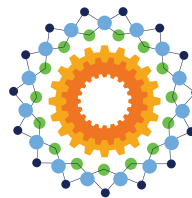




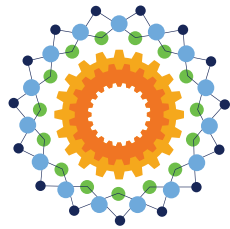
# ROTARY OF TRAVERSE CITY



**ROTARY**  
**CHARITIES**  
*Resources for change.*







**ROTARY**  
**CHARITIES**

*Resources for change.*

**Dear Rotarians and Friends,**

This is my last letter to you as Executive Director. It has been my honor and privilege for the last 25 years to serve this organization and work alongside the incredible organizations and individuals striving daily to make our region a better place for everyone.

As Rotarians we have come together in commitment to community and world service. In your company I have seen an enduring will to put aside differences in service of the greater good. Our dedication to improving quality of life for all has never changed, even as the way we do our work has kept pace with a rapidly changing region.

Like our vision, our values have remained central and consistent. Since our inception, Rotary Charities and Rotary Camps & Services have initiated, led and supported many efforts to protect our precious natural environment, create wonderful community facilities and address unmet human needs. Our focus on learning has enabled us to share information and help build skills to improve how we serve individually and collectively. I have been humbled to be part of this incredible tradition and work with organizations, networks and communities that have inspired visions of what is possible.

Yet, equally as important, but not as visible, has been our steadfast commitment to building relationships based on truth, fairness, goodwill and mutual benefit. These form the bedrocks of trust and respect, upon which true collaboration is built.

For if there is one thing I have learned in the last 25 years in this position, it is the true power of coming together. We share a collective future and it can only be better if we learn to work together more effectively. May we continue to find ways to be of service together, to respect each other, to learn to negotiate our differences and to work for the greater good.

From the bottom of my heart, thanks to all of you for this incredible opportunity. It has been a true privilege to work with you for the benefit of our community.



**Marsha Smith**  
Executive Director Emeritus



*Youth cyclists enjoy Norte's adventure-based Bike Más Project Summer Camp. Photo Credit: Norte*

This year, our board made a strategic decision to address complex community issues “further upstream” and changed our grant-making approaches accordingly. Our new grant strategy is being implemented for the first time this month. This shift also gave us the framework to restructure our capacity building services, and to find new partners to help us in the delivery.

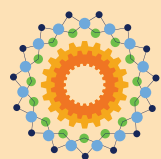
Another corresponding change is that we made our first impact investments, creating new sources of capital to provide social benefits to our region. Read more about what our partnership with Venture North has made possible on page 5.

These exciting developments will allow us to broaden our support of projects that improve the quality of life for everyone in our 5-county region. We have welcomed a new Executive Director with a vision to help move us forward. Turn to Page 10 for a word from Rebecca Ewing.



