



United Human Services
of Southeast Alaska
3225 Hospital Drive, Suite 301
Juneau, AK 99801

July 15, 2020

Mayor Beth Weldon
Mr. Loren Jones, CBJ Assembly Finance Committee Chair

RE: United Human Services Multi-Tenant Nonprofit Center Funding Request

Dear Mayor Weldon and Mr. Jones,

United Human Services of SE Alaska (UHS) was established in 2009 with support from the Alaska Mental Health Trust Authority (Trust) and Rasmuson Foundation. UHS achieves our mission: *Stronger Together, Social Service Nonprofits Working Together for a Healthier Community*, through co-locating agencies to create efficiencies that save money, increase sustainability, and build strong working relationships. Most importantly, where rubber meets the road—for our neighbors and community members in need of services—the one stop model decreases transportation barriers, improves resource connections, and ultimately, improves outcomes.

According to the Nonprofit Center Network (NCN), a consulting, training and research organization, there are approximately 570 Nonprofit Centers in Canada and the United States. In 2019, the NCN published their third study on the model (please see Appendix). The Executive Summary concludes:

Addressing nonprofit space needs through sharing positively impacts both mission and finances. Organizations see improvements in staff morale, retention and productivity, increased programming and additional opportunities for collaboration. Most organizations also see financial savings that are reinvested in their programming. Nonprofit centers themselves are stable financial organizations, with 81% of centers breaking-even or generating a surplus. Overall, nonprofit center revenues increased while continuing to generate financial savings, primarily from reduced rental rates for tenant organizations. In addition to rent savings, sharing resources equates to time savings when tenant organizations have more of what they need at their fingertips. These financial benefits reflect how nonprofit centers enable tenant organizations to operate more efficiently and effectively, to better fulfill their missions and serve local communities.

Over the last several years, UHS has contracted with both NCN and the McDowell Group to provide studies specifically for Juneau. These studies fortified our resolve to move forward with this project and are available upon request.

To further prove the model here in Juneau, an experiment: UHS took the master lease for a half-dozen social service nonprofits under one roof, a multi-tenant nonprofit

center (MTNPC), in 2013. Over the last seven years, the experiment proved the model sound. Unfortunately, the current facility has critical limitations. We know we can do better. Toward that end, UHS vetted many alternative sites before learning the Glory Hall (TGH) was planning to move out of their inaccessible and wholly inadequate building downtown. Negotiations ensued and in December 2019, Southeast Alaska Independent Living (SAIL), on behalf of UHS, partnered with TGH to purchase property from and adjacent to St. Vincent de Paul. Our plan is to subdivide the lot and create two separate and complimentary buildings.

With that backdrop, UHS is excited to introduce the Southeast Community Services Center, an innovative MTPNC designed to forever change how services are delivered in Juneau. The new site will form a 'campus' with the new TGH shelter next door and adjacent Smith Hall and St. Vincent de Paul senior and transitional housing, housing navigators, and Juneau Youth Services and Central Council Tlingit and Haida Indian Tribes of Alaska (CCTHITA) in close proximity. The Southeast Community Services Center will provide critical services in the heart of a high need population.

We are confident the new Community Services Center will strengthen our community's ability to address homelessness, while serving the needs of people experiencing disabilities, seniors and at-risk youth throughout Juneau. Numerous national studies identify locating comprehensive services in close proximity to shelters and low-income housing as a best practice. For example, in 2010 HUD published, 'Access to Benefits-Strategies for Improving Homeless People's Access to Mainstream Benefit and Services'. The study cites structural barriers as obstacles, such as where programs are located, and goes on to recommend co-locating mainstream eligibility workers in homeless assistance programs, creating "one-stop" centers; and improving communications among homeless assistance staff and other social services organizations. The Southeast Community Services Center does exactly this.

The Southeast Community Service Center has broad community support. UHS has secured 10-year commitments from Alaska Legal Services; Big Brothers Big Sisters; Disability Law Center; NAMI Juneau; SAIL; and United Way of SE Alaska. Our planned facility also includes a 'Resource Room' to be staffed by rotating service providers, i.e., employment services to be provided by the Division of Vocational Rehabilitation. We've attached a sampling of support letters from community leaders in the Appendix.

Our partner organizations serve a range of community members- including those who experience disabilities, at-risk youth, seniors, veterans and low-income families. In the current fiscal climate, many nonprofits are struggling and cutting important services. The Southeast Community Services Center will provide monetary relief through efficiencies, i.e., shared reception, board/class/break room, custodial, copy/production, and IT. Tenants save money so less is spent on operating and more is available to focus on mission—improving service delivery to those in need.

Additionally, during these trying economic times, the Southeast Community Services Center and the new Glory Hall will not only make sure that people have access to food, shelter, and critical services, but will also create construction and development jobs to provide needed economic stimulus. The additional jobs and economic activity during this time when Juneau's economy needs a boost are another benefit of both projects. Rain Coast Data conducted a study, published in February 2020, on the impact of the new Glory Hall. On page 3 of the report:

BENEFIT TO COMMUNITY OF JUNEAU OF CONSTRUCTION	MULTIPLIER EFFECT OF CONSTRUCTION PERIOD
Direct and indirect jobs created during construction	43
Direct and indirect wages created during construction	\$2.23 million

The cost estimate used in the study cited \$400K for land acquisition and \$3.7M for construction. Extrapolating the data for our \$5.6M project, we project 59 direct and indirect jobs will be created during construction and direct and indirect wages created during construction to be \$3.046 million.

The property for the Southeast Services Center has been purchased outright. Additionally, the Trust and the Juneau Community Foundation have provided approximately \$175,000 in Pre-Development funding. The project obtained a conditional use permit with unanimous support from the Planning Commission on July 14.

The total cost of the UHS building is currently estimated at \$5.6 million dollars. We respectfully request a \$1.1 million contribution from CBJ. This contribution will leverage the balance of funds we need to make the Southeast Community Services Center a reality. Support from CBJ is the significant budgetary foundation and local community investment imperative to leveraging additional funding from private foundations and other government sources. We are confident that, with your help, we will be able to raise the balance of funding needed to bring this project to fruition.

Likely the future will bring even more need for social services. And that’s exactly why your investment in our project, a project that will bring solutions, resources, and economic development to big problems throughout Juneau, is more critical and timelier than ever.

Thank you for your consideration. We look forward to working with you.

Sincerely,



Joan O’Keefe, Executive Director

CC: CBJ Assembly; CBJ Manager; CBJ Finance Director; Economic Stabilization Task Force; UHS and SAIL Board of Directors



United Human Services
of Southeast Alaska
3225 Hospital Drive, Suite 301
Juneau, AK 99801

