participation.

**Task 3: Design Study**

Based on the site constraints and the priority uses, the next step is to conduct a design study to more completely determine the site potential.

The specific components of the design study will include the following subtasks:

- a) **Programming** - Meet with the organizational participants identified above to determine space requirements and operational integrations with other potential facility occupants.
- b) **Schematic Design** - Prepare schematic planning documents which indicate clearly the consideration involved and the alternate solutions available to the owner. The schematic design will include schematic layouts, sketches and preliminary design criteria and set the Professional Contractor's recommendations and establish the scope of the project.
- c) **Preliminary Construction Cost Estimate**



**Task 4: Develop Business Plan**

The business plan should include the optimal organizational structure for the development and operation of the Great Lakes Resources Center and include a capital and operating budget with revenue sources. Potential funding sources will be identified and defined. These will include applicable federal, state, and local government programs, foundations, trusts, and potential tenants/exhibitors among others. In addition, funding request criteria, parameters and deadlines will be defined for funding sources when applicable.

## PART III

## PROJECT CONTROL AND REPORTS

III-1 Project Control

- A. The firm will carry out the project under review of the County project manager. The Grand Traverse County Board of Commissioners shall have final authority over agency/contractor agreement.
- B. Although there will be continuous liaison with the firm's team, the County project manager will meet as needed with the firm's project manager for the purpose of reviewing progress and providing necessary guidance to the firm in solving problems which arise.

III-2 Reports

- A. The firm will provide the project manager with monthly update reports as described in the contract. The monthly update reports should be a brief summary of work conducted in the last month and anticipated tasks and target completion dates for the next month. The report should also include problems, real or anticipated, which should be brought to the attention of the County project manager, and notification of any significant deviation from previously agreed-upon work plans will be reported as needed. A monthly and cumulative total of billable hours must also be included in each report.
- B. Substantive reports on the following specific tasks will be provided to the project manager:
  - Task 1 : Site Constraints
  - Task 2 : Project Reconnaissance
  - Task 3 : Design Study
  - Task 4 : Business Plan
- C. A final report, as described in the contract, must be submitted to the County project manager before the final contract payment is made.

## PART IV

## INFORMATION REQUIRED FROM BIDDERS

Contract proposals must provide sufficient information to permit a determination that project requirements can be met and that the project plan will be successfully implemented.

Specific objectives, general work tasks and special project organization and management requirements have been developed and are detailed in this RFP. The successful bidder must describe in sufficient detail how its plan and tasks will be implemented, the resources, materials and equipment which will be utilized, and how the necessary project management interactions will be carried out. Contract proposals must be submitted in the format outlined below:

IV-1 Business Organization

State the full name and address of your organization and, if applicable, the branch office or other subordinate element that will perform, or assist in performing, the work hereunder. Indicate whether you operate as an individual, partnership, or corporation; if as a corporation, include the state in which you are incorporated. If appropriate, state whether you are licensed to operate in the State of Michigan.

IV-2 Statement of the Problem

State in succinct terms your understanding of the problem presented by this RFP.

IV-3 Management Summary

Describe in narrative form the management structure, methods, and procedures selected by your organization to complete the project as described in the RFP. Include evaluation and quality assurance measures.

IV-4 Work Plan

Describe in narrative form your technical plan for accomplishing the work as outlined in the Work Statement - Part II. Indicate the number of staff hours you have allocated each task. Include a time-related chart such as a PERT-type display or GANTT chart, showing each event, task, and decision point in your work plan. The work statement outlines a general process for achieve the project objectives. Proposers are invited to describe alternative methods and steps to achieve the project objectives.

#### IV-5 Authorized Negotiators

Include the names and phone numbers of personnel of your organization authorized to negotiate the proposed contract with the County.

#### IV-6 Prior Experience Disclosure

Given the project objectives, the contractor should demonstrate an established competence with respect to development of planning designs and business plans for waterfront development projects to achieve project objectives within time and cost constraints.

Proposals submitted should include in this section a listing of qualifying experience, including project description, costs, and starting and ending dates of projects successfully completed. Additionally, include the name, address, and phone number of the responsible official of the client organization who maybe contacted.

#### IV-7 Personnel

The professional firm must be able to staff a project team which clearly possesses talent and experience in development of planning designs and business plans for waterfront development project. Include the number of executive and professional personnel by skill and qualifications that will be employed in the work. Show the inclusive periods and the time commitment in hours each individual will devote to the work. Identify key personnel by name and title. Include resumes for proposed professional personnel.

#### IV-8 Time Frame

To assist you in the preparation of your proposal, the County contemplates the project will four (4) months, from September 1, 1995 to December 31, 1995.

#### IV-9 Cost and Price Analysis

The information requested in this section is required to support the reasonableness of your quotation. Use the format that follows:

## 1. Cost

Provide a not to exceed cost proposal in the following format:

TASK	COST
Task 1: Site Constraints	\$ _____
Task 2: Project Reconnaissance	\$ _____
Task 3: Design Study	\$ _____
Task 4: Business Plan	\$ _____
Expenses:	\$ _____
TOTAL	\$ _____

The maximum contract amount is \$45,000.

## 2. Independent Price Determination

Include a statement substantially as follows: "This cost and price analysis is submitted in full compliance with the provision of the paragraph titled 'Independent Price Determination' in Part I of the RFP to which this proposal is a response."

IV-10 Additional Information

Include any other information that is believed to be pertinent, but not specifically requested elsewhere in this RFP.

## PART V

## CRITERIA FOR SELECTION

All bids received shall be subject to an evaluation by the Issuing Office. This evaluation will be conducted in a manner appropriate to select a firm for the purpose of entering into an agreement to perform this project. The following factors will be considered in the selection:

V-1 Management (10%)

To what extent will the management structure insure the successful completion and quality of the project?

How reasonable are the staff hours allocated to each task?

How reasonable is the project timeline?

V-2 Tasks (40%)

How responsive is the proposal to each of the task requirements?

Does the proposal identify specific considerations in the tasks?

What is the extent of the firm's understanding of the program?

How familiar is the firm with current waterfront development research and applications?

How well are alternative approaches described and how innovative are those approaches?

V-3 Prior Experience and Personnel (40%)

To what extent does the staff assigned have experience and talent to assure successful project completion?

To what extent has the firm been involved in similar projects?

V-4 Cost and Price Analysis (10%)

How reasonable is the total project cost?

To what extent are the costs accurately allocated between the tasks?

How is the project cost compared to other bidders?

## GLWRCRFP REVISED

NAME	LNAME	AFFILIATION	ADDRESS	CITY	STATE	ZIP
		Ayres, Lewis, Norris & May	3959 Research Park Drive	Ann Arbor	MI	48108
		BECKETT & RAEDER INC	535 W WILLIAM SUITE 101	ANN ARBOR	MI	48103
		BETA DESIGN GROUP	50 MONROE PLACE, SUITE 300	GRAND RAPIDS	MI	49503
		Design Plus	48 Fountian NW	Grand Rapids	MI	49503
		Earth Tech	5555 Glenwood Hills Parkway	Grand Rapids	Michig	49588 0
ED	FREER	JOHNSON JOHNSON & ROY	ONE N PINCKNEY STREET	MADISON	WI	53703
JIM	HOUK	BIRD HOUK & ASSOCIATES	400 METRO PLACE N SUITE 390	DUBLIN	OH	43017
		Gove Associates	404 Kalamazoo Plaza, Suite 20	Lansing	MI	48933
		McKenna Associates, Inc.	38955 Hills Tech	Farmington Hills	MI	48331
DICK	LYON	LYON GROUP	860 VIA DE LA PAZ SUITE F7	PACIFIC PALLISADES	CA	
		Planning & Zoning Center, Inc.	302 S Waverly	Lansing	MI	48917
		Progressive	2942-Fuller-Ave-NE	Grand-Rapids	Michig	49505
ERNIE	HUTTON	HUTTON ASSOCIATES	72 5TH AVENUE	NEW YORK	NY	10011
		Vilican-Leman & Associates, Inc.	26316 Franklin road	Southfield	MI	48034
TIM	REARDON		6757 MATHISON RD	TRAVERSE CITY	MI	49684
BOB	FORD	LANDSCAPE ARCHITECTS & PLANNERS	919 E GRAND RIVER AVENUE	E LANSING	MI	48823
PAT	MCCOOL		326 BROADWAY	SUTTONS BAY	MI	49682
DAVE	HANAWALT	CWST	513 S UNION ST	TRAVERSE CITY	MI	49682

Contract No. \_\_\_\_\_

GRAND TRAVERSE COUNTY

CONTRACT AGREEMENT

BETWEEN

GRAND TRAVERSE COUNTY

AND

JOHNSON JOHNSON & ROY

One North Pinckney Street  
Madison, Wisconsin 53703

616/251-1177

Fund No. \_\_\_\_\_

Federal I.D. No. \_\_\_\_\_



GREAT LAKES CENTER CONTRACT

AGREEMENT

AN AGREEMENT between GRAND TRAVERSE COUNTY (COUNTY) and JOHNSON JOHNSON & ROY (CONSULTANT) dated September 1, 1995, consisting of Part I - Special Provisions and PART II - General Provisions, provides as follows:

PART I - SPECIAL PROVISIONS

Section 1.1 Statement of Purpose

1.11 The County desires to engage the Consultant to conduct planning research to develop a Great Lakes Water Research Center.

1.12 The purpose of this contract is to define the terms, conditions and tasks for the technical and professional services of the Consultant.

Section 1.2 Statement of Work

The Consultant shall provide the following services:

The Consultant agrees to undertake, perform and complete the following tasks. The project is broken down into four overall task categories:

1.21: Determine Site Constraints

Identify the significant site constraints and outline the maximum carrying capacity of the site for development.

1.22: Project Reconnaissance

Identify priority uses for the Great Lakes Water Resources Center.

1.23: Design Study

Based on the site constraints and the priority uses, conduct a design study to more completely determine the site potential.

1.24: Develop Business Plan

Develop a business plan which includes the optimal organizational structure for the development and operation of the Great Lakes Resources Center and include a capital and operating budget with revenue sources.

The work plan is more fully described the consultant's proposal, attached to and incorporated in this contract as Rider A.

GREAT LAKES CENTER CONTRACT

Section 1.3. Compensation

- 1.31 The County agrees to pay the Consultant a lump sum not to exceed \$45,000.00. This amount represents the aggregate compensation to be paid for the entire project contemplated under the terms of this contract.
- 1.32 Payment for any contract entered into as a result of this RFP will be made upon receipt and approved by the County Project Manager of the reports under each task outlined in Section 4.C. and upon receipt of the firm's billing statement. Payments shall be the amount of each task stipulated in the cost proposal and contract. The final billing must be received no later than January 31, 1996.
- 1.33 Consultant billings should be mailed to the County Project Manager listed below:

Michael J. McClelland  
Deputy Administrator  
Grand Traverse County  
400 Boardman Avenue  
Traverse City, Michigan 49684

Section 1.4. Project Control and Reports

- 1.41 The Consultant will carry out the project under the review of the County Project Manager. The Grand Traverse County Board of Commissioners shall have final authority over agency/Consultant agreements.
- 1.42 Although there will be continuous liaison with the Consultant, the County Project Manager will meet monthly, at a minimum, with the Consultant's Project Manager for the purpose of reviewing progress and providing necessary guidance to the Consultant in solving problems which arise.
- 1.43 The Consultant will submit monthly brief written summaries of progress which outline the work accomplished; any problems, real or anticipated, which should be brought to the attention of the County Project Manager; and notification of any significant deviation from previously agreed-upon workplans.
- 1.44 Substantive reports on the following specific tasks will be provided to the project manager:
- Task 1 : Site Constraints  
Task 2 : Project Reconnaissance  
Task 3 : Design Study  
Task 4 : Business Plan

## GREAT LAKES CENTER CONTRACT

- 1.45 A final report must be submitted by the Consultant and approved by the County Project Manager prior to the end of the contract period. The final report should include, at a minimum, a description of the work undertaken, the key results of the project, recommendations for County action, and a budget report, reconciling all expenditures with the approved budget.
- 1.46 Nothing in the above provisions shall be read to alter the employment relationship of the Consultant being an independent contractor for the County. Performance of this contract is within the control of the Consultant and the County disclaims any liability, in tort or otherwise, caused by the actions of the Consultant.
- 1.47 The Consultant shall indemnify and save harmless the County from any damages which the County may sustain, in any manner, through the misconduct or negligence of the Consultant.
- 1.48 All reports, charts, graphs, databases, and other information developed and/or provided under this contract will be submitted in machine readable form and well as written text with format and protocol mutually compatible to the hardware and software needs of the Consultant and the County.