**Elaine Wood**  
Board Chair





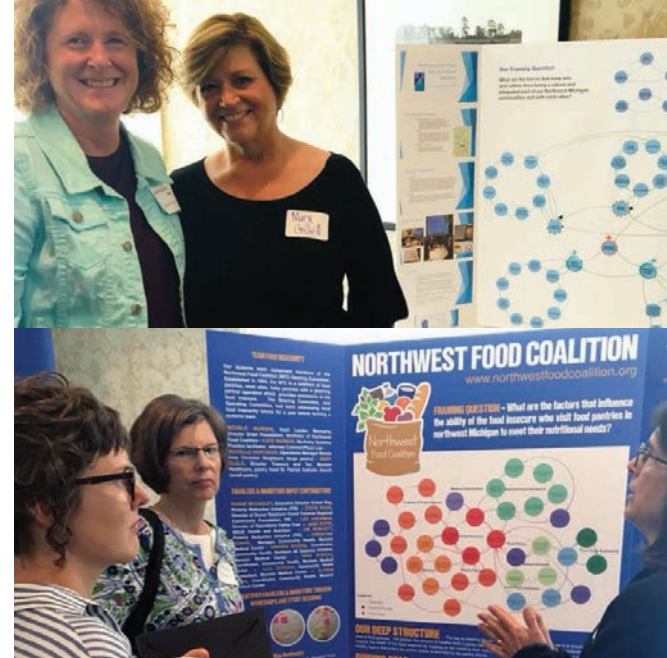
# ROTARY

## At Work – Grants Approved During Fiscal Year 2017/2018

Arts for All	\$9,000	providing art opportunities for special education classrooms
Bay Area Transportation Authority (BATA)	\$9,100	supporting the Bay Line Steering Committee
Bellaire Downtown Development Association	\$10,000	studying the feasibility of Bellaire Town Hall renovation
Benzie Area Christian Neighbors	\$10,000	enriching the board
Betsie Valley Community Center	\$21,900	supporting implementation of the community center
Betsie Valley Community Center	\$36,750	implementing Phase 2 of the community center
Blackbird Arts	\$12,500	raising visibility around complex community problems through art
Council of Michigan Foundations	\$10,000	supporting state federal nonprofit policy work in honor of Rob Collier's retirement from CMF
City of Traverse City	\$45,000	strengthening municipal planning for environmentally sustainable infrastructure
Communities in Schools	\$60,000	collaborating to decrease rural high school dropout rates
Conservation Resource Alliance	\$70,000	collaborating to remove the Sabin Dam
Crooked Tree Arts Center	\$10,000	creating an arts incubator space in the Carnegie building
Crosshatch Center for Art and Ecology	\$25,000	building organizational capacity, multi-year grant
El Grupo Norte	\$25,000	expanding active lifestyle programming & launching Advocate Academy
Elmwood Township	\$7,500	studying the feasibility of relocating M-22
Father Fred Foundation	\$31,500	expanding the Eviction Diversion program
FLOW	\$25,000	developing funding and communication strategies, multi-year grant
Friends of Easling Pool	\$70,000	supporting renovation of Easling pool
Grand Traverse Industries	\$6,500	supporting the Traverse Bay Area Neurodiversity Pilot
Grand Traverse Regional Community Foundation	\$25,000	supporting the Communities of Health initiative

Glen Arbor Art Association	\$10,000	expanding exhibition space & supporting collaborative programming
Goodwill of NW Michigan	\$7,500	planning for the Grand Traverse Homeless Response System Shelter Partnership
Groundwork Center	\$10,000	supporting the SolaRise Project
Groundwork Center	\$24,000	building the campaign for Passenger Rail, multi-year grant
Grow Benzie	\$10,000	developing a hub of nonprofit resources
Health Department of NW Michigan	\$25,000	expanding the Oral Health Coalition project, multi-year grant
Honor Area Restoration Project	\$50,000	acquiring Platte River property for universal access
Honorarium for Board Service	\$1,100 \$600	GTRCF in honor of Gregg Smith Third Level in honor of John Racine
Justice for Our Neighbors	\$14,600	expanding legal services for immigrants
Kalkaska Downtown Development Association	\$75,000	building the Community Information Center, part of Railroad Square revitalization project
Kalkaska Library	\$10,000	supporting the new library communications strategy
Kalkaska Parks & Recreation	\$10,000	supporting a regional recreation master plan
Leelanau Township Community Foundation	\$10,000	supporting Phase II of Designing and Achieving Our Potential
Little Collaborative	\$25,000	merging three organizations working with people in poverty
Mancelona Community Resource Development	\$10,000	supporting the Mancelona Revitalization Project
Michigan Department of Natural Resources	\$10,000	supporting the Michigan Arctic Grayling Initiative
Network Sandbox Grants	\$6,000	supporting Network projects
Networks Northwest	\$10,000	developing and incubating the NW Michigan Arts & Culture Network
Networks Northwest	\$100,000	supporting the new organization for Housing Partnerships
Northwest Michigan Community Action Agency	\$75,000	building housing for youth experiencing homelessness
Northwest Michigan Health Services	\$40,000	providing economically accessible dental service space
Parallel 45	\$15,000	developing new artistic and business models, multi-year grant
Peace Ranch	\$1,925	leadership coaching
Polestar	\$1,898	supporting Online Safety teen education initiative