APPENDIX

Overview of Southeast Community Campus Concept

Budget

Juneau Empire My Turn

Sample Letters of Support

United Way of SE Alaska

Alaska Legal Services

Faulkner Banfield

Central Council Tlingit and Haida Indian Tribes of Alaska

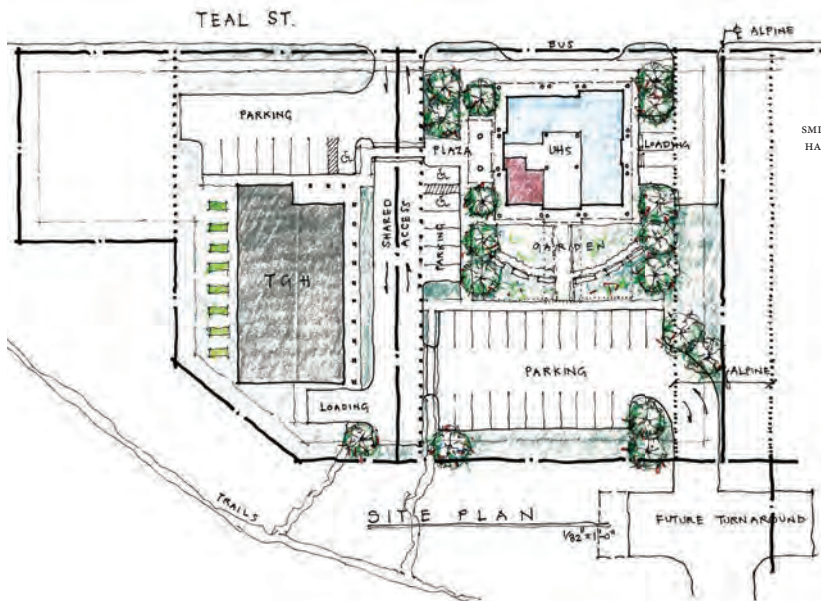
Juneau Youth Services

Juneau Coalition on Housing and Homelessness

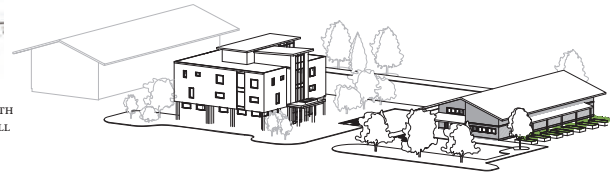
Nonprofit Center Network: State of the Shared Space Sector, 2019

Southeast Community Services Campus

Stronger Together



Conceptual Site Plan for SE Community Services Campus



Conceptual- Site Relationship



*Conceptual- Entry Elevation
SE Community Services Center*

A coalition of community nonprofits, in coordination with the Glory Hall (TGH), plans to develop a new social services campus adjacent to Jordan Creek and near the Juneau Airport, in the Mendenhall Valley.

The nonprofit shared building, the Southeast Community Services Center, will include individual offices for each social service agency, as well as flexible meeting and gathering spaces, also available to the community. TGH will construct a shelter, care center, and meal distribution facility.

Working together, we will have the greatest collective positive impact on the lives of elders, youth, low-income community members and people experiencing disabilities. The Southeast Community Services Center will serve our community with enhanced program coordination that is accessible, collaborative and sustainable.

The Center & new TGH facility are designed to be uplifting- a place of dignity for both our beneficiaries and employees. The campus buildings will be sited to maximize natural light, views, green space, gardens, bus access, and safe pedestrian links. The campus is ideally located in close proximity to existing resources such as Juneau Youth Services, and St. Vincent de Paul's transitional and supportive housing programs.

The Southeast Community Services Center will facilitate greater ease with on-site referrals to other social service nonprofit agencies, both in-house and campus wide. The one stop model will help more people access the services they need, increase the options available to them and result in stronger outcomes. Co-location allows the nonprofits to capitalize on individual and collective strengths, freeing up more time and resources to focus on our collective mission.

*Together,
we have the greatest
collective, positive impact
on the lives
of the people
we serve.*

Collective Social Services



The Southeast Community Services Center will be owned and operated by United Human Services of SE Alaska (UHS) a 501(c)(3) nonprofit dedicated to creating efficiencies to maximize organizational resources, build strong synergistic working relationships among tenants, and improve access & efficiency for people seeking services.



Our nonprofit partners include: Southeast Alaska Independent Living (SAIL/ORCA), Disability Law Center of Alaska, National Alliance on Mental Illness (NAMI), Alaska Legal Services, Big Brothers Big Sisters of Alaska, and United Way of Southeast Alaska. Together, these agencies provide diverse and comprehensive services for all ages and abilities within our community, and throughout Southeast Alaska.

For more information on the Southeast Community Services Center, please contact:

Joan O'Keefe, UHS Executive Director @ 907-523-4430.



The Glory Hall



The Glory Hall (TGH) provides food, shelter, and compassion to those most in need.

The current downtown facility is not physically accessible to patrons with disabilities and has a number of significant building issues. To best meet the needs of our community members experiencing homelessness, it is critical that the new shelter be built as soon as possible. The proximity to supportive services is ideal, establishing efficient access for a successful transition from homelessness.

The new facility will feature a secure entry and Day Room, space to store private belongings, an outside garden, and a secured outside space for patrons, staff and visitors to relax and connect with nature.

For more information on Juneau's emergency shelter needs and transitioning from homelessness, please contact:
Mariya Lovishchuk @ 907-957-2885.



Join us !!!

The Southeast Community Services Center planning committee is recruiting volunteers to lend expertise and enthusiasm toward this exciting project.

Can you help with funding, time, or advocacy?

For more information contact:

Joan O'Keefe, c/o SAIL @ 907-523-4430



OVERALL PROJECT BUDGET
PROJECT NAME: SOUTHEAST COMMUNITY SERVICES CENTER
 PROJECT NO: 1903
 DESIGN MANAGER: Sherri von Wolfe, Architect
 CONSTRUCTION MANAGER: J Travis Miller
 CLIENT AGENCY: United Human Services/SAIL
 CONTACT: Joan O'Keefe, Project Manager

Date Budget Prepared: 7/14/20
 Budget Revision No.: 03
 Client Concurrence: _____
 (initials)

STAGE OF PROJECT:
 ___ Programming ___X___ Conceptual Design ___ Schematic Design ___ Design Development
 ___ Construction Document ___ Bid Period ___ Award ___ Construction (% Complete) ___ Closeout

DESIGN PHASE:	BUDGET	COMMENTS:
Conceptual Design	\$21,000	Estimate
Schematic Design	\$42,000	Estimate
Design Development	\$94,500	Estimate
Construction Documents	\$168,000	Estimate
Design Administration for Bldg	\$20,000	UHS Project Manager
Additional Services		
Contracts	\$5,000	UHS Project Manager
Regulatory Reviews		
State Fire Marshal	\$0	
Local Reviews	\$25,500	JNU Plan Review
Bidding Assistance	\$10,400	Estimate
Contingency	\$11,592	3% Design Phase Contingency
Land	\$382,000	Teal/Alpine Property
DESIGN PHASE TOTAL	\$779,992	
PDA PROGRAMMED AMNT.	\$780,000	
PROJECTED SURPLUS/(DEFICIT)	\$8	
BUDGET APPROVED : _____		
(Project Manager's Signature)		

CONSTRUCTION PHASE:	BUDGET	COMMENTS:
Construction Contract	\$3,990,000	Assume 12500 SF x \$329/SF, includes site development
Add Alt. #1 -	\$90,000	Design to 100%
Add Alt #2 -	\$30,000	Design to 100%
Site Development	\$275,000	Parking Lot, 1/2 Entrance Drive, Walks & Plaza
Subtotal	\$4,385,000	Includes Building Permit Fees
Change Order Reserve	\$263,100	6% of Construction Contract/Add Alts/Site
Total Construction	\$4,648,100	
Construction Assistance	\$63,000	Estimate
Project Administration	\$40,000	UHS Construction Admin
IBC Req'd Special Inspections	\$21,000	Estimate
Legal	\$0	
Internal Services		
Closeout	\$5,000	UHS Project Manager
Contingency	\$95,542	2% of Total Construction Phase
CONSTRUCTION TOTAL	\$4,872,642	
PDA PROGRAMMED AMNT.	\$4,875,000	
PROJECTED SURPLUS/(DEFICIT)	\$2,358	
BUDGET APPROVED : _____		
(Project Manager's Signature)		

GRAND TOTALS	\$5,652,634	
CURRENT CFA AMOUNT	\$5,655,000	
PROJECTED SURPLUS/(DEFICIT)	\$2,366	
		Project No.: 1903
		File No.: 004

JUNEAU EMPIRE

Opinion: Southeast Community Services Center Strengthens Juneau The need for improved services in Juneau is real.