### Section 1.5. Period of Performance

The Consultant shall commence performance of this contract September 1, 1995 and shall complete performance no later than December 31, 1995.

### Section 1.6. Administration of Contract

It is understood and agreed that the agency or officer designated to administer this contract may be changed, at the County's discretion upon notice in writing to the Consultant. See Part II, Section 2.4.

### Section 1.7. Oral Agreements

This agreement is to be considered a complete document between the County and the Consultant, and each warrant that there are no mutual oral agreements.

GREAT LAKES CENTER CONTRACT

Contract No.

THIS CONTRACT IS HEREBY ACCEPTED

IN WITNESS WHEREOF, we sign our names and attach our seals.

In the Presence of

Escher L. Cooper  
Witness

by Margaret Underwood  
Margaret Underwood, Chair  
Grand Traverse County  
Board of Commissioners

11/22/95  
Date

Jan Deronzy  
Witness

by Linda Coburn Deputy  
Virginia Watson, Clerk  
Grand Traverse County

11-21-95  
Date

[Signature]  
Witness

by Fred Klancnik  
Fred Klancnik, Vice President  
Johnson, Johnson & Roy/Inc.

11-23-95  
Date

# GREAT LAKES CENTER CONTRACT

## PART II

### GENERAL PROVISIONS

#### Section 2.1. County Project Manager

Whenever used in this contract, the term "Project Manager" means the person acting for the County to review work on this project and who is responsible for working with the Consultant throughout life of the project. The Project Manager will evaluate the quality and adequacy of the product and make recommendations to the Contracting Officer regarding the successful completion of the contract and authorization of payment. The person designated to act as authorized Project Manager for this contract is:

Michael J. McClelland, Deputy Administrator

#### Section 2.2. Conduct and Standard of Work

Unless otherwise provided in this contract, the Consultant with due diligence shall furnish, manage, and direct all necessary qualified personnel, material and equipment to complete the work described in Section 2 of Part I of this contract. In determining whether or not the Consultant has performed with due diligence, it is agreed and understood that the Project Manager may measure the amount and quality of the Consultant's effort against the representations made by the Consultant in the written proposal and in the negotiation of this contract. The Consultant's work shall be carried out under the supervision of the Project Manager. The Project Manager may issue written or oral instructions to fill in details in the statement of work described in or referred to in Section 2, Part I of this contract. Any instructions that affect the scope of work, price, period of performance, or any other provision of this contract must be in accordance with specific provisions of the contract. The Consultant agrees that the performance of the services under this contract shall be in a manner consistent with that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances.

#### Section 2.3. Key Personnel

Any personnel specified in Rider A to this contract are considered to be essential to the work being performed in this Project. Prior to diverting any of the specified individuals to other programs, the Consultant shall notify the Project Manager reasonably in advance and shall submit justification, including proposed substitutions, in sufficient detail to permit evaluation of the impact on the program.

## GREAT LAKES CENTER CONTRACT

### Section 2.4. Changes

The Project Manager may at any time make changes within the general scope of this contract in any one or more of the following: format, content, number of required copies, time and place for submission of reports, and other documentation. Written copies of changes made by the Project Manager will be made available to the Consultant. If any such change causes an increase or decrease in the cost of, or the time required for, the performance of any part of the work under this contract, whether changed or not changed by any such order, an equitable adjustment shall be made in the contract price or delivery schedule, or both, and the contract shall be modified in writing accordingly. Any claim by the Consultant for adjustment under this clause must be requested within thirty (30) days from the date of receipt by the Consultant of the notification of change. Failure to agree to any adjustment shall be a dispute concerning a question of fact within the meaning of Section 110 below entitled "Disputes." However, nothing in this program shall excuse the Consultant from proceeding with the contract as changed.

### Section 2.5. Extras

Except as otherwise provided in this contract, no payment for extras shall be made unless such extras and the price therefor have been submitted as formal amendments to this contract approved by the Program Manager and Contracting Officer.

### Section 2.6. Subcontracts

Unless otherwise provided for in this contract, no subcontract, other than those originally proposed and agreed upon, shall be made by the Consultant with any other party for furnishing any of the work or services of this Project contracted for without the prior consent and approval of the Project Manager and Contracting Officer. Any subcontract entered into subsequent to the execution of the contract must be annotated "approved" by the Project Manager and by the Contracting Officer before it is compensable. This provision should not be construed as requiring the approval of contracts of employments between the Consultant and personnel assigned for services.

### Section 2.7. Termination

The performance of work under the contract may be terminated by the County in whole or, from time to time, in part whenever for any reasons the Contracting Officer shall determine that such termination is in the best interest of the County. Any such termination shall be effected by delivery to the Consultant of

## GREAT LAKES CENTER CONTRACT

a "Notice of Termination" specifying the extent to which performance of the work under the contract is terminated and the date on which such termination becomes effective. The contract shall be equitably adjusted to compensate for such termination and the contract modified accordingly; failure to agree to any such adjustment shall be a dispute concerning a question of fact within the meaning of the clause of this contract entitled "Disputes."

The Consultant may terminate this Agreement upon giving the County fourteen (14) calendar days prior written notice for any of the following reasons:

1. Breach by the County of any material term of this Agreement including but not limited to Payment Terms;
2. transfer of ownership of the project by the County to any other persons or entities not a party to this Agreement without the prior written agreement of the Consultant.
3. Material changes in the conditions under which this Agreement was entered into, coupled with the failure of the parties to reach accord on the fees and charges for any additional services required because of such changes.

### Section 2.8. Default

2.8.1 The Contracting Officer may, subject to the provisions of Section 2.8.4. below, terminate for reason of default the whole or any part of this contract. The Contracting Officer may terminate a contract for reason of default in any one of the following circumstances:

- 2.8.1.1. If the Consultant fails to perform the services within the time specified or any extension; or
- 2.8.1.2 If the Consultant fails to perform any of the other provisions of this contract, or so fails to make progress as to endanger performance of this contract in accordance with its terms, and in either of these two circumstances does not cure such failure within a period of ten (10) days (or such longer period as the Contracting Officer may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure.

GREAT LAKES CENTER CONTRACT

- 2.8.2 Notice of default shall be effected by delivery to the Consultant of a "Notice of Default," specifying the reason for default, the extent to which the performance of the work under the contract is terminated, and the date on which such termination through default becomes effective.
- 2.8.3 In the event the County terminates this contract in whole or in part as provided in Section 2.8.A., the County may procure, upon such terms and in such manner as the Contracting Officer may deem appropriate, services similar to those so terminated, and the Consultant shall be liable to the County for any excess costs for such similar services and such liability shall be limited to the amount already received by the Consultant under the contract.
- 2.8.4 Except with respect to defaults of subcontractors, the Consultant shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control and without the fault or negligence of the Consultant. Such causes may include, but are not limited to, acts of God or of the public enemy, acts of the County in either its sovereign or contractual capacity, riots, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and unusually severe weather; but in every case the failure to perform must be beyond the control and without the fault or negligence of the Consultant. If the failure to perform is caused by the default of the subcontractor, and if such default arises out of causes beyond the control of both the Consultant and subcontractor and without the fault or negligence of either of them, the Consultant shall not be liable for any excess costs for failure to perform, unless the services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the Consultant to meet the required delivery schedule.
- 2.8.5 If this contract is terminated as provided in Section 2.7 or in Section 2.8.1., the County, in addition to any other rights provided in this paragraph, may require the Consultant to transfer title and deliver to the County in the manner and to the extent directed by the Contracting Officer, such partially completed reports or other documentation as the Consultant has specifically produced or specifically acquired for the performance of such part of this contract as has been terminated. Payments for completed reports and other documentation delivered to and accepted by the County shall be at the contract price. Payment for partially completed reports and other documentation delivered to and accepted by the County shall be in an amount agreed upon by the Consultant and Contracting Officer. Failure to agree to such amount shall



## GREAT LAKES CENTER CONTRACT

be a dispute concerning a question of fact within the meaning of the paragraph of this contract entitled "Disputes," Section 2.9.

- 2.8.6 If, after notice of termination through default of this contract under the provisions of Section 2.9, it is determined for any reasons that the Consultant was not in default under the provisions of this Section, or that the default was excusable under the provisions of this Section, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to the Section 2.7 entitled "Termination."
- 2.8.7 The rights and remedies of the County provided in this paragraph shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract.

### Section 2.9. Disputes

- 2.9.1 In an effort to resolve any conflicts that arise during the design of construction of the project or following the completion of the project, the County and the Consultant agree that all disputes between them arising out of or relating to this Agreement shall be submitted to nonbinding mediation unless the parties mutually agree otherwise.

The County and the Consultant further agree to include a similar mediation provision in all agreements with independent Consultants and consultants retained for the project and to require all independent contractors and consultants also to include a similar mediation provision in all agreements with subcontractors, subconsultants, suppliers or fabricators so retained, thereby providing for mediation as the primary method for dispute resolution between the parties to those agreements.

- 2.9.2 This "Disputes" paragraph does not preclude consideration of law questions in connection with decisions provided for in Section 2.8.A. provided that nothing in this contract shall be construed as making final the decision of any administrative official, representative, or board on a question of law.

### Section 2.10. Officials Not To Benefit

No member of the County Board of Commissioners or any individual employed by the County shall be admitted to any share or part of this contract, or to any benefit that may arise therefrom, unless the contract or transaction has been approved by 3/4 of the

## GREAT LAKES CENTER CONTRACT

members of the County Board of Commissioners and so shown on the minutes of the Board together with a showing that the Board is cognizant of the member's or employee's interest.

### Section 2.11. Covenant Against Contingent Fees

The Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant to solicit or secure this contract, and that (s)he has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the Consultant any fee, commission, percentage, brokerage fee, gift, or other consideration contingent upon or resulting from the award or making of this contract. For breach or violation of this warranty, the County shall have the right to annul this contract without liability or, in its discretion, to deduct from the contract price or consideration the full amount of such commission, percentage, brokerage, or contingent fee.

### Section 2.12. County Held Harmless

The Consultant agrees to indemnify, defend and save harmless the County, its officers, agents and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, material providers, laborers and any other person, firm or corporation furnishing or supplying work, services, materials or supplies in connection with the negligent performance of this contract, and from any and all claims and losses accruing or resulting to any person firm, or corporation who may be injured or damaged by the Consultant or subcontractor's negligence in the performance of this contract and against liability, including costs and expenses, for violation of proprietary rights, copyrights, or rights of privacy.

### Section 2.13. Independent Capacity of Consultant

The parties hereto agree that the Consultant, and any agents and employees of the Consultant in the performance of this agreement, shall act in an independent capacity and not as officers, employees or agents of the County.

### Section 2.14. Assignability

This agreement is not assignable by the Consultant either in whole or in part, without the prior written consent of the Contracting Officer.

## GREAT LAKES CENTER CONTRACT

### Section 2.15. Inspection and Acceptance

Inspection and acceptance of all work required under this contract shall be performed by the Project Manager, or such person duly authorized in writing.