Rotary Camps and Services	\$350,000	supporting operations and programming at the Discovery Center & Pier and Greilick Outdoor Recreation & Education Center (GOREC)
Rotary Club	\$20,303	supporting the Club's charitable activities regionally and internationally
SEEDS	\$10,000	supporting the Youth Corps Black Locust Enterprise
SEEDS	\$5,000	supporting the public building energy audits project
Traverse Area Recreation and Transportation Trails (TART)	\$75,000	completing the Boardman Lake Loop trail
Traverse Bay Children's Advocacy Center	\$10,000	supporting Team Zero Awareness campaign
Traverse City Area Public Schools (TCAPS)	\$10,000	supporting the Teen Parent program
Traverse City Downtown Development Association	\$10,000	supporting the Destination Downtown Program
Traverse City Downtown Development Association	\$10,000	developing the Sara Hardy Downtown Farmers Market fundraising strategy
United Way	\$35,000	building collaboration to prevent and treat substance abuse in the 5-county region
Utopia Foundation	\$25,000	supporting the Traverse City Area Young Peacebuilders Club, multi-year grant
Venture North	\$30,000	expanding the Parent Learning Cohort initiative
Venture North	\$45,000	building capacity for expanded economic opportunity
Village of Elberta	\$20,000	improving Penfold Park for universal accessibility and community connections



13 teams from our region have completed a course in Systems Practice where they designed maps to visualize their work in new ways.



## NORTHSKY By the Numbers

- 54 Consulting Engagements**  
Common Topics: Board Development, Strategic Planning, Fund Development Planning
- 32 Leaders Received Coaching**  
Certified coach, Lucille Chrisman, worked one on one with area leaders
- 439 Professionals Attended Workshops**  
25 workshops were offered, covering many aspects of organizational development

## NorthSky and Rotary Charities Catalyzing New Approaches to Complex Problems

This region has no shortage of dedicated community members working tirelessly to impact our most entrenched problems like homelessness, addiction, health inequities and climate change. They are making a difference every day, yet the problems persist.

We believe complex problems like these demand a different approach. In 2017, Rotary Charities began supporting local teams with NorthSky consultant help to complete an intensive online course focused on one method for changemaking called Systems Practice (created by the Omidyar Group and hosted by +Acumen). To date, 13 teams representing hundreds of partners have completed the course and shared their results with the community.

*"It was awesome to see what you have organized and pulled off in the Traverse City area. Really cool way to get members of the community involved in social change and for those working on philanthropy to break the barriers down between stakeholders, funders, service providers and others in the community. It is helpful for us in The Omidyar Group to see interesting ways systems practice is being used to activate change from within the system."*  
— Rob Ricigliano, Systems Practice Course Designer, The Omidyar Group

*"Participating helped me to build relationships with others working on the same system, to understand their goals and how our work/missions complement each other's."* — Michelle Northrup, Northwest Food Coalition



Rotary Charities and Venture North staff celebrate a loan to XPert Fulfillment in Benzonia with company owners.

## Impact Investing

In 2017, the Rotary Charities board committed to invest in regional opportunities that will provide financial and community return. This will expand their impact beyond grantmaking in service to the vision of a thriving, fair and prosperous region. The board developed a strategy to invest in intermediary financial institutions that will do the direct lending, starting with Venture North. Rotary Charities provided capacity building services, grant support and the expertise of Northern Trust to help Venture North to become a Community Financial Institution, creating new funding opportunities.

Rotary Charities' first impact investment of \$500,000 went to Venture North and was matched by Northern Trust. "The commitment Rotary Charities and Northern Trust made this year to Venture North has been a huge help to the business community in our region. We've deployed \$500,000 of that combined \$1 million in the past 6 months, creating 27 new jobs and filling the financing gaps for startup and growth businesses alike. Our partnership with Rotary Charities is continuing to drive economic impact, specifically for our rural business community." — Laura Galbraith, Venture North





# ROTARY Camps and Services



Rotarians, volunteers and Conservation District staff work to restore and enhance wildlife habitats.