Monday, July 6, 2020

For more than 25 years, Southeast Alaska Independent Living (SAIL) has been working with seniors and people who experience disabilities to help them realize their full potential and live with dignity and independence in the setting of their choice. Far from telling someone what to do, SAIL is committed to empowering every person we work with by connecting them to the information and tools they need to successfully control their lives.

For many, accessing useful resources for things like secure housing, food stability and affordable healthcare can be a complex, involved and frustrating process that necessitates coordination between nonprofit, state, tribal and federal entities, medical providers, and more. It takes time, patience and persistence.

At SAIL we know that improving access to Juneau's safety net will make our community stronger and more resilient. A decade ago, SAIL joined a coalition effort to co-locate nonprofit organizations that serve Juneau's most vulnerable community members by creating a shared nonprofit center. Today we are closer than ever to realizing our vision of a community services center where collaboration creates cost efficiencies and supports the independence and empowerment needed to transform the lives of the people we serve.

The Southeast Community Services Center will house a variety of nonprofits that serve youth, seniors, people with disabilities and low-income families. In addition to SAIL, the Center will include Alaska Legal Services, United Way, the National Alliance on Mental Illness, Big Brothers Big Sisters, the Disability Law Center and United Human Services.

The Southeast Community Services Center will create an accessible, welcoming home where our community can more easily access and coordinate services. The need for improved services in Juneau is real. More than 3,000 residents experience a disability, approximately 4,000 residents are seniors 65 or older and more than 2,000 community members live in poverty. Our agencies are scattered throughout Juneau, and often those in need are unsure of where to turn. The Center's "one stop shop" model has seen success in communities around the country, leading to the innovations and outcomes that make communities healthier and more resilient. We are confident it will work in Juneau, and we're excited to have well-established partners to bring the project to fruition.

We are collaborating with The Glory Hall, which plans to build a separate facility adjacent to the Community Services Center. The short-term shelter will improve homeless services with accessible sleeping quarters that adhere to social distancing guidelines, secure private storage, room for safe meal delivery and a secure place for outdoor congregating.

Co-locating our projects will help people experiencing homelessness to exit into stable housing by connecting them to supports and resources nearby.

Currently SAIL and The Glory Hall co-own the property, and it will be subdivided for separate ownership in the near future. We looked at many possibilities around Juneau and chose this property because it is centrally located, flat, zoned appropriately for our projects and situated close to community partners like St. Vincent de Paul, Smith Hall senior housing, Juneau Youth Services and Central Council Tlingit and Haida Indian Tribes of Alaska.

COVID-19 has illustrated to us how fragile the social safety nets are for many of the people we serve and how important it is to design our services to be safe and accessible. The Southeast Community Services Center will position SAIL and our partners to better serve the needs of our community by creating a centralized nonprofit hub so our patrons won't need to take unnecessary risks by entering multiple buildings or trudging around town for paperwork. Those in need will be able to find solutions safely.

One of SAIL's core values is Collaboration. We believe that we are stronger when we work together. The Southeast Community Services Center will embody the spirit of collaboration to improve outcomes for those we serve and strengthen our community for many years to come. We still have planning and fundraising ahead of us to complete the project. Your support will be needed and deeply appreciated and your ideas and feedback welcome. Please email me at info@sailinc.org or call our office at 586-4920 if you'd like to initiate a conversation.

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Joan O'Keefe is Executive Director of Southeast Alaska Independent Living (SAIL), which serves more than 1,200 seniors and people living with disabilities throughout Southeast Alaska. She also leads United Human Services of SE Alaska, the local nonprofit formed to maximize organizational effectiveness by co-locating Juneau social services nonprofits in a shared office building. For more information on the Southeast Community Services Center, visit www.unitedhumanservices.org

United Way of Southeast Alaska

3225 Hospital Drive, Suite 106
Juneau, Alaska 99801
tel 907.463.5530

unitedwayseak.org

July 10, 2020

Planning Commission
Community Development Department
City and Borough of Juneau
155 S. Seward St.
Juneau, AK 99801



Dear Commission Members,

United Way of Southeast Alaska is writing to express their strong support of the proposed emergency shelter and social services building before you as a part of the Conditional Use Permit USE2020 0008. United Way of Southeast Alaska has been a part of this proposed concept since its inception in 2004. Jodi Kilcup, our President/CEO at that time introduced the idea for a joint use facility and over the ensuing sixteen years our organization has continued to support and assist in the development of the concept.

The nonprofit center as envisioned and presented as the plan before you is a project that will transform the way that services are delivered in Juneau. Colocation of nonprofits in the same building will ensure efficiency and convenience for service recipients and will inevitably improve outcomes for consumers. Having an accessible, shared space for service delivery will reinvigorate our system. Locating the project next to the Glory Hall and St Vincent DePaul will transform access to services for those who need them the most.

While we believe this as an ideal location for the center, we acknowledge the concerns being raised by neighbors. No matter where the two facilities would be proposed to be built, there will always be those who think it should be somewhere better. It is our firm belief that this is the best location and with the joint services component to the facility we believe that the services provided and the conditions proposed by the development department will ameliorate those concerns. We are committed to being good neighbors and working to make this facility one that the community will be proud to point to as a model for cooperation amongst agencies.

The shared services facility will include a common use boardroom, classroom, an employee break room, production room and bathrooms but each tenant will have their own secure office space. This concept allows for us to avoid having duplicates facilities in different locations. The facility will allow a one-stop shop for citizens looking for social service help. Additionally, the facility will be designed to allow other nonprofit organizations access to meeting facilities for those who do not have their own meeting space.

On behalf of our organization we thank you for your thoughtful attention and careful consideration of this Conditional Use Permit (CUP) application. We look forward to your approval of the CUP, allowing us to move forward with the completion of this long awaited community facility.

Yours in service,

A handwritten signature in blue ink, appearing to read "Wayne A. Stevens", is written over a horizontal line.

Wayne A. Stevens
President/CEO

ALASKA LEGAL SERVICES CORPORATION
JUNEAU OFFICE

June 10, 2020

Juneau Planning Commission
Attn: Irene M. Gallion
City and Borough of Juneau
Senior Planner

Emailed to Irene.Gallion@juneau.org

To Whom it May Concern:

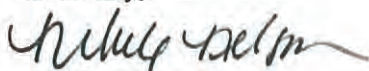
We at Alaska Legal Services Corporation are writing to indicate our support for the proposed United Human Services and Glory Hall campus. We believe a multi-tenant, non-profit social service hub and campus will be of enormous benefit to the Juneau community at large, and have requested to be a tenant in this project. As we provide free legal services to low-income clients and elderly residents, with a priority for serving the most vulnerable populations in the community, we believe that our participation in this unique, wrap-around facility in Juneau would help us best meet the needs of our client population.

For over 50 years, Alaska Legal Services has offered legal aid to assist clients who are facing critical civil legal issues ranging from consumer law, family law, housing problems, public benefits, health care, and other areas specific to veterans or the elderly. In our office and throughout the state, we focus on serving vulnerable populations, including survivors of domestic violence, and those at risk of losing housing, health care, or family stability.