### Section 2.16. Collection or Recording of Information

The Project Manager may require the Consultant to submit for approval prior to use copies of each questionnaire and survey plan, including plans for structured interviews and consultations, for the collection of information upon identical items from five or more individuals or organizational elements. The term "structured interview and consultation" is defined as an interview or consultation which follows a predesigned line of questioning that takes approximately the same form for all the respondents being interviewed or consulted.

### Section 2.17. Publication Rights

All property rights, including publication rights, in the interim, draft and final reports and other documentation, including machine readable materials, produced by the Consultant in connection with the work provided for under this contract shall vest in the County. The Consultant shall not publish any of the results of the work without the written permission of the Contracting Officer.

### Section 2.18. Other Consultants

The County may undertake or award other contracts for additional or related work, and the Consultant shall fully cooperate with such other contractors and County employees and carefully fit this work to such additional work. The Consultant shall not commit or permit any action which will interfere with the performance of work by any other Consultant or by County employees. This paragraph shall be included in the contracts of all Consultants with whom this Consultant will be required to cooperate. The County shall equitably enforce this paragraph as to all Consultants, to prevent the imposition of unreasonable burdens on any Consultant.

### Section 2.19. Competition in Subcontracting

The Consultant shall select subcontracts (including suppliers) on a competitive basis to the maximum practical extent consistent with the objectives and requirements of the contract.

## GREAT LAKES CENTER CONTRACT

### Section 2.20. Gratuities

- A. The County may, by written notice to the Consultant, terminate the right of the Consultant to proceed under this contract if it is found, after notice and hearing, by the Contracting Officer or a duly authorized representative, that gratuities in the form of entertainment, gifts or otherwise were offered or given by the Consultant to any officer or employee of the County with a view toward securing a contract or securing favorable treatment with respect to the performing of such contract; provided that the existence of the facts upon which the Contracting Officer or a duly authorized representative makes such findings shall be in issue and may be reviewed in any competent court.
- B. In the event this contract is terminated as provided in Section 2.8.A., the County shall be entitled to pursue the same remedies against the Consultant as it could pursue in the event of a breach of the contract by the Consultant, and as a penalty in addition to any other damages to which it may be entitled by law, to exemplary damages in an amount, as determined by the Contracting Officer or representative, which shall not be less than three nor more than ten times the cost incurred by the Consultant in providing any such gratuities to any such officer or employee.
- C. The rights and remedies of the County provided in this paragraph shall not be exclusive and are in addition to any other rights and remedies provided by law or under contract.

### Section 2.21. Consultant's Liability

The Consultant will provide as Rider B of this contract documentation of public and professional liability, directors and officers, property damage, and workers' compensation insurance insuring, as they may appear, the interests of all parties to this Agreement against any and all claims which may arise out of Consultant operations under the terms of this contract. It is agreed that in the event any carrier of such insurance exercises cancellation, notice will be made immediately to the County of such cancellation.

### Section 2.22. Nondiscrimination

- A. The Consultant agrees to comply with all pertinent federal and state regulations and legislation involving civil rights, equal opportunity, and affirmative action including, but not limited to Title VI of the Civil Rights Act of 1964, Act No. 453, Michigan Public Acts of 1976, Act 220 of the

## GREAT LAKES CENTER CONTRACT

Public Acts of 1976, Michigan Handicapper's Civil Rights Act, Section 504 of the Rehabilitation Act of 1973, P.L. 93-112, and the Americans with Disabilities Act.

- B. The Consultant hereby agrees that any and all subcontracts to this contract, whereby a portion of the work set forth in this contract is to be performed, shall contain a covenant the same as set forth in Section 2.22.A. above.

### Section 2.23. Contract Construction

The provisions of this contract shall be construed in accordance with the provisions of State and Federal laws and local ordinances.

### Section 2.24. Disclosure of Information

The Consultant agrees that the reports and conclusions are for the confidential information of the County and will not disclose conclusions, in whole or in part, to any unauthorized person without the prior written consent of the Contracting Officer.

### Section 2.25. Records, Accounts and Audits

The Consultant shall maintain such records and accounts, including property and personnel records, time sheets, travel vouchers, fringe benefit rates, overhead rates and other necessary documentation to assure a proper accounting of all contract funds for a period of three (3) years. The retention period starts from the date of the Consultant's accepted final report. Such records shall be made available to the County, the State or Federal grantor agency, the Comptroller General of the United States, and any of their duly authorized representatives upon request for audit purposes.

### Section 2.26. Federal Regulation

The Consultant, and any subcontractor, shall take notice and adhere to any applicable Federal regulation. The Consultant assumes sole liability for any non-compliance of these regulations.

### Section 2.27. Unfair Labor Practices.

In accordance with Act 278 of the Public Acts of 1980, the Consultant shall not enter into a contract with a subcontractor, manufacturer or supplier listed in the register maintained by the State of Michigan, Department of Labor, or employers who have been found in contempt of court by a Federal Court of Appeals on not less than three occasions involving different violations during the preceding seven years for failure to correct an unfair practice as prohibited by Section 8 of Chapter 372 of the

GREAT LAKES CENTER CONTRACT

National Labor Relations Act, 29 U.S.C. 158. The County may terminate this contract as provided in Section 2.8 if the name of the employer or the name of a subcontractor, manufacturer or supplier of the employer subsequently appears in the register during the performance period of this contract.

GREAT LAKES CENTER CONTRACT

I. KEY PERSONNEL

The people listed here are considered essential to the success of the project.

Ed Freer, Project Manager, JJR

Fred Klancnik, Principal Engineer, JJR

Dong Denison, Principal, JJR

Brian Trossen, Business and Financial Planning, TAI Realty Advisors

Bob Sommerville, Architectural Programming, AAI

Pat McCool, Public Funding Analysis

## WORKSHOP PROCESS AND SCOPE

The workshop approach will enable the Grand Traverse County, the Project Task Team, and the consultant team to consider all important issues, and the inter-relationships between them, while being selective in determining the level of detail which should be applied to the planning assessment of the Great Lakes Water Resources Center.

The development program and issues identified must be addressed in an integrated fashion if the overall strategy for the Resources Center, site constraints, community context, and implementation strategies are to be brought into clear focus. It is difficult--and often risky--to develop detailed action strategies for a masterplan without having first established the relationships of the primary issues and objectives.

As a result, an important product of the Water Resources Center Workshop will be the development of a framework concept which underlines the critical relationships between decisions concerning user groups, site utilization, environmental quality, development patterns, access circulation, and parking and their impact on the community and waterfront. The framework concept will establish policy directions which help to ensure that management initiatives and capital investments are coordinated to produce the maximum possible benefit for Northwestern Michigan College, Great Lakes Water Resources Center and the community at large.

The definition of priority issues and solution strategies is also an important goal of the workshop approach. It is essential to establish a clear sense of direction -- a framework for decision-making which will result in a sound schematic plan.

We believe that the workshop process and products will guide the development of a schematic plan as well as establish the foundation for enlisting the financial and political support needed to follow up with the development of detailed implementation strategies.

The workshop process will provide a forum for local decision-makers and consultant team members to share ideas and gain an expanded understanding of the pre-requisites for the success of Great Lakes Water Resources Center, and in the implementation of specific projects. The workshop products -- graphic and narrative -- will also be effective tools in enlisting interest, support for specific follow-up activities and assist in critical funding campaigns.

The following premises and principles highlight the fundamentals of the JJR team approach to waterfront/land use planning. We believe that the same qualities that make a community unique, environmentally rich and an enjoyable place for people also make it a more productive



market and a more competitive location for private investment. As a result, the Water Resources Center site programming, site utilization/planning and economic development strategies must be explored in tandem.

The Resource Center's economic vitality and environmental quality depends on the mix of uses that draw people for a variety of reasons and in sufficient numbers to create a balance between productive use and quality of the experience. A facility's image and identity is also influenced by its character as a place. In particular, the waterfront quality as a setting for public access, educational opportunities, open space and as a backdrop to the residential and commercial neighborhoods as well as Grand Traverse Bay itself plays a critical role in determining whether people will choose to support a facility of this nature both short and long term.

### The Underlying Premises

A. The Great Lakes Water Resources Center is worth the effort.

Although a significant investment in time, energy and resources may be needed to incrementally plan and implement this facility, this investment will pay dividends for the community as a whole.

- Current and future public ownership and use of this site significantly enhances the community.
- The West Arm of the Grand Traverse Bay's historic significance and influence on the community's growth presents a major opportunity.
- An environmentally sound waterfront creates the image and identity of a community that values a sound quality of life.
- Current downtown development strategies can be strengthened by promoting access and positive interaction with the waterfront.
- A healthy waterfront becomes a powerful catalyst for economic growth.
- The Water Resources Center can express a unique community heritage. This heritage can become an important part of Grand Traverse County's image and market appeal.
- When the Water Resources Center has a diverse mix of uses and appropriate linkages, it provides a special setting for social interaction public ownership and personal enjoyment.
- The Bay is an important visual symbol of community identity -- an expression of what the community thinks about itself and remains one of Traverse City's greatest amenities.
- It is appropriate to expand the current educational role of the project site.

**B. Each Community has special assets on which to build.**

Traverse City/Grand Traverse County need to make the most of the waterfronts use, physical characteristics and public access in defining a vision uniquely tailored to local resources and potentials. The goal is to build on these opportunities and to use them effectively.

**C. Waterfronts are for and about community well being.**

The most fundamental objective in waterfront planning is to provide access and continuity to the waterfront. The activity generated by one function helps to provide support for other functions. This serves as a magnet for people, economic growth and environmental enhancement. All of these become indicators of a healthy and desirable community.

- If the Water Resources Center is to be a public environment designed for the community it must be created so that it is convenient, comfortable, and interesting for people to engage. Carefully located, well-designed walkways and open spaces with appropriate site utilization will promote people activity which support the community's economic, educational and social functions.
- Given the diverse program of the Great Lakes Water Resources Center the mix of uses is equally important. These uses must be a balance of the built and natural environment. Moreover, these uses must be effectively linked together.

**D. Cities and their waterfronts don't happen by accident.**

The process of community-building is complex, with many players and individual decisions influencing outcomes. But it is possible to shape the character of a community and its waterfront if a vision for the future is defined and an effective framework for achieving that vision is established.

- The planning process should help to establish a broad understanding of, and support for, the basic characteristics and principles that make the community and its waterfront an active, interesting, enjoyable place.
- Efforts should be focused on achieving community consensus as a mandate for action.
- The master plan must clearly define objectives, an organizing framework of concepts, and action strategies that serve as a guide to decision-making.
- Patience and persistence are essential; realizing a master plan and its vision for the Great Lakes Water Resources Center is a long-term effort.

E. Public/private partnership is needed.

This partnership approach should apply to more than joint venture projects and cost-sharing. It should also include the ongoing participation of the local business community in defining planning objectives, issues, and solutions.

Principles:

- A. Emphasize public access and broad variety of activity.
- B. Ensure a balance of uses and activity that don't negatively impact adjacent uses or environmental quality.
- C. Link major activity to the Bay using distinctive treatments, open spaces, and site utilization to create complementary programs.
- D. Concentrate on the environmental quality to create a positive setting for people promoting environmental awareness.
- E. Create a clear organizing structure to help people understand how the Great Lakes Water Resources Center and the adjacent land use, downtown, and open space fit together.
- F. Foster a distinctive identity, a recognizable image that has both personal and communal meaning.
- G. Foster a distinctive identity that will have a local/regional/national significance.

## **WORKSHOP APPROACH**

The goal of the proposed workshop approach is to maximize the productive use of limited available dollars by applying these principles in developing a Schematic Plan for the long term development of Great Lakes Water Resources Center.

The planning workshop will yield two different, but related products:

- A framework concept which establishes overall directions for decisions concerning the overall Resource Center's image and its relationship to Grand Traverse Bay, environmental education, open space, community context, circulation, parking, public access and use of the Bay.
- Action recommendations which focus on issues of immediate concern and identify site/project-specific opportunities. This will set the foundation for the framework of mid and long term implementation strategies.