## East Creek Preserve

Beautiful rolling hills, rich hardwood forests and a mile and a half of the crystal clear East Creek comprise Rotary's 550-acre East Creek Preserve. Rotary maintains the East Bay Township property as a public nature preserve for hiking, snowshoeing, hunting and fishing. Shortly after Rotary acquired the property, several oil and gas rigs were removed. In the fall of 2017, a team of volunteer Rotarians worked alongside employees of the Grand Traverse Conservation District to enhance wildlife habitats on one of the abandoned drill sites.

Campers at Greilick.

## Greilick Outdoor Recreation & Education Center



Rotary's first real estate acquisition in 1923, the Greilick Outdoor Recreation & Education Center (GOREC) is comprised of 500 acres in East Bay Township, with more than 3,100 feet of shoreline on Rennie, Bass and Spider Lakes. At the end of 2016, the camp was relinquished by the Boy Scouts. In July 2017, Rotary hired former Camp Greilick Director, Nick Killian, to reinvent the property as an outdoor recreation and education center for all types of user groups.

Rotary Camps is the land-holding arm of the Rotary organization with nearly 1,800 acres in Grand Traverse and Leelanau Counties.

### VISION

Rotary Camps & Services envisions a region with thriving ecosystems and abundant access for all to water, land and recreational opportunities.

### MISSION

We are stewards of strategic land and water resources, and collaborative innovators who respond to community opportunities.



Campers from Lookout at Saki.

## Camp Sakakawea (Saki)

Located in Green Lake Township on the shoreline of Bass and Saunders Lakes, this 560-acre camp facility for youth was relinquished by the Girl Scouts in 2017. Rotary entered into an agreement with Camp Lookout of Benzie County to pilot an expansion of their current camp programs. Lookout at Saki was a remarkable success, exceeding projected camper registrations. Beyond the numbers, campers had fantastic experiences. Our partnership with Lookout will be continued and expanded in 2019. The camp will be operated under a new name—Camp Carvela.

Tall ships at Discovery Pier, with the Discovery Center in the background.

## Discovery Center & Pier



Beginning with Mike Dow's generous donation of nine acres and 50 feet of West Bay shoreline in 2007, the Discovery Pier has grown to 17 acres of land and more than 1,400 feet of shoreline. This past year, Camps moved forward with plans to turn Discovery Pier into an important regional destination and attraction, with the largest fleet of tall ships on the American side of the Great Lakes. Three more acres and the former Family Video building were acquired in December 2017 to become shared office space for local nonprofit organizations, coined the "Discovery Center Collaborative."

### ROTARY CAMPS & SERVICES BOARD MEMBERS 2017-2018

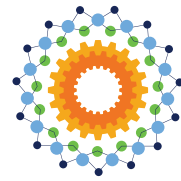
- Sharron Zimmerman, *Chair*
- Bob Stow, *Vice Chair*
- Mark Newhouse, *Secretary/Treasurer*
- Chris DeGood, Phil Ellis,
- Katy McCain, Pat Parker,
- Dan Rickard, Phil Rosi, Lee Torrey

### ROTARY CAMPS STAFF 2017-2018

- John Noonan  
*Program Director, jnoonan@rotarycamps.org*
- Nick Killian  
*Greilick Director, nkillian@greilick.org*
- Cliff Wagner  
*Facilities Manager, cwagner@greilick.org*



# FINANCIAL Reports



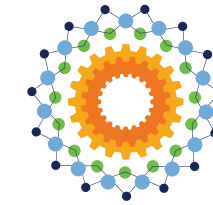
## ROTARY CHARITIES

	2018	2017
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>46,890,511</b>	<b>43,410,771</b>
<b>REVENUE AND GAINS</b>		
Dividends and interest	999,318	995,603
NorthSky – consulting fees	234,390	276,067
Oil and gas royalty income	90,118	136,803
Net realized and unrealized gain (loss)	2,717,172	4,292,988
Grants and other	630,309	57,723
<b>Total Revenue and Gains</b>	<b>4,671,307</b>	<b>5,759,184</b>
<b>OPERATING EXPENSES AND GRANTS</b>		
Program services		
Grants	2,121,486	1,425,715
NorthSky	578,543	499,912
Management and general	399,236	353,817
<b>Total Operating Expenses and Grants</b>	<b>3,099,265</b>	<b>2,279,444</b>
Change in unrestricted net assets	1,575,630	3,475,103
Change in temporarily restricted net assets	(3,588)	4,637
Total change in net assets	1,572,042	3,479,740
<b>Unrestricted net assets end of year</b>	<b>48,441,423</b>	<b>46,865,793</b>
<b>Temporarily restricted net assets end of year</b>	<b>21,130</b>	<b>24,718</b>
<b>TOTAL NET ASSETS END OF YEAR</b>	<b>48,462,553</b>	<b>46,890,511</b>