Coupling housing and shelter supports with strategic services is compelling and fills a significant need for the Juneau community and for our client population. We believe our clients and others will benefit from the opportunity to obtain comprehensive services. We believe there will be a collective benefit to social service agencies and providers, as well: we think this hub will create an environment that not only strengthens inter-agency relationships and organizational networks, but also maximizes efficiency.

We have attended informational meetings regarding the proposed center, and have informed UHS staff regarding our interest in leasing space in this center. We are excited about the concept of the multi-tenant, non-profit social service hub at the Teal Street campus. Please accept this letter of support as indication of our enthusiasm in the project. We strongly believe that this project will be of benefit to the Juneau community at large.

Sincerely,



Nikole Nelson
Executive Director



Heather Parker
Southeast Supervising Attorney

ALSC BOARD OF DIRECTORS

RESOLUTION 19-04

December 7, 2019

A resolution of Alaska Legal Services Corporation supporting a prospective lease of Juneau office space from United Human Services of Southeast Alaska, Inc.

WHEREAS, the Juneau office of ALSC will be at the end of its five year lease with Jordan Creek Center in October 2020 and will be considering lease options at that time; and

WHEREAS, United Human Services of Southeast Alaska, Inc. (UHS) is a non-profit agency organized in 2009 to develop a multi-tenant nonprofit center in Juneau; and

WHEREAS, UHS was created under the guidance of the Rasmuson Foundation, the Denali Commission, and the Alaska Mental Health Trust Authority in response to a 2008 McDowell Group study finding a need for the center, and identifying significant benefits such as offering "one-stop shopping" for people in need of social services, delivering fiscal benefits through economies of scale, and creating an environment that encourages innovation and strengthens inter-agency relationships and organizational networks; and

WHEREAS, UHS is seeking to establish non-profit tenant rent at \$2 per square foot or less, and the Juneau office rent in 2020 will be \$2.20 per square foot; and

WHEREAS, UHS is in the process of purchasing land to construct a new building now, and estimates construction to take place in 2022; and

WHEREAS, UHS is seeking tenant commitments now to ensure the viability of this project, and to design the new building in accordance with tenant needs; and

WHEREAS, after education about the center and attendance at informational meetings, the staff of ALSC's Juneau office supports inclusion of ALSC in the new multi-tenant nonprofit center for the convenience of our clients and coordination with partner agencies including SAIL, Inc., United Way of Southeast Alaska, and potentially the Disability Law Center of Alaska.

NOW, THEREFORE BE IT RESOLVED: That the Board of Directors of Alaska Legal Services Corporation hereby authorizes and encourages ALSC to commit to being a part of the UHS multi-tenant nonprofit center in Juneau, working with UHS to design space appropriate to ALSC's Juneau office staff, working with the UHS capital campaign to support funding for the project, and to lease such space from UHS on a long-term basis upon completion of the new building.

FAULKNER BANFIELD

A PROFESSIONAL CORPORATION

8420 AIRPORT BLVD., SUITE 101 • JUNEAU, ALASKA 99801-6924

PHONE: (907) 586-2210 • FAX: (907) 586-8090

BETHANN BOUDAH CHAPMAN

Direct Phone: 907.523.6147

bchapman@faulknerbanfield.com

July 12, 2020

Planning Commission
City and Borough of Juneau
155 S. Seward Street
Juneau, AK 99801
Via email only

Re: USE2020 0008

Dear Members of the Planning Commission,

I am writing on behalf of Faulkner Banfield, PC to support a conditional use permit for an emergency shelter and social services office building. Faulkner Banfield's office is located a few blocks from the proposed construction site. We believe that locating the Glory Hall shelter and the nonprofit office building in the area will not only benefit the community but will improve the area. The area is mostly commercial buildings and the location of St. Vincent De Paul transitional housing. The Glory Hall will not alter the nature of the area and we believe will improve the area. the non-profit center would permit several related non-profit organizations to occupy one building at overall lower costs and allow individuals needing services to travel to one location. The planned construction would incorporate well designed buildings into the area and will not only provide essential services but will beautify the area. We understand the concerns that a homeless shelter may result in increased crime, but we are confident that the Glory Hall will continue their mission of providing the needed services and being a good neighbor.

We believe that our community must provide our fellow residents the services they need in a safe and humane environment and the proposed shelter and social services office building will meet that need.

Sincerely,



BethAnn Boudah Chapman



CENTRAL COUNCIL

Tlingit and Haida Indian Tribes of Alaska

Office of the President • Edward K. Thomas Building
9097 Glacier Highway • Juneau, Alaska 99801

June 2, 2020

City and Borough of Juneau
Permit Center
230 S Franklin Street
Juneau, AK 99801

RE: Support for The Glory Hall Emergency Shelter and Non-Profit Service Center Permit

To Whom it May Concern:

Many who live and work in the Juneau Borough understand the important service the Glory Hall has provided to those in need. It is also understood that the need for these services have risen dramatically over the years and is likely to increase further as a result of the economic impact Covid-19 has had on the economy. The current Glory Hall has limited space and storage. Building a new shelter, along with a non-profit service center, would greatly enhance resources for Juneau's population experiencing homelessness.

Central Council Tlingit & Haida Indian Tribes of Alaska (Tlingit & Haida) understands that 35%-45% of the people utilizing the Glory Hall are Alaska Native. The Glory Hall has provided emergency shelter for many of our tribal citizens, as well access to healthy meals. In addition, there is an undeniable link between homelessness, substance use disorders and incarceration. This is of great concern to the tribe, as we are committed to addressing high recidivism rates and promoting recovery from addiction, in our Reentry & Recovery department.

A new building and location for the Glory Hall and service center will enable providers to create more effective programming. As a neighbor to the proposed project, Tlingit & Haida's sees this development as an improvement to the community and a way to further support and lift people up, which remains one of our most important traditional values.

For these reasons, as well as the right for all people to have access to safe housing, Tlingit & Haida supports the Glory Hall's proposed new emergency shelter and non-profit service center and appreciates their willingness to address this vital community need.

Gunalchéesh, Háw'aa,

Richard J. Peterson
President



2075 Jordan Ave.
Juneau, AK 99801

Phone: 907.789.7610
Fax: 907.789.2106

June 26, 2020

RE: Social Services Campus Project

Dear Members of the Planning Commission,

Please find this letter in support of development of the new social services campus project on Teal Street. Juneau Youth Services is a close neighbor of the lot on which this development is proposed, and we enthusiastically look forward to the even greater collaborative opportunities that the campus will provide, helping all of our agencies to better serve the community.

Established in 1961, Juneau Youth Services (JYS) is a comprehensive behavioral health provider for children and youth, and their families. Nearly sixty years ago, Juneau Youth Services (then called the Juneau Receiving Home) met the needs of runaway, homeless, and at-risk youth. JYS provides an array of residential and community-based programs, including both mental health and chemical dependency services in the most-normative and least-restrictive settings. In addition, Juneau Youth Services is a proud member of the Juneau Coalition on Housing and Homelessness.

The proposed project will add vibrancy to the neighborhood already serving Juneau's vulnerable populations, with attractive structures and increased occupancy potential. More importantly, the campus will enhance the area by providing robust support from a variety of service providers in one accessible location, close to the bus line and to other supports. We strongly encourage the Planning Commission to approve the campus's conditional-use service application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gus Marx", is written over the word "Sincerely,".