The workshop will focus on these primary planning issues:

- Key issues and priorities
- Site programming
- Innovative site utilization ideas
- Community access and linkage
- Bay access and use
- A clear strategy for implementation and follow through
- Community consensus

The workshop approach, described in the following pages, is structured in three parts:

- Preparation
- On-site workshop
- Documentation and the development of the Schematic Master Plan.

### **TASK 1 - PREPARATION/SITE CONSTRAINTS**

#### **A. Definition of priority issues**

JJR will meet with client representatives, to define the Great Lakes Water Resources Center issues/topics of priority concern. A city/county staff prepared description of available background information will also be reviewed and discussed. Additional data needs will be identified.

#### B. Definition of information needs

A summary of priority issues and the description of available background information will be circulated to members of the consultant team. The JJR team will outline additional data needs, highlighting essential vs. desirable information.

#### C. "Briefing Summary" Preparation and Review

Using the consultant teams' additional data needs as a guide, the local task team will assist JJR in preparing a "briefing summary" providing background data (including maps) on land use/market, circulation, parking and general issues within the. The city staff team will also provide reproducible base maps of the study area and its community context. JJR will provide a slide and/or video inventory of the study area.

The JJR team will review this background information and outline a preliminary approach to the issues. Any additional data needs and/or essential community interview requirements will be identified at this time. The initial definition of priority issues will also be reviewed and clarified or amended (as appropriate).

#### D. On-site Workshop Logistics

In consultation with the local task team, JJR will prepare a written description of the proposed on-site workshop agenda and identify local participants. This description will be circulated to all members of the consultant team for review and comment. Based on this review, a final agenda will be prepared and approved by committee. The client will be responsible for reserving space for the workshop and scheduling local participation.

### TASK 2 - PROJECT RECONNAISSANCE/WORKSHOP

NOTE: The format and agenda for the workshop will be determined with the local task team and JJR input. The following outline represents one possible option.

#### Day One: Team Reconnaissance

Great Lakes Water Resources Center task team representatives and the JJR team members will participate in a walking/driving tour of the community and site area. Issues and opportunities will be highlighted.

Consultant team members will interview local experts on key issues, e.g., Northwestern Michigan College board members, University Center Members, Maritime Heritage interests, Environmental Educators, Maritime Academy Administrators; City and County department/agency representatives; Visitor and Convention Bureau, and strategic downtown stake holders. (These interviews will be scheduled in advance by the local task team and city/county staff).

JJR will prepare an Issues and Opportunities Diagram in preparation for the planning workshop.

#### Day Two: Workshop

##### A. Preliminary Framework Concept

JJR will present the Issues and Opportunities Diagram as a starting point for participant discussion. A written record of review comments and recommended directions will be made during the workshop.

The product of this workshop will be a graphic illustration of the Preliminary Framework Concept. Objectives and principles for guiding future decision-making will be summarized. An overall implementation sequence will also be discussed.

##### B. Consensus on Issues/Projects

The special issues and specific projects which will serve as the focus for further discussion and will be identified before the conclusion of this session.

##### C. Action Strategies

The final session will be devoted to discussions on prioritization of special issues and specific project potentials. These discussions will use the Preliminary Framework Concept as a reference. Participants will "brainstorm" implementation approaches based on past experience, translating these approaches into strategies tailored to the Great Lakes Water Resources Center. A written record of recommendations and the rationale behind them will be developed.

This workshop session will conclude with a summary review of the Preliminary Framework Concept and recommended action strategies. "Next steps" will be identified and prioritized to give the participants an immediate action agenda.

#### TASK 3 - DESIGN STUDY/SCHEMATIC PLAN

##### A. Workshop Summary

JJR will prepare a summary report (approximately 10 pages in length) documenting the workshop recommendations in graphic and narrative form. Graphics generated during the workshop will be refined for consistency and clarity of content. Additional graphics, illustrating concepts and/or development potentials discussed during the workshop, will be prepared as part of the final schematic plan recommendations.

The summary will be circulated to the project task team and the JJR team members for review. This summary will then be presented to the County Commissioners. (We recommend that this be a public meeting.)

## B. Review/Comment and Preparation of a Draft Schematic Plan

Review comments (clarifications and amendments) will be submitted to JJR as the basis for preparing a draft schematic plan. This draft will once again be reviewed by the local task team and presented to the County Commissioners. (We recommend that this be a public meeting.)

## C. Final Schematic Plan

Based on City/County and task team feedback a final schematic plan and summary report will be provided. The report will be provided in both hard copy and electronic file. A color-laser reproduction (8 1/2"x 11") of Framework Concept & Final Schematic Plan will be included. Fifty copies (Xerox-reproduced) of the final report will be provided. The final master plan recommendation will be illustrated and submitted on a wall sized reproducible mylar plan and one "birds eye view" sketch of the project area.

## TASK 4 - BUSINESS PLAN

The business plan will include a proposed organizational structure for the development and operation of the Great Lakes Resources Center. Capital and operation budgets will be prepared along with a table of potential funding sources. Implementation strategies will be discussed and integrated throughout the planning process.

### A. Identify Programming Opportunities

It is envisioned that the Center will provide for a range of water-related public attractions environmental interpretator, a community sailing center, and "office space for water-related public agencies, institutions and private firms." Alternative programming opportunities will be discussed at the Workshop, and discussions during the Workshop will allow the JJR Project Team (the Team) to conclude an "optimal programming configuration" which will provide design guidance relating to the amount, and type, of space that the Center will include.

In preparation for the Workshop, the Team will speak with representatives of similar facilities and educational institutions, as well as members of the local business community, to determine the type of synergy that might materialize, and will identify the level of interest that might be shown by potential tenants and users of the Center. These conversations will lead the Team to propose a programming configuration which might include such elements as an environmental research and educational facility, exhibition and conference hall, laboratory-demonstration space, office space and potentially, retail space offering books and other water-research and Great-Lakes-related materials.

The Business Plan will evaluate each element of the programming configuration. This evaluation may address such characteristics as: (i) attendance (or visitor)-generating capability; (ii) revenue-generating capability; (iii) seasonality; (iv) associated operating costs; and; (v) staffing requirements. This evaluation will allow the Team to identify which program

elements appear to be most economically viable, and which will likely represent the greatest level of financial risk to the Center.

B. Define Organizational Structure and Staffing Requirements

Based on the array of program elements that the Center can accommodate, we will define staffing requirements that will be needed to organize, and provide for the continuous operation, of the Center. We expect that full- and part-time staffing requirements will be supplemented by a volunteer program; we propose to speak with representatives of the College, and other local community and educational groups to better determine the extent that volunteer-efforts can be integrated into the Center's operations.

We will estimate staffing salaries that will be appropriate to attract competent management to the Center, and will prepare an annual staffing budget which will include all annual salary and related overhead expenses. We will also design an organizational structure for the Center which appears to best provide the technical, administrative, financial and marketing (promotional) skills that will be needed to assure the continued operation of the Center.

C. Estimate Annual Operating Revenues

The programming elements that will influence the Center's design will also impact its annual operating revenues. We will evaluate programming elements and provide estimates of the gross operating revenues that might be associated with each. For instance, we will develop assumptions regarding the length and frequency of, and attendance at, specific educational programs that the Center might sponsor. We will estimate the frequency that exhibition space at the Center will be utilized, and we will develop assumptions relating to the length of, and attendance at, such exhibitions. We will estimate the extent to which private, institutional or public-sector groups might lease space at the Center, and the level of rents that the Center can likely charge for such space.

Based on this analysis, we will evaluate each programming element as its own "gross profit center". This preliminary analysis will allow us to identify which elements represent the highest level of commercial success and which are likely to become self-sufficient.

D. Estimate Annual Operating Expenditures

There are no historic operations upon which to base estimates of forecasted operating revenues for the proposed Center. However, based on the experiences of similar (or comparable) facilities, and on personnel costs resulting from the organizational structure (defined in Task 4-B, above), we will estimate annual operating expenditures for the Center, for from a five-year-to-ten-year period. In combination with operating revenues (developed in Task 4-C, above), we will prepare estimates of annual operating income (or loss) for the Center for the same five-year-to-ten-year period. Based upon the Center's forecasted, annual operating performance, we may propose changes to the Center, its design, programming elements and/or expected staffing levels.



E. Strategies for Meeting Funding Requirements and Operating Deficits

The Design Study/Schematic Plan (Task 3) will document a design plan for the Center and estimate the total construction cost of the program. We will explore with the County options for funding the construction program, including grants, contributions and loans. To the extent that a sponsor entity (possibly the County, or a to-be-formed, not-for-profit entity) borrows funds (either taxable or tax-exempt) to finance the construction of the Center, we will evaluate the impact that resulting debt service will have on the prospective operations of the Center.

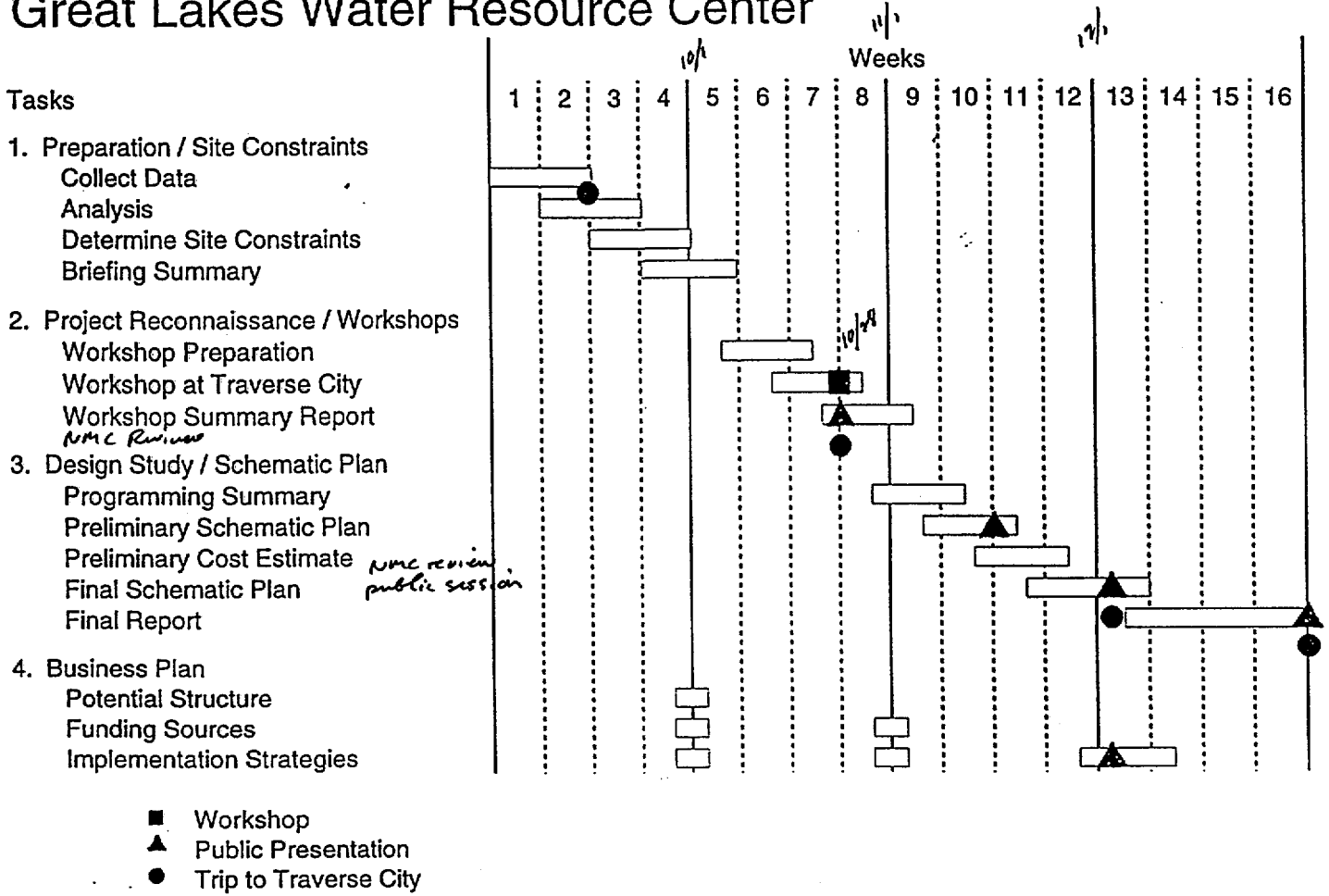
To the extent that the Center is forecasted to provide insufficient operating revenues to offset both forecasted operating expenses and debt service, it will incur an annual deficit and will have to rely upon supplemental grants or endowments to sustain operations. We will evaluate the potential size of such deficits, and will explore available options (including federal and state programs). While we do not propose to carry out a detailed feasibility study for the Center, we will assist Grand Traverse County staff in determining whether the concept of the Great Lakes Water Resources Center appears feasible, subject to a specific set of operating and funding assumptions.