## ROTARY CAMPS & SERVICES

	2018	2017
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>4,139,971</b>	<b>3,913,895</b>
<b>REVENUE AND GAINS</b>		
Dividends and interest	23,286	23,356
Oil and gas royalty income	400	485
Net realized and unrealized gain (Loss)	42,445	67,954
Grants	4,820	108,994
Contributions	468,443	378,909
Other income	46,109	10,938
<b>Total Revenue and Gains</b>	<b>585,503</b>	<b>590,636</b>
<b>OPERATING EXPENSES AND GRANTS</b>		
Program services		
Camp Greilick	272,970	25,045
Discovery Pier	277,434	176,821
Grants	28,096	27,171
Administrative and general	113,990	135,523
<b>Total Operating Expenses and Grants</b>	<b>692,490</b>	<b>364,560</b>
Change in unrestricted net assets	(88,172)	271,203
Change in temporarily restricted net assets	(18,815)	(45,127)
Change in net assets	(106,987)	226,076
<b>Unrestricted net assets end of year</b>	<b>4,013,714</b>	<b>4,101,886</b>
<b>Temporarily restricted net assets end of year</b>	<b>19,270</b>	<b>38,055</b>
<b>TOTAL NET ASSETS END OF YEAR</b>	<b>4,032,984</b>	<b>4,139,941</b>



## ROTARY CHARITIES

Resources for change.

### VISION

People working together, sharing resources and negotiating differences in healthy ways toward building a thriving, prosperous and fair region.

### MISSION

Rotary Charities uses its resources and connections to help create a fair and thriving region.

## Charity To Changeloger

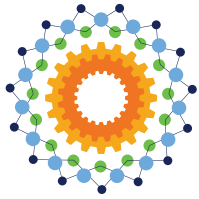
At its retreat in 2016, the board decided to move toward being a changemaking organization, rather than a charity. This important step has led us to a new way of grantmaking, connecting and learning. It is reflected in our vision and mission, and is guiding us to support communities in ways that help others do more together. We've created impact investing, and deployed over \$1 million for community and economic development. We are creating new opportunities for leaders from all directions to build adaptive, resilient skills. We are supporting teams and networks as they tackle some of the most wicked problems facing our region.



I am humbled by the opportunity to follow in Marsha's footsteps and honored that our boards have confidence in me to lead. It's an exciting time to work for these amazing organizations: changing our grant categories and criteria, preparing for the Discovery Center and Pier development and opening Greilick Outdoor Recreation and Education Center (GOREC) to new audiences. While we are surrounded by ever-increasing change and the challenges that brings, one thing remains constant—we are servant leaders, working with the best intent to make our region a remarkable place where everyone thrives.

— Rebecca Ewing, Executive Director





**ROTARY**  
**CHARITIES**  
*Resources for change.*



**ROTARY CHARITIES OF TRAVERSE CITY**  
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Traverse City, MI 49684

traversecityrotary.org  
231.941.4010

**ROTARY CHARITIES BOARD  
MEMBERS 2017-2018**

Elaine Wood, *Chair*  
Jeff Hickman, *Vice Chair*  
Mark Eckhoff, *Secretary/Treasurer*  
Allison Beers  
Marlene Bevan  
John Hall  
Beth Karczewski  
Sid Lammers  
Greg Luyt  
Trevor Tkach

**ROTARY CHARITIES STAFF 2017-2018**

Marsha Smith  
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*Learning Officer, fbradford@rotarycharities.org*  
Evan Gray  
*Director of Operational Capacity*  
Leah McCallum  
*Director of Community Capacity*