Gus Marx, Grants Director



June 8, 2020

RE: Social Services Campus (Nonprofit Center and new TGH facility) Support

Dear City and Borough Assembly Members, Planning Commission, and Manager Rorie Watt:

The Juneau Coalition on Housing and Homelessness (JCHH) is writing in unwavering and enthusiastic support of the Nonprofit Center and new Glory Hall Facility project.

JCHH is a partnership of local agencies and organizations who serve those experiencing or in danger of homelessness in Juneau. These organizations participate in the Juneau Continuum of Care by providing emergency, transitional, permanent-supportive, and supportive services to clients. We individually and collectively work together to develop solutions.

The Glory Hall is one of the founding members of JCHH, and the work that they do, in collaboration with a myriad of partners is critical to our community. The Housing First Project, the Navigator Program, food delivery to those most in need, are some of the important community projects in which the Glory Hall has a critical role. Annually, the Glory Hall provides over 55,000 meals and over 11,000 safe emergency shelter beds. This number is going to be reduced due to the inadequate design of their facility during the Covid-19 pandemic. The disruption to the Glory Hall's services is detrimental to our community's ability to serve those most in need.

The nonprofit center, envisioned by United Human Services and coordinated largely by Southeast Alaska Independent Living, another founding member of this coalition, is a project that will transform the way services are delivered in Juneau. Co-location of nonprofits in the same building will ensure efficiency and convenience for service recipients and will inevitably improve outcomes for consumers. Having an accessible, shared space for service delivery will reinvigorate our system. Locating the project next to the Glory Hall and St. Vincent DePaul, another founding member of this coalition, will transform access to services for those who need them the most.

The Juneau Coalition on Housing and Homelessness urges City and Borough of Juneau to do everything in your power to work with SAIL, United Human Services, and the Glory Hall to make this project a reality. The Glory Hall is in critical need of the new building. Those without housing in Juneau deserve an accessible, safe, and dignified space. The nonprofits who do great work in Juneau are scattered all throughout town, making it extremely challenging to make progress in the lives of those who need help. Your

support of this project will make true, lasting, and meaningful difference in our community for generations to come.

In the time of Covid-19, multiple organizations being available in one place will reduce the amount of trips high-risk individuals need to make to access much needed services, adding to the already critical list of reasons to support this project.

Your support of this project will make a true, lasting, and meaningful difference in our community for generations to come.

Thank you very much for your service. We look forward to working with you and to continuing discussions about this and other issues. If you have any questions, please do not hesitate to contact us.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gus Marx". The signature is fluid and cursive, with a large, sweeping initial "G".

Gus Marx, Co-Chair
Chair

A handwritten signature in blue ink, appearing to read "Hazel Lecount". The signature is cursive and somewhat stylized, with a prominent "H" and "L".

Hazel Lecount, Co-

State of the

SHARED SPACE SECTOR 2019 Report



THE NONPROFIT CENTERS | NETWORK

The State of the Sector 2019

Executive Summary

Authors / Contributors:

Leena Waite, Jackie Cefola, Saul Ettlin, Sydney Moore

Over nearly ten years, The Nonprofit Centers Network (NCN) has seen the rapid growth of nonprofit centers across the United States and Canada. Falling under the umbrella of social purpose real estate, hundreds of nonprofit centers are meeting the needs of organizations by providing high quality workspace, improving programming and operations and providing the infrastructure to achieve greater community impact.

In 2019, NCN implemented the third “State of the Shared Space Sector” survey, collecting information from 102 open North American nonprofit centers. The purpose of the survey was both to update existing data about how centers are doing and to also raise awareness and advocacy for shared space as a solution to the challenges in the nonprofit sector. Increasingly, nonprofit organizations struggle to find quality spaces that meet their needs in the communities they serve and not be displaced by rising rental costs. As survey results indicate, nonprofit centers continue to support the needs of organizations, individuals and communities.

Addressing nonprofit space needs through sharing positively impacts both mission and finances. Organizations see improvements in staff morale, retention and productivity, increased programming and additional opportunities for collaboration. Most organizations also see financial savings that are reinvested in their programming. Nonprofit centers themselves are stable financial organizations, with 81% of centers breaking-even or generating a surplus. Overall, nonprofit center revenues increased while continuing to generate financial savings, primarily from reduced rental rates for tenant organizations. In addition to rent savings, sharing resources equates to time savings when tenant organizations have more of what they need at their fingertips. These financial benefits reflect how nonprofit centers enable tenant organizations to operate more efficiently and effectively, to better fulfill their missions and serve local communities.

Given the results of the survey, NCN confidently concludes that the state of the shared space sector in 2019 is strong. This report outlines the findings to demonstrate the similarities and differences in how nonprofit centers operate, how centers meet tenant organizations’ needs and how centers are planning for the future. The hope is that this provides the reader with the information and guidance needed to better understand the nonprofit center model and how this strategy has the potential to benefit organizations and communities across North America.

THE NONPROFIT CENTERS | NETWORK

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Findings

Sector Overview

The number of nonprofit centers continues to grow. There are approximately 570 known nonprofit centers in 2019, up from 393 in 2015 and 211 in 2011.¹ Of the 570 centers, 79% are in the United States, 19% are in Canada and 1% are in other countries.²

NCN estimates that collectively the sector occupies about 19 million square feet, housing 8,500 organizations that employ nearly 35,000 employees.

Typical Nonprofit Center in US and Canada

As was the case in 2015, nonprofit centers in the United States and Canada remain similar in size, scope and revenue, but the typical nonprofit center data has changed in the past four years. The chart below outlines the data for the two countries, comparing 2015 and 2019. The biggest changes are in gross revenues and management staff, even when accounting for inflation. The number of tenants has risen slightly, but there are fewer overall employees. This may be due to more larger centers/campuses filling out the survey in 2015. That said, the median square footage for both countries remains consistent.

Years	2019		2015	
Country	USA	CANADA	USA	CANADA
Square Footage	35,500	32,000	35,000	33,000
Number of Tenants	15	15	12	13
Total Employees in the Building	61	63	70	78
Gross Revenues	\$692,000 ³	\$671,000	\$500,000	\$480,000
Management Staff	4	4	2	2

Center Typology

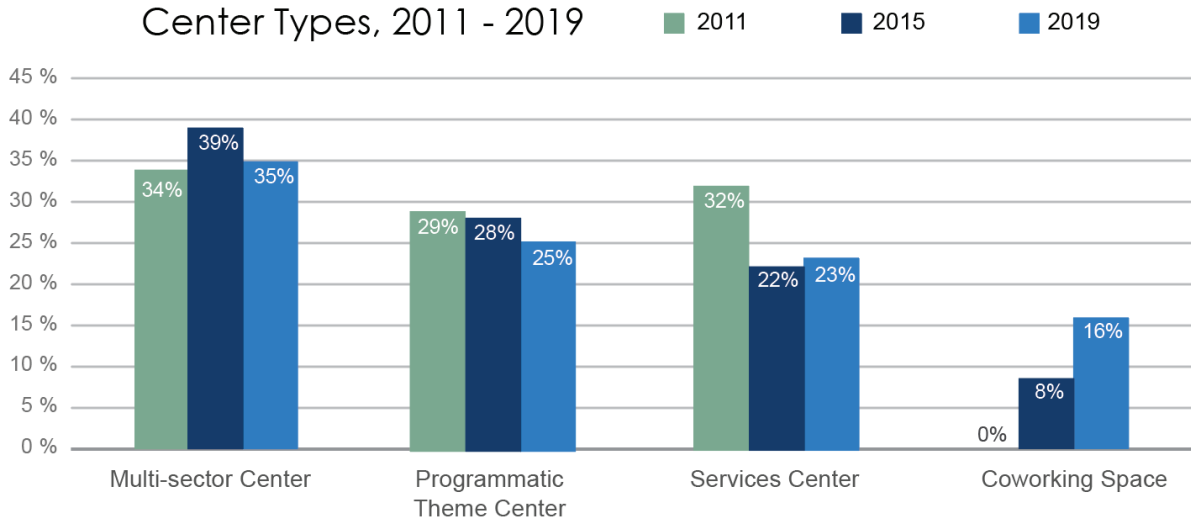
Although no two nonprofit centers are exactly alike, NCN typically classifies centers as either multi-sector, programmatic theme or service centers. Multi-sector centers are predominantly focused on providing affordable office space for nonprofits and social impact organizations. These spaces are commonly found in rural areas and in major cities with expensive real estate markets. Programmatic theme centers unite nonprofits with a common mission and often focus on collaborative efforts. Service centers bring together nonprofits that serve a specific client population, like youth or people experiencing homelessness. In 2019, our sample included 35% multi-sector centers, 25% theme centers and 23% service centers. Some multi-sector centers also include nonprofit incubation for the benefit of getting nonprofits started but not providing permanent tenancy.