**PROJECT SCHEDULE**

The following schedule is proposed for the Great Lake Water Resource Center, Planning Assessment. This schedule depends heavily on the client's ability to assist in gathering "briefing book" information and in scheduling local participation in interviews and the planning charrette.

Task 1	Preparation/Site Constraints	4 weeks
Task 2	Project Reconnaissance/Workshop	5 weeks
Task 3	Design Study/Schematic Plan	6 weeks
Task 4	Business Plan	1 week
	<hr/> Total Project Schedule	<hr/> 16 weeks

# Great Lakes Water Resource Center





# NMC MASTER PLAN

**THE NMC  
UNIVERSITY  
CENTER IS THE  
BEST VALUE  
IN HIGHER  
EDUCATION.**

## WHAT IS THE UNIVERSITY CENTER?

The University Center is a partnership among Northwestern Michigan College, the citizens of the five-county region, public schools and Michigan universities. Its goal is to bring more baccalaureate and advanced degree programs, continuing education, and high school curriculum enrichment to students, adults, employers, seniors—to all area residents who seek to improve their lives through education.

The University Center will not replace or change Northwestern Michigan College. NMC will remain a comprehensive community college offering the first two years of a baccalaureate degree for students who wish to transfer to a university and over 30 health, business, and technical programs for students who wish to enter the workplace.

From a central location at NMC's Boardman Lake campus, the University Center will coordinate a variety of educational programs bringing professors and experts to the NMC campus and also transmitting instruction through the technology of interactive classrooms to 'satellite campuses' at participating area high schools.



Also in the interest of efficiency and economy, it may take some transition time to consolidate certain uses back into the main campus.


B. SUB-CAMPUS SITES

Northwestern Michigan College is a commuter College. Ninety-four percent (94%) of current students drive to and from the campus center where their interests focus. There is little need to drive between campus centers as long as the student can deal with their interests on that campus in a given day. In this sense each sub-campus can be considered in view of how efficiently and effectively it can serve a given set of interrelated interests. For instance, some programs call for a special location such as an airport, a waterfront or a location close to a certain concentration of users.

Given the difficulty of predicting future needs and the Northwestern Michigan College mission to serve a broad range of educational interests, the sub-campus is an important mechanism for the College to be flexible, responsive and effective. But, the College must evaluate its physical facilities as a single network supporting an integrated teaching and learning system in order to determine when an investment is most cost-effective when made on the main campus, on a sub-campus or in some other outreach location.

Following is a review of current sub-campus sites other than the main campus:

TECHNICAL CENTER SITE (5.32A)



Once the site of a cherry processing plant, this site has long been the location for the Maritime Academy and its associated building, dock area, parking and boat launching point. Maintenance, supply and storage, auto technology and some office space have also been housed in one of the original industrial buildings along Front Street. The site is a prominent one, located between two public waterfront parks, fronting on Grand Traverse Bay (West Arm) and served by Front Street, Traverse City's main business artery. The site is approximately one mile west of the main campus.

In the interests of increasing the effectiveness of the main campus as a singular, more compact and more efficient academic community, it is reasonable to relocate the maintenance center and the technical

programs into close proximity of the campus core. This move would open up the Front Street portion of the site to alternative uses.

The Maritime Academy seems appropriately located on the Grand Traverse Bay. Direct access to the Great Lakes is important to the program and the site works well and there is a strong and fitting symbolism between the maritime focus of the program and the Traverse Bay location. It is assumed that if the program needed to expand it could do so adequately within the footprint of the existing building.

Assuming that the Maritime Academy remains in its present location and the maintenance/technical operations are re-located to the main campus area, a fresh approach to site development is possible.

Flanked by two waterfront parks, future development could include a strategy to open up broader views of West Bay from Front Street as well as allow for a greenway connection between the two parks along Front Street. Some building expansion could occur in the "shadow" of the existing Maritime Academy building and parking could be sustained within such an open space framework while increasing visual exposure to the Bay from the Front Street business corridor.

These opportunities call for the removal of the original industrial building along Front Street and shaping a program that could fit with the unique water amenities of the site. Although the feasibility of this approach has not been fully determined it should be seriously studied.

#### BOARDMAN LAKE SITE (31 acres)

Because of its Boardman Lake waterfront and its central location in the City, there are long term development possibilities on this site. It could very well be a sub-campus unit in the overall NMC campus network. The most appropriate direct use of the site would be for those college related uses which do not call for close relationships to the campus core. These uses could include such functions as applied research, exploratory programs and community outreach programs.

Depending upon the extent of College needs for this type of space, the property could be utilized by the College, leased out, or sold.



# CITY MASTER PLAN

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### 1. Grand Traverse Bay Shoreline

Grand Traverse Bay is perhaps the most important of the area's natural resources. Its shoreline is of particular concern, because of development pressures to which it is exposed almost daily. The Bay itself is a public resource. Because of this, the City Plan encourages both visual and public access be maintained or enhanced to the greatest degree feasible.

There are two types of shorelines represented on the Plan. The first is open space; the second is developed shoreline. That which is designated as public open space is proposed to be used for recreational, educational and conservation purposes. In these public open space areas, structures and vegetation should be designed and positioned so as not to impair views of the Bay from public streets and back-shore properties. The privately owned and developed shoreline areas are quite another matter. As new development will certainly occur it is proposed that public views and access be preserved, and/or enhanced through requirements of proper *setbacks* and placement of structures outside the 100-year *flood plain*.

### 2. Boardman Lake Shoreline

Until recently, Boardman Lake went largely unnoticed as a recreational resource. This Plan proposes that the community focus its attention on guiding the development of this inland lake to ensure a quiet residential and community recreational area.

Key issues to be addressed are water quality, land use, public access and recreational usage. A lake management plan, jointly developed by Garfield Township and the City, is encouraged to address these concerns.

### 3. River and Stream Banks

Boardman River, Kids Creek and Mitchell Creek have played important roles in the history of Traverse City and in the creation of land forms. These river and stream basins are more than just carriers of water; they represent a major part of the delicate hydrologic system of surface and subsurface waters that generate and maintain life in the region. Buildings should be set back an appropriate distance from river and stream banks. In all cases a pedestrian way or bike path is intended. Adjacent upland development must be accomplished in a manner assuring that stormwater drainage properly reaches the river or creeks, and will not degrade the water quality.

### 4. Wetlands

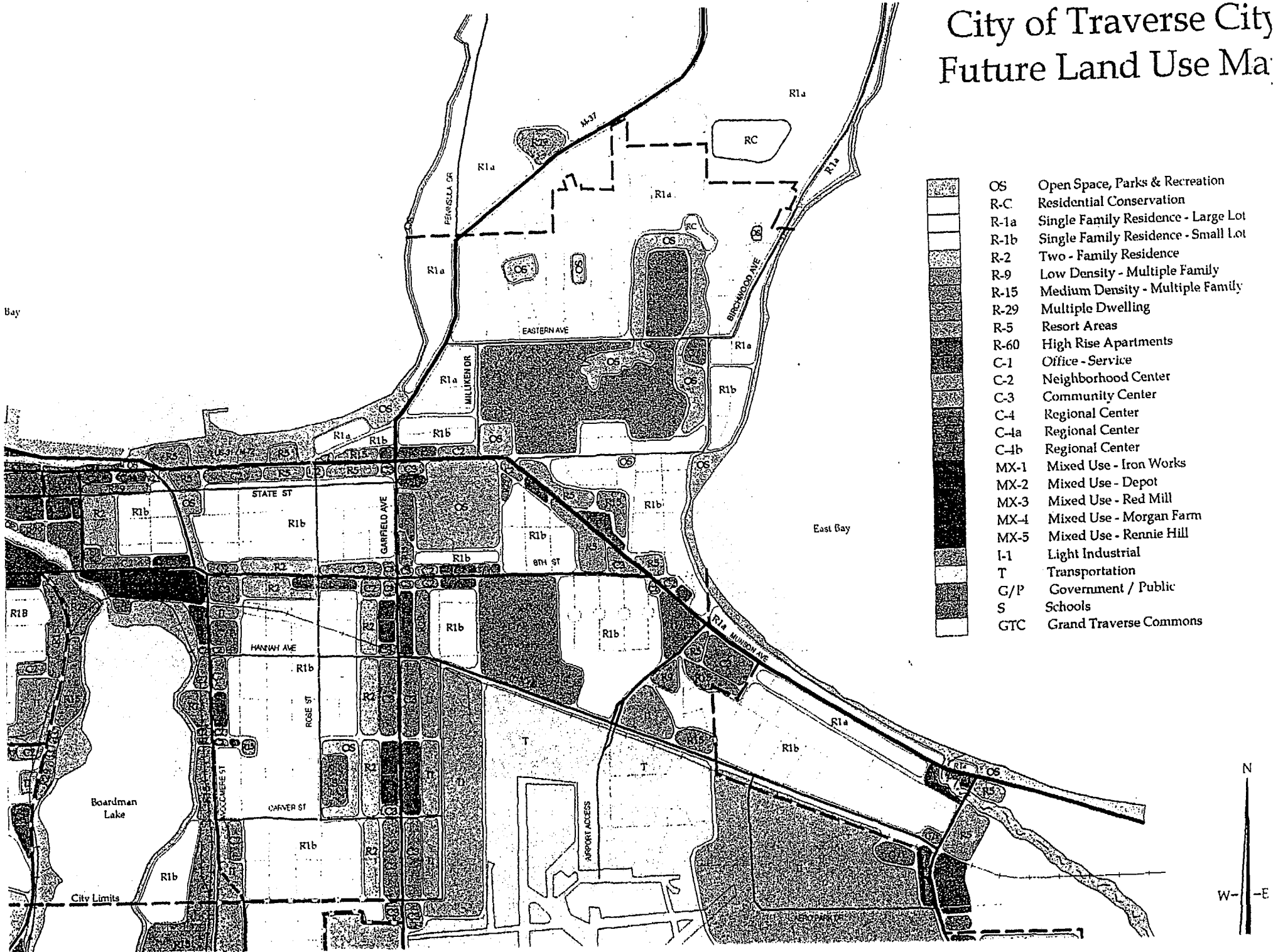
These are among the most sensitive ecological zones in the region. If drained or filled, the region-wide ecological balance will be altered, and the effects on fish, wildlife, vegetation and water resources would be detrimental. It is proposed that development be restricted in these zones.

### 5. Hillsides

Steeply sloped areas where the ground falls away more than 18 percent represent special challenges for development. Because steep slopes are more likely to erode, there is a greater chance that protective grasses, shrubs and trees will not withstand development pressures. Silt-laden waters and damaged fish habitat represent other by-products of uncontrolled hillside development. Development in these areas shall be accompanied by performance standards and roadway access controls. Suggested protective measures are clustering, avoidance of excessive curb cuts, reforestation and special practices to minimize soil erosion during and after construction. It is recommended that ridge development follow guidelines in the **Grand Traverse Bay Region Development Guide Book**.