1 The first survey data was captured in our report, Measuring Collaboration: The Benefits and Impacts of Shared Spaces, which can be found here: <https://www.nonprofitcenters.org/research-and-publications/>

2 There are nonprofit centers in other countries, but NCN has historically served and tracked those in US and Canada. NCN continues to update the map of known centers here: www.nonprofitcenters.org/nonprofit-centers-locations-map/

3 Even when accounting for inflation, the difference is about \$140,000 USD from 2015 to 2019.

Center Types, 2011 - 2019



Voices from the Field: Coworking

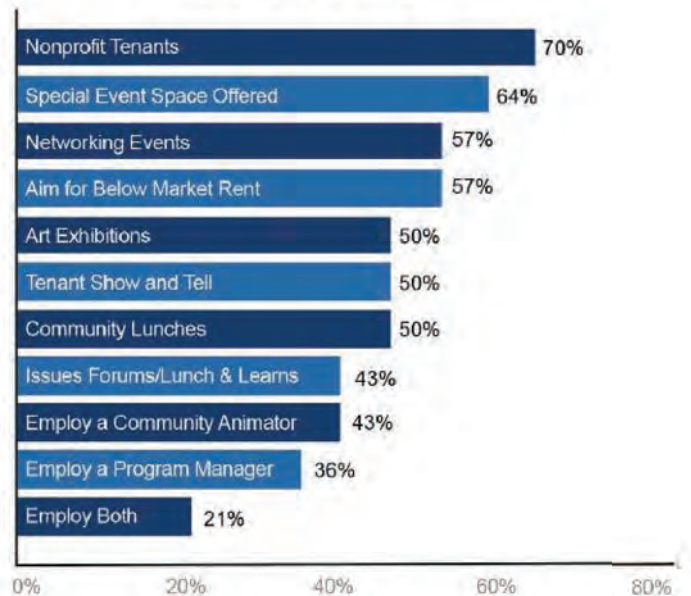
“Overall coworking space has allowed me to gain exposure to programmatic resources I wouldn’t otherwise have. For example, I can easily meet with my clients who are also tenants of my organization. This allows me to build genuine relationships and be accessible to their needs.”

Notably, 16% of nonprofit centers identify as coworking spaces, a significant increase from previous years.⁴ Coworking is a growing trend around the world, typically with for-profit entities providing flexible office spaces, desks in an open-floor plan and/or meeting rooms. In contrast, nonprofit center coworking spaces report that they are designed to create a mission-driven, collaborative environment for the purpose of greater social impact, as evidenced by their make-up, staffing and community offerings below. The majority of these coworking spaces have nonprofit tenants as over 75% of their constituency. Many coworking spaces also include government agencies, individual entrepreneurs or remote staff of off-site organizations.

Nonprofit center coworking tenants get more than just a desk and a place to work. Coworking centers report a mission focus in hosting community-oriented offerings, offering reduced rent and staffing of a community animator,⁵ program manager or both.

In addition to the nonprofit centers that identify as coworking spaces, another 16% of multi-sector, programmatic and service centers offer coworking space as a part of their buildings. When asked about future plans, an additional 10% of centers say they plan to add a coworking membership program.

Coworking Offerings



⁴ Up from 8% in 2015

⁵ This position has also been titled community catalyzer and in some aspects could fall under a program manager. The main role is to cultivate a culture of community through events and collaborative endeavors, as well as making sure physical and technical resources are functioning to support the community. NCN provides job descriptions, submitted by centers, as a member resource. www.nonprofitcenters.org/become-a-member

Who Owns Shared Spaces

Those developing nonprofit centers commonly ask NCN, “Who should own the space? Should it be the organization exploring the concept, a new nonprofit, perhaps in conjunction with other nonprofit tenants or a separate entity?” The answer is that each nonprofit center is designed, operated and governed in a customized way to meet the needs of the participating organizations, the people the organizations serve and the local community.⁶

While nonprofit centers have a variety of ownership models, ownership by a single nonprofit is the most popular in the US (52%). In some cases, this nonprofit was created to own and operate a shared space, and in others, the shared space is a program of an existing nonprofit.

Who’s In Shared Space

Nonprofit centers have a variety of tenancy strategies to include organizations and individuals from all economic sectors. As expected, the majority of tenants in nonprofit centers are nonprofit or charitable organizations, accounting for 81% of tenants in nonprofit centers. As seen in the chart below showing the average tenant mix, nonprofit centers continue to diversify their community in similar ways to prior years.⁷

While nonprofits are the dominant presence, 38% of centers house for-profit entities, 27% house government entities and 26% house individuals. The presence of individuals is likely connected to the use of coworking in more centers.

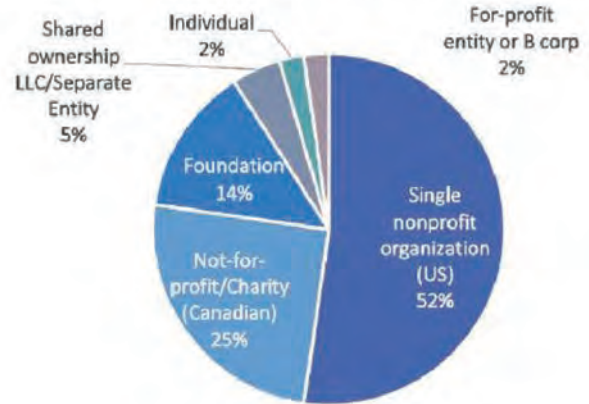
Workspaces Offered By Centers

To be expected, office space (private or demised) and desks/workstations are the most popular workspaces offered in nonprofit centers, with coworking options next in line. The high percentage of centers (88%) that offer private office space options should be noted to those who are interested in an open concept design. While open concept shared spaces allow for more interaction, private or demised space is still in high demand.

⁶ NCN’s online course, [Virtual Boot Camp \(https://sharedspacebootcamp.org/\)](https://sharedspacebootcamp.org/), provides tools to help answer ownership and governance questions.

⁷ 2015’s mix looked like: Nonprofit (86%), For-Profit (5%), Government (4%), Individuals (4%), Other (1%)

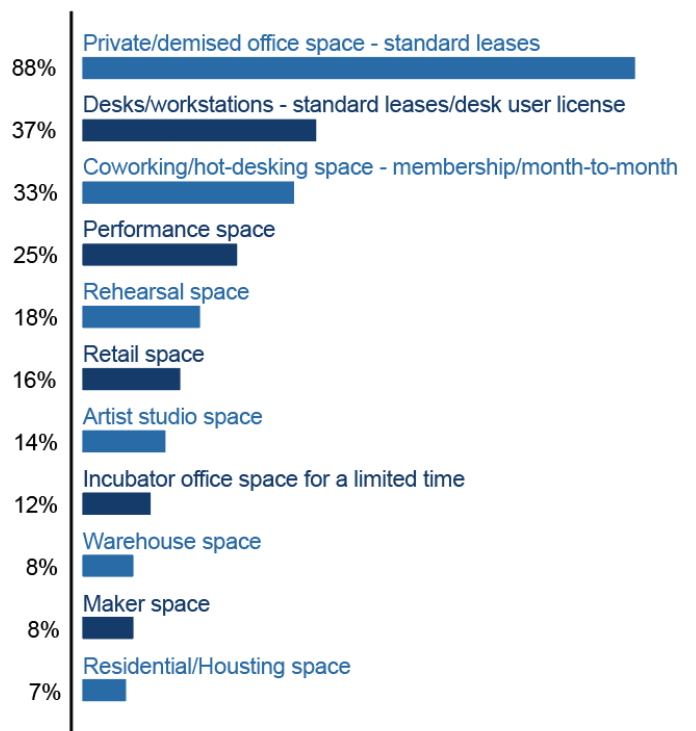
Entities That Own Nonprofit Centers



Typical Tenant Mix of a Nonprofit Center

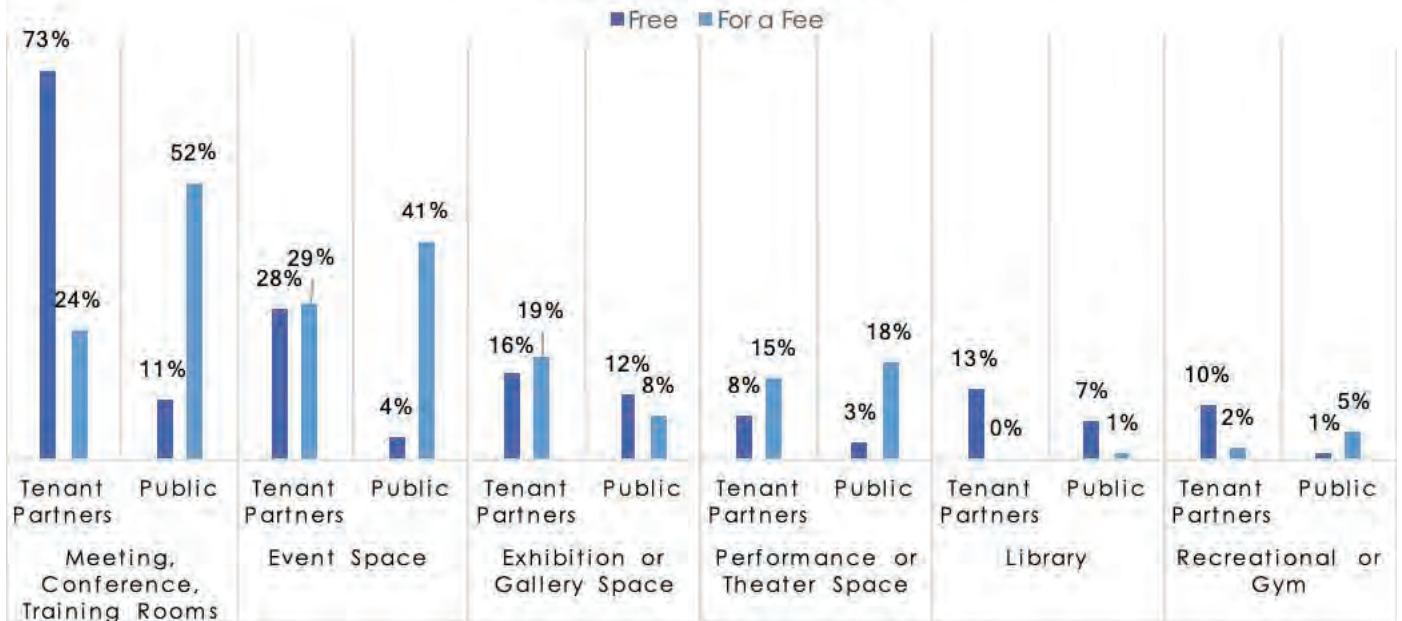


Workspaces Offered by Centers



As the number of nonprofit centers in North America continues to grow so do the types of workspace offerings. Maker spaces,⁸ a collaborative workspace for creating and inventing projects, are a recent addition to many spaces. Additionally, with the high cost of living in some areas, some nonprofit centers, such as arts spaces, are offering a live/work arrangement for artists to continue to create and live where they want to be.⁹

Spaces Available To Tenants Or Public, Free Or For A Fee



Availability of Spaces to Tenants and Public

An often-cited benefit to nonprofit centers is the meeting, conference, event and other shared spaces accessible to tenant organizations. Whether these additional spaces are included in rent or available at an additional cost, having these amenities in your building saves valuable time. Meeting, conference and training rooms continue to be the most popular free offering to tenants. Eleven percent of nonprofit centers offer these spaces for free to the public as well. Event space is the second most popular amenity. It also serves as an additional revenue stream, as 41% of centers offer it to the public for a fee. For tenants, many centers offer an allocation of event space use per year for free, and if an organization has additional needs, a fee may apply. The additional offerings depend on the theme of the center, clientele, size or other factors but may include larger spaces such as a gallery, theater, library or gym.

Shared Services Offered

NCN is hearing from more nonprofit centers that are interested in offering shared back-office services as a feature of their shared space or as an offering to tenants and other local nonprofit organizations.¹⁰ Many of this year's survey responders indicated

Voices from the Field: Space

"Being able to bounce ideas off fellow arts organizations and seek advice on different topics is invaluable. It's also extremely helpful having the rehearsal space downstairs and our offices in the building so we can take care of business-related issues that might pop up during a rehearsal."

⁸ These can include 3D printers, software, electronics, craft, hardware supplies and more. Source - <https://oedb.org/ilibrarian/a-librarians-guide-to-makerspaces/>

⁹ A select few centers offer housing for vulnerable populations as well.