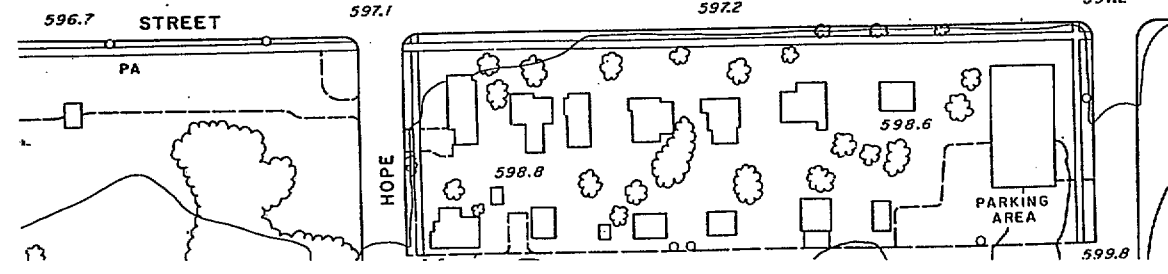
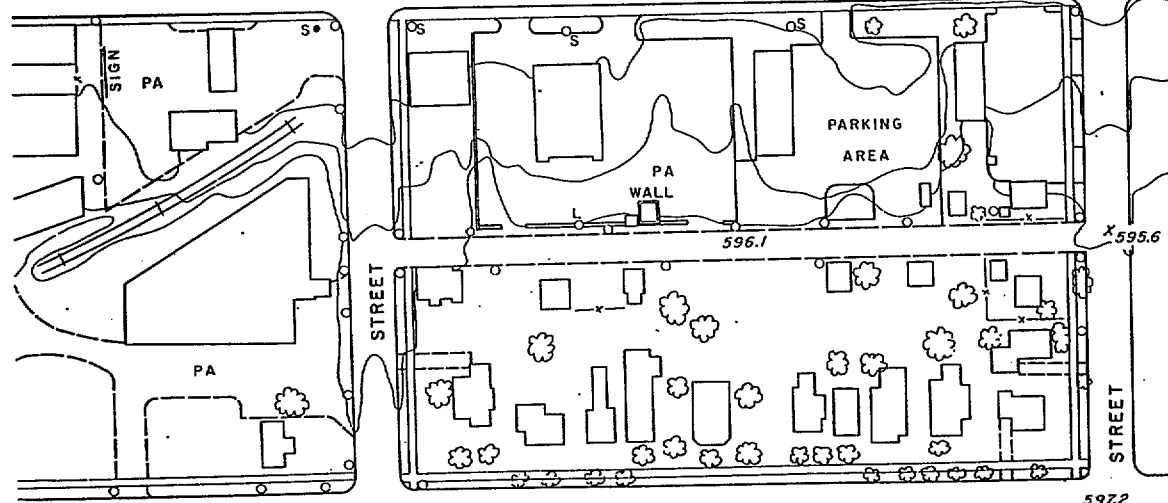
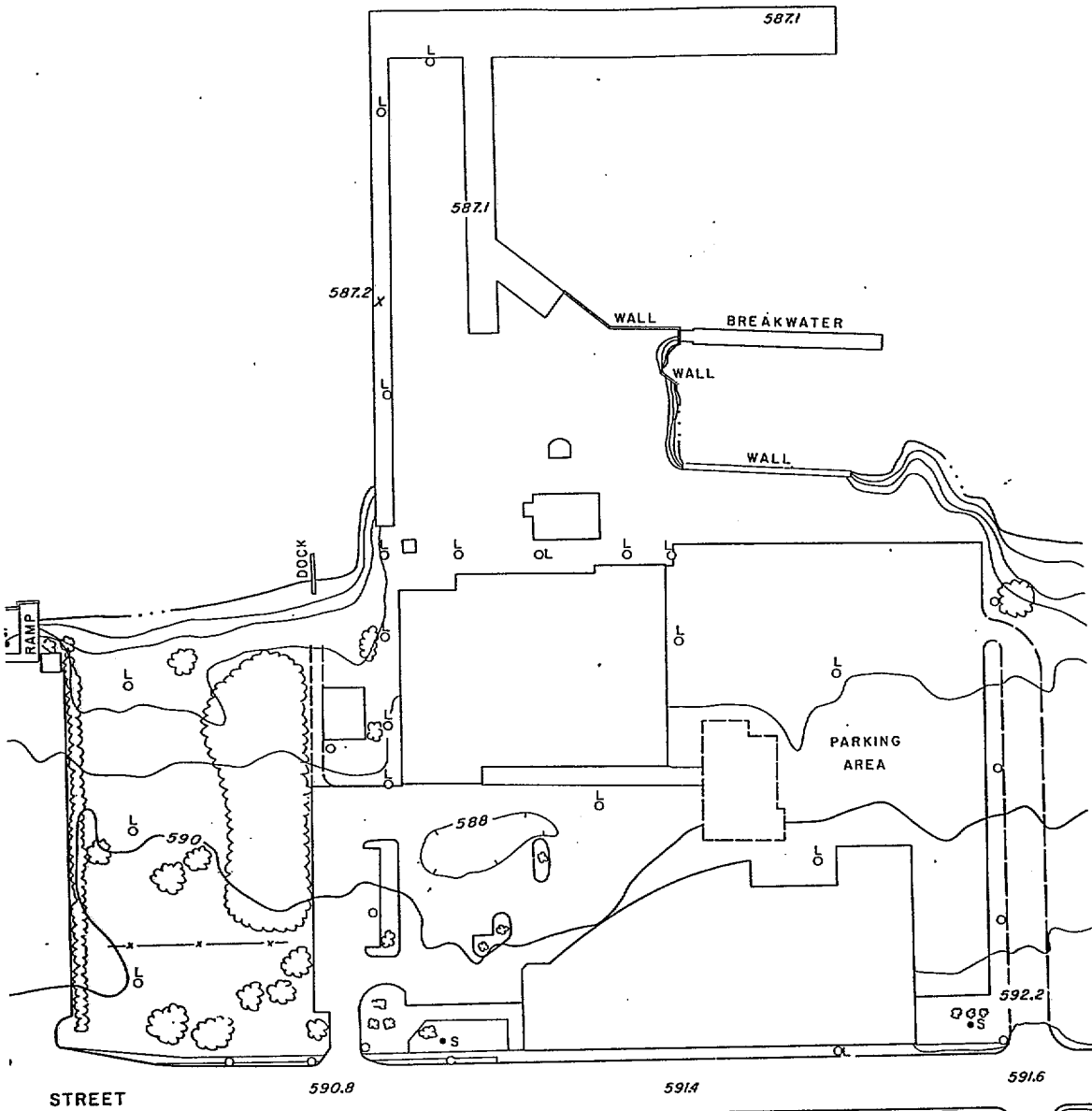


# City of Traverse City Future Land Use Map

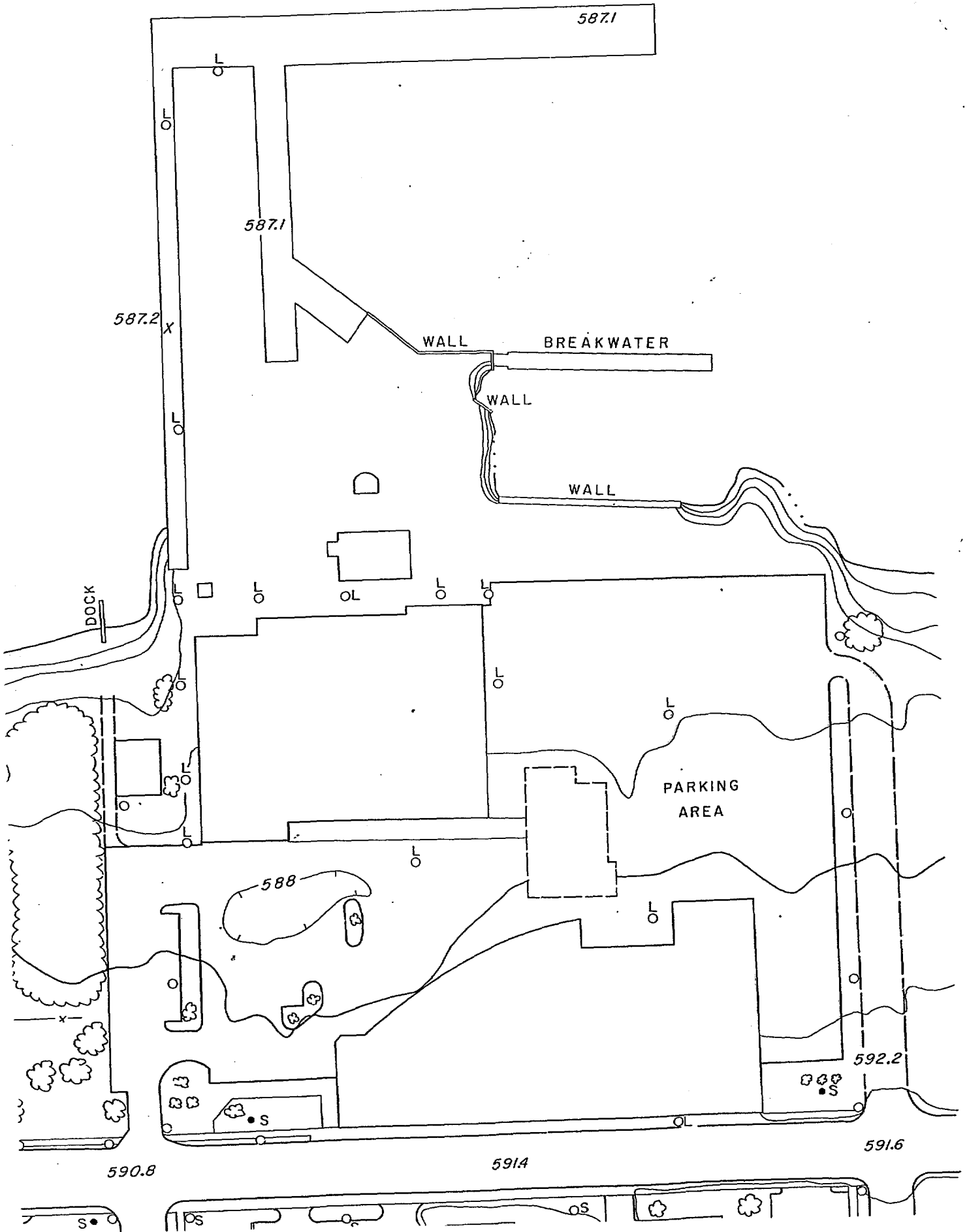


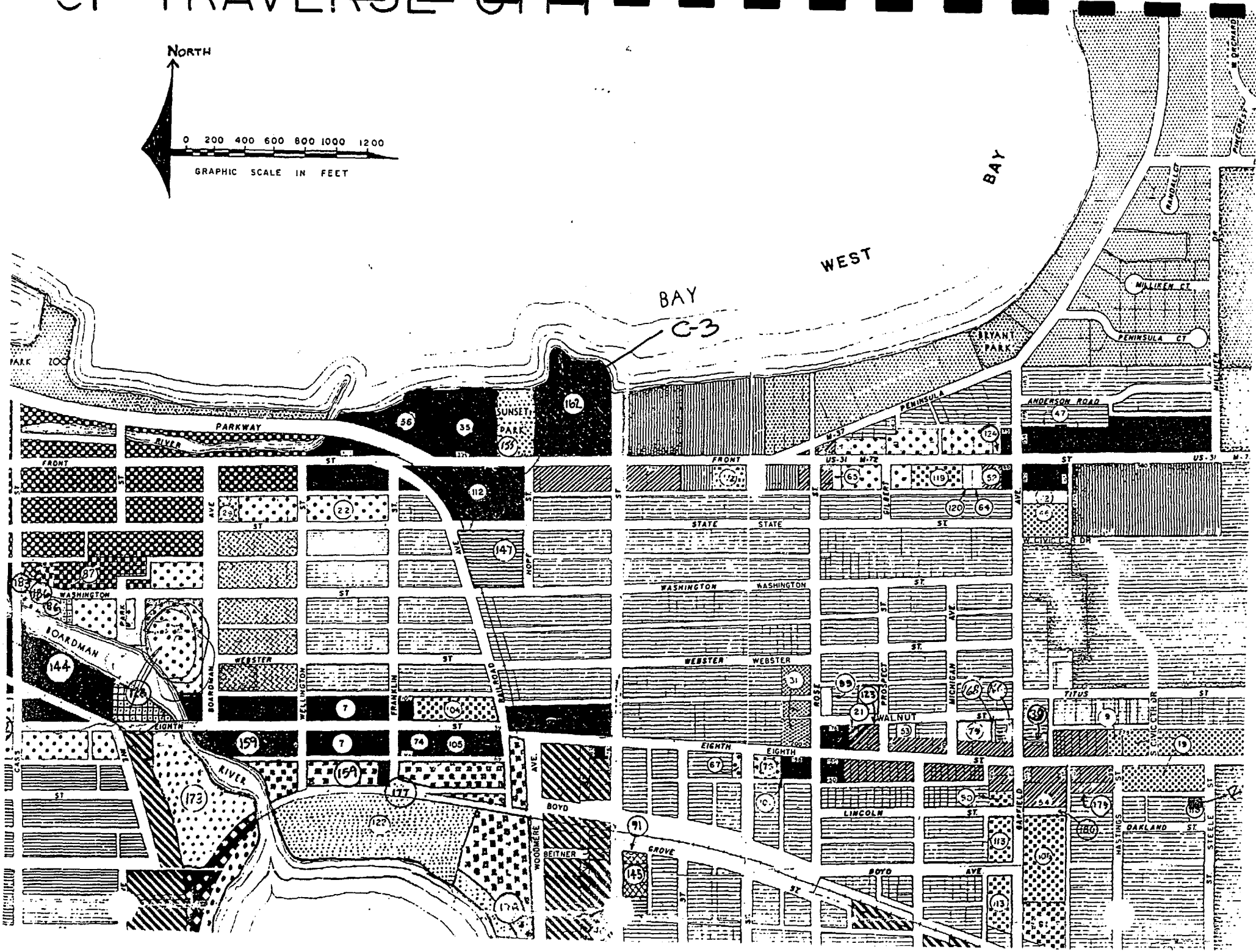
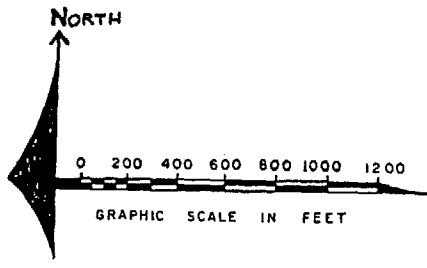
- OS Open Space, Parks & Recreation
- R-C Residential Conservation
- R-1a Single Family Residence - Large Lot
- R-1b Single Family Residence - Small Lot
- R-2 Two - Family Residence
- R-9 Low Density - Multiple Family
- R-15 Medium Density - Multiple Family
- R-29 Multiple Dwelling
- R-5 Resort Areas
- R-60 High Rise Apartments
- C-1 Office - Service
- C-2 Neighborhood Center
- C-3 Community Center
- C-4 Regional Center
- C-4a Regional Center
- C-4b Regional Center
- MX-1 Mixed Use - Iron Works
- MX-2 Mixed Use - Depot
- MX-3 Mixed Use - Red Mill
- MX-4 Mixed Use - Morgan Farm
- MX-5 Mixed Use - Rennie Hill
- I-1 Light Industrial
- T Transportation
- G/P Government / Public
- S Schools
- GTC Grand Traverse Commons



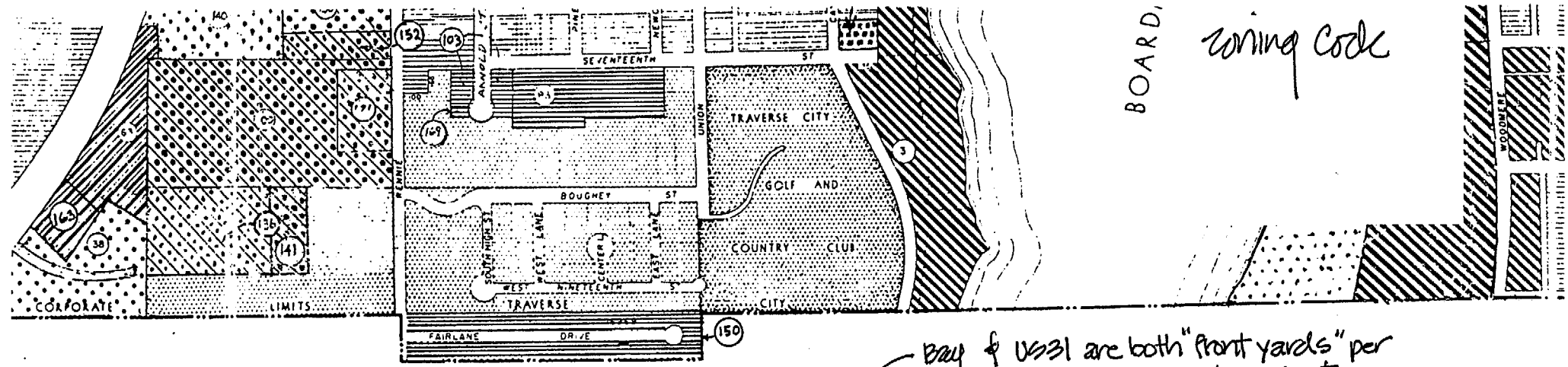


1" = 100'  
2' contours





BOARD, zoning code



**LEGEND AND SUMMARY OF ZONING REGULATIONS**

PLANNED UNIT DEVELOPMENT U.S.E	P.U.D. DISTRICT	SYMBOL	HEIGHT		YARDS			LOT AREA PER FAMILY
			STORIES	FEET	FRONT	SIDE	REAR	
SINGLE-FAMILY DWELLING DISTRICT-SINGLE FAMILY DWELLINGS, SCHOOLS, PARKS, GOLF COURSES, PUBLIC BUILDINGS, HOME OCCUPATIONS	R-1		2 1/2	35	30	10	35	10,000 SQ. FT.
SINGLE FAMILY DWELLING DISTRICT-SAME AS IN R-1 AND CHURCHES	R-2		2 1/2	35	25	8	30	7500 SQ. FT
TWO FAMILY RESIDENCE DISTRICT-USSES PERMITTED IN R-1 AND R-2 AND TWO FAMILY DWELLINGS	R-3		2 1/2	35	25	6	25	5,000 SQ. FT ONE FAMILY 4,000 SQ. FT. TWO FAMILY
MULTIPLE DWELLING DISTRICT-	R-4		3	40	25	6	25	5000 SF - 1 FAMILY 2000 SF - 2 FAMILY, 1000 SF - MULTIPLE DWELLING
MULTIPLE DWELLING DISTRICT-	R-4a		3	40	25	6	25	5000 SF - 1 FAMILY 3000 SF - 2 FAMILY 1000 SF - MULTIPLE DWELLING
OFFICE SERVICE DISTRICT-USSES PERMITTED IN R-4 AND HOTELS	R-5		2	30	25	0	70	SAME AS R-4 FOR DWELLINGS 1000 SF. PER HOTEL UNITS
OFFICE SERVICE DISTRICT	R-6							
OFFICE SERVICE DISTRICT-OFFICES, CLINICS	C-1		2	30	25	NONE EXCEPT WHEN ADJOINING A RESIDENCE DISTRICT		SAME AS R-4 DISTRICT
NEIGHBORHOOD SHOPPING DISTRICT-USSES PERMITTED IN C-1, RETAIL SHOPS, BANKS, FILLING STATIONS.	C-2		2	30	20	"	"	SAME AS R-4 DISTRICT
COMMERCIAL DISTRICT-USSES PERMITTED IN C-2, SHOWROOMS, THEATERS, SERVICE SHOPS, HOTELS	C-3		3	45	20	"	"	SAME AS R-4 DISTRICT
CENTRAL BUSINESS DISTRICT-USSES PERMITTED IN C-3, WHOLESALE ESTABLISHMENTS WAREHOUSES,	C-4		4	55	-	"	"	5,000 SQ. FT. ONE FAMILY 2,500 SQ. FT. TWO FAMILY 1,000 SQ. FT. MULTIPLE DWELLING
RESTRICTED INDUSTRY DISTRICT-USSES PERMITTED IN C-4, FREIGHT TERMINALS, STORAGE YARDS, AND INDUSTRIES EMITTING NOMINAL DUST, ODOR, GAS, ETC.	M-1		6	75	25	"	"	WHEN PERMITTED, SAME AS IN R-4 DISTRICT
INDUSTRIAL DISTRICT-USSES PERMITTED IN M-1, ANY USE EXCEPT RESIDENCE AND ENUMERATED NUISANCES REQUIRING SPECIAL PERMIT	M-2		6	75	25	"	"	NO NEW RESIDENCE PERMITTED
OFF STREET PARKING ONLY	P-1		SAME AS THE M. RESTRICTIVE ADJ. ZONING DISTRICT			AS PERMITTED IN SEC 14.		

## Land Use: Recommended Scale and Characteristics

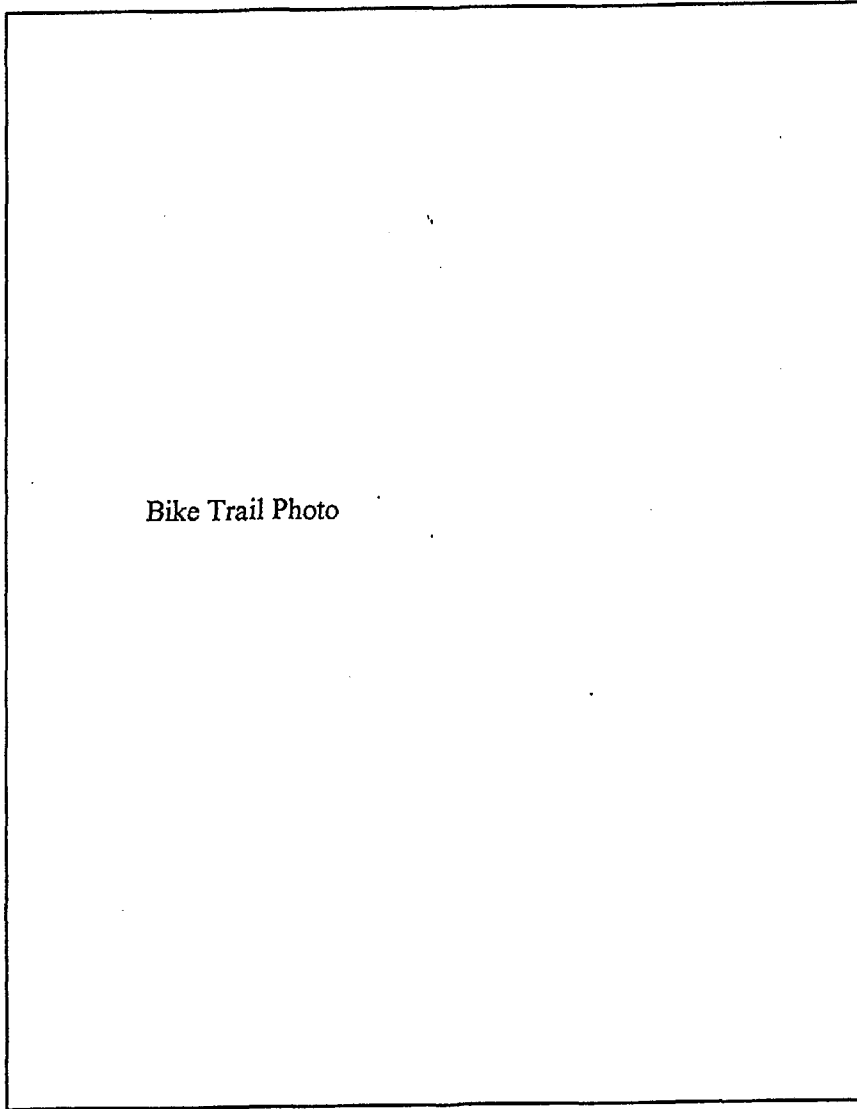
LAND USE CLASSIFICATION	SCALE/ HEIGHT <sup>(1)</sup>	REPRESENTATIVE USES <sup>(2)</sup>	CHARACTER DESCRIPTION
Open Space, Parks & Recreation (OS)	Pedestrian (1-2 stories)	Parks, Playgrounds, Athletic Fields, Wetlands, Floodplains, Natural Areas, Cultural Buildings	Natural or park-like settings often linked with pedestrian & bicycle paths.
Residential Conservation (R-C)	Pedestrian (1-3 stories)	Single Family Dwellings, Open Space	These areas are classified as wetlands or are susceptible to erosion or flooding. When privately owned, these properties should be developed at low-density and clustered in the least sensitive portions of the property to protect the environment. Building within the <i>flood plains</i> and wetlands should be avoided unless it is clearly demonstrated that public health, safety and welfare is advanced by minimal development in these areas. For areas with rather steep slopes, densities for <i>dwellings</i> should be kept low. Overall density up to 4.4 <i>dwellings</i> per acre is allowable.
Single Family Residence-Large Lot R-1a	Pedestrian (1-3 stories)	Single Family Dwellings, Schools, Religious Facilities	These areas correlate with existing large-lot residential developments, or represent expansion areas for the further development of this housing style. These areas are served by public utilities and will mark the limits for urban services. They are intended primarily to accommodate traditional single-family lots. However, clustering (e.g., single-family attached, <i>zero-lot-line</i> detached) may be allowed on larger parcels within the designated density guidelines as a means to protect sensitive soils and provide usable open space. Overall density up to 4.4 dwellings per acre is allowable.

(1) 1 story is equal to 10 feet.

(2) Accessory uses are allowed in each Land Use Classification.

## Park Characteristics

PARK TYPE	SIZE	POPULATION SERVED	LOCATION	TYPICAL FACILITIES/REMARKS
Playground Tot Lot	Less than 1 acre	Young children in the immediate area	Neighborhoods; away from busy roads, well protected from external influences	Swings, slides, creative play structures, basketball courts; generally active recreation.
Neighborhood Park	1-6 acres	All ages, in the immediate neighborhood	Neighborhoods; often combined with schools, easy walking distance	Court games, skating rinks, game fields: intended to serve both passive and active recreation; primarily for non-organized activities.
Community Park	6-25 acres	Entire community (including near-city residents)	Steeply sloped terrain, woodlands, wetlands, streams, bayfronts, sites of important scenic value	Often contain play fields, but also emphasize picnicking, hiking, nature study, boating, fishing and similar outdoor activities that may contain both active and passive recreation but emphasize natural resource preservation.
Regional Park	25+ acres	Regional community	Special scenic, waterfront, historic or natural features of area-wide significance	For the protection and preservation of significant scenic, historic or natural features or areas which encourage activities such as nature interpretation, walking, picnicking, swimming, canoeing and scenic observation.
Play Field/Stadium	10-40 acres	Entire community (including near-City residents)	Along major arterials having good access	To accommodate organized activities such as track, baseball, softball and soccer; a play field is usually large with several playing fields.
Specialized Park	Varies	Entire community, tourists and visitors	Plazas, squares, landmarks, statues, arboretums, zoos, and museums	For specialized parks that identify points of historic or cultural interest; may contain historical, archeological, botanical or ornamental features.



Bike Trail Photo

Open Space along the bay front provides the public the opportunity to enjoy Grand Traverse Bay.

## Park & Open Space Standards

Since demand for parks, open space and other forms of recreation will vary with time and with demographics, this Plan sets forth no specific standards for the City to establish a minimum number of parks, or an overall acreage for these parks and open spaces. Instead, the Plan proposes a more flexible approach by offering to provide convenient parks of high quality, and by preserving open space in environmentally sensitive areas of the City. Steep hillsides, wetlands, *flood plains* and highly desirable natural features are areas planned to be preserved by acquisition, development easements or *clustering development*.

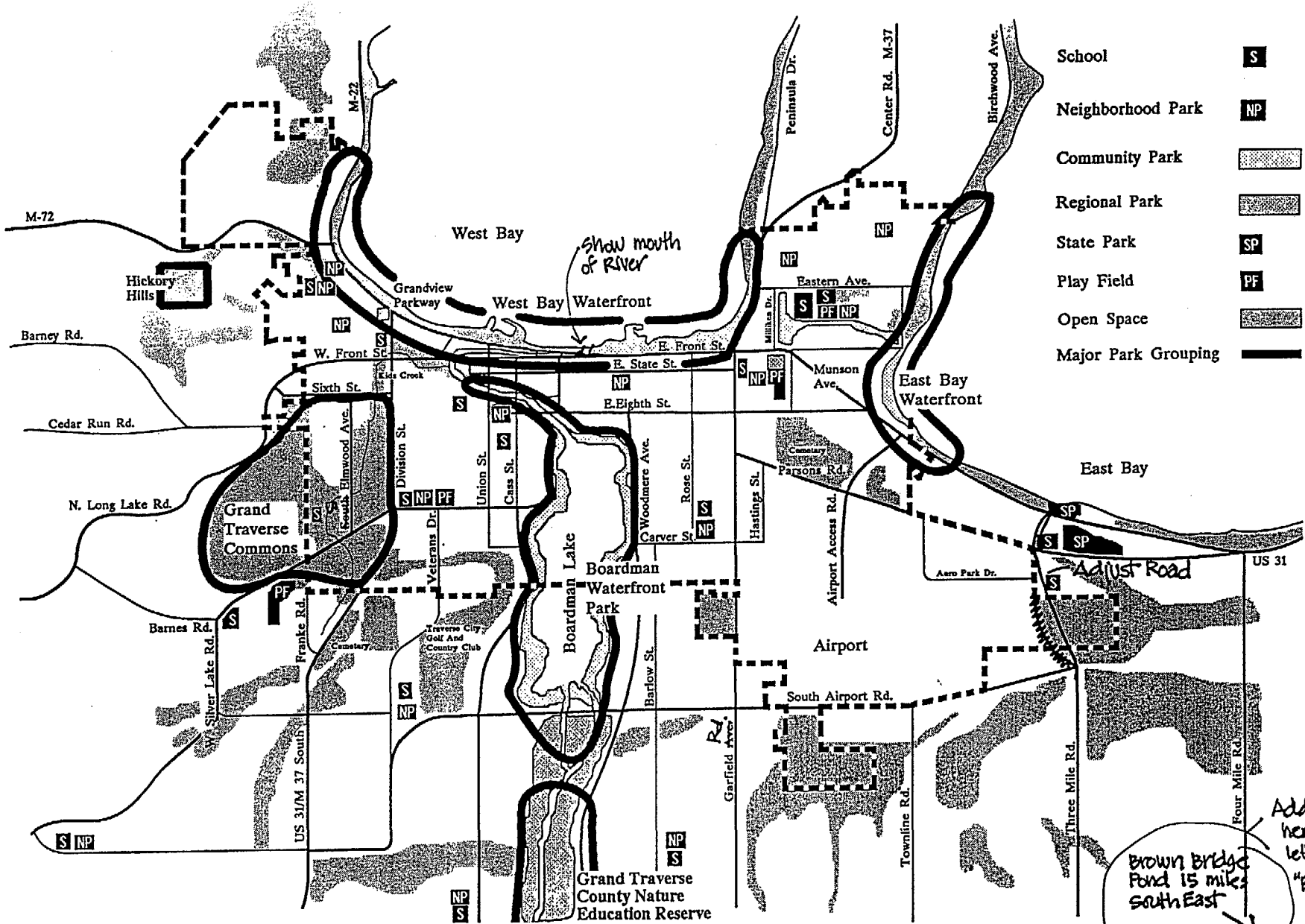
The 1987 Recreation Survey indicates that residents are most interested in a higher level of maintenance of the existing park system. This is especially true in neighborhood parks, followed by quality recreation programs and new parkland development, respectively.

## Park & Open Space Acquisitions

The long-term goal of the Plan is to have virtually all properties along West Bay Waterfront held in public ownership by acquiring private properties when they are offered and funding is available. In cases where public ownership is not feasible, easements for public access are sought. The Plan also seeks to develop parks through funding and market availability in areas currently devoid of recreational sites. For more specific information regarding park and open space acquisition, see *Traverse City Parks and Recreation Plan* prepared by the Parks and Recreation Commission and adopted by the City Commission.



# Parks, Recreation and Open Space



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### 1. West Bay Waterfront

The West Bay Waterfront is primarily a linear, public open-space park punctuated by recreational, residential, historical, educational and cultural activity areas. It is designed to be attractive for both residents and tourists. The waterfront park is a succession of specialized small parks and marinas interconnected by open space and bikeway/walkway linkages. Activities include swimming, boating, picnicking, fishing, biking, walking, and some court games. Clinch Park is a specialized park with a focus on cultural and historical appreciation. As in the past, the intent of the Plan is to purchase private lands as properties are offered to the City and funds become available. Every effort will be made to provide open spaces and public access along the shoreline without infringing on private property rights.

### 2. East Bay Waterfront

The City Plan portrays this area as a recreational and scenic resource to be developed in concert with private development. Much of the shoreline property, however, will remain privately owned. As was previously stated, every effort will be made to provide open space and public access along the shoreline without infringing on private property rights. The Plan recommends that regulations be developed for shoreline areas to prevent water quality degradation. It also recommends retention of a more natural appearing shoreline and prevention of building damage since this area is at high risk of coastal erosion. In addition, when redevelopment occurs, careful consideration must be given to opening up views of the Bay, and providing public access. For more specific information, the City Plan references the shoreline regulation section of the *Grand Traverse Bay Region Development Guidebook*. Implementation can occur in a number of ways, such as through the purchase of public access rights, acquiring property and allowing it to be sold with restrictions, and allowing redevelopment of property as a planned unit development (PUD).

### 3. Boardman Waterfront

The Plan envisions a narrow linear park along the banks of Boardman River and Boardman Lake, intermingled with development. In places the park may be as little as a pedestrian way. Primary activities include walking, picnicking, fishing, and nature and enjoying history and nature. Proposed park development includes heritage and nature trails, bikeways, hillside gardens, picnic sites, seating, observation and fishing platforms and an improved boat launch facility on Boardman Lake Bank erosion control is also proposed. North of Front Street, the park will include walkways that accommodate transient boat moorings on the river. These walkways will also accommodate downtown shopping activities. Boardman Lake could accommodate non-motorized small motor and special event boating as well. To ensure that Boardman Lake and the receiving waters of Boardman River remain a valuable public resource, a Boardman Lake/River management plan jointly developed by Garfield Charter Township and the City is proposed. This plan will address water quality issues, shoreline development and public access regulations concerning use of the lake.

### 4. Grand Traverse Commons

The Grand Traverse Commons District Plan was jointly adopted by Garfield Charter Township and the City in May of 1994. The Plan designates large portions of the site within the City and Garfield Township as a conservation area. The wetlands encompassing Kids Creek and the forested hills west of the historic buildings are to be preserved as open space or low-intensity recreational uses, (e.g., hiking, skiing, nature walks). Planning for these areas is the responsibility of the Grand Traverse Commons Redevelopment Corporation in conjunction with the Planning Commissions of Garfield Township and Traverse City. This will help ensure integration with the historic campus. A park-like setting shall be preserved in the Commons district.