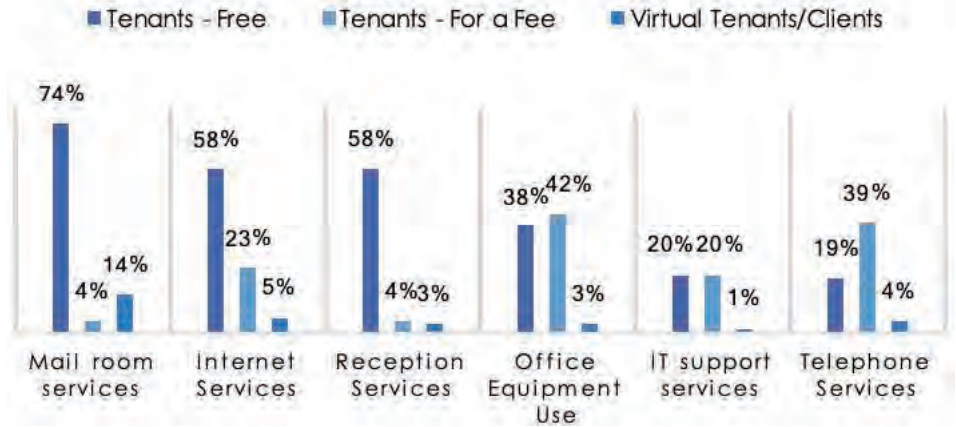
¹⁰ See NCN's 2019 publication and course, Rethinking Overhead, for various ways of implementing shared services. A free preview can be found at www.rethinkingoverhead.org. Want more support to figure out what's right for you? Head to <https://www.nonprofitcenters.org/consulting/>

Shared Services Offered (Low Risk)

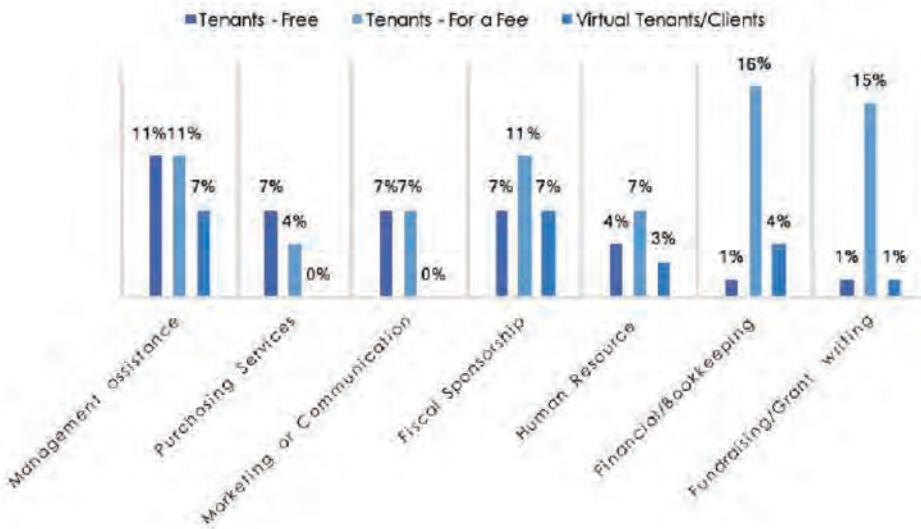
that they are utilizing back office services as another tool to improve nonprofits' organizational capacity.

The top four shared services included in nonprofit centers are mail room, reception, internet and office equipment. Some bundle these services in rent or common area maintenance charges, while other centers charge a fee. Twenty-three percent of centers charge tenants for internet and 42% charge for office equipment use. Other shared services are available for a fee including telephone services and IT support. This category of shared services is frequently low-risk and needed by a wide number of tenants.

A smaller percentage of centers offer additional administrative or management-type services. These services require significant planning and organizational buy-in but greatly benefit organizations with expertise in areas such as fiscal sponsorship, management assistance, marketing and HR. Given that 17% of nonprofit centers plan to start a shared services program in the future, NCN looks forward to seeing how these service offerings evolve and contribute to organizational efficiency.



Additional Shared Services Offered



Impact

Since NCN's first survey in 2011, nonprofit centers have continued to create strong positive impacts on many facets of an organization's operations, including staff productivity and morale, access and quality of services to clients, programming

Voices from the Field: Mission Impact

"Overall, having a shared space has had a positive effect on my knowledge of the organization & the field, has allowed me to engage my relationship building skills, and lets me find the space I need to be productive when I need a change of scenery. I really enjoy working in a shared space that's made available to multiple tenants."

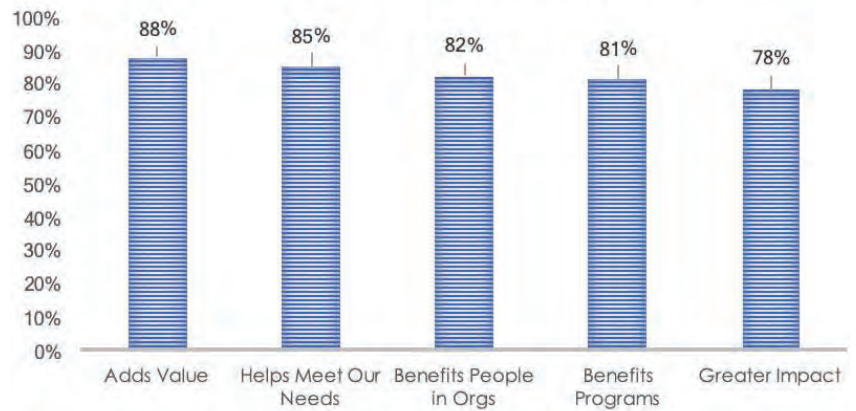
"Our mission is to amplify hope. We are better able to accomplish our mission because we rub shoulders with tenants who are also committed to improving the lives of those they serve."

"Having access to other agencies at the same location is very helpful for the population we serve. Some of our consumers are on budgets and have limited transportation."

improvements and collaboration. With these impacts in mind, nonprofit centers continue to prove to be more than just buildings.

Nonprofit center tenants responded that being in their building affected various aspects of their organization. The top five overall effects are charted below. Almost equally important (ranked 70-78% for improvement) were organizational efficiency and effectiveness and interacting with other building tenants.

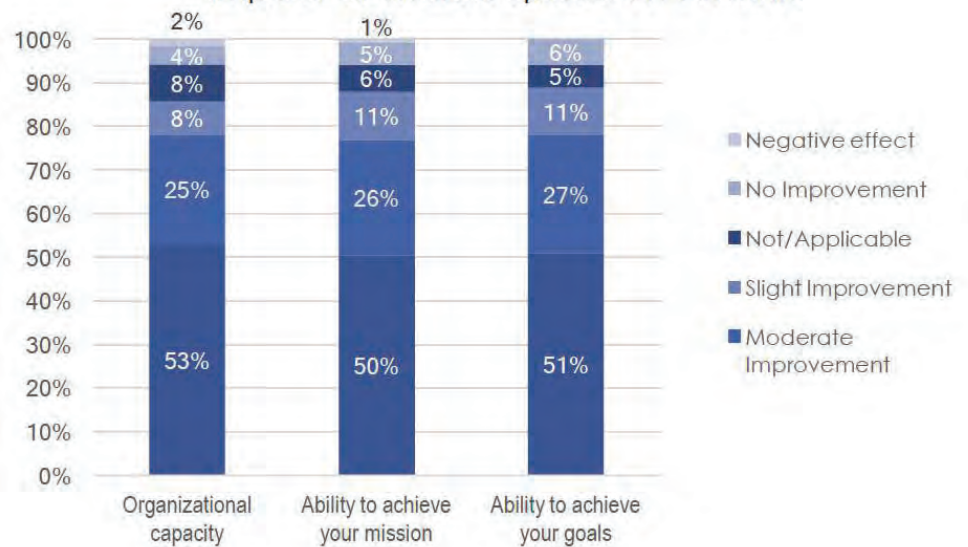
Top 5 Overall Effects Of Nonprofit Center On Organization



Tenant Organizations and Staff

Nonprofit center tenants reported significant organizational benefits because of tenancy: 86% report improvement in overall organizational capacity; 88% report improvement in achieving their mission; and 89% report improvement in achieving their goals. Fifty-one percent report improvement with staff recruitment and retention, and 80% and 78% report improvements in productivity and morale. Tenants cite the quality of office space, access to amenities, affordability, increased efficiency and opportunities for collaboration as having an effect in each of these areas.

Impact of Shared Space on Tenants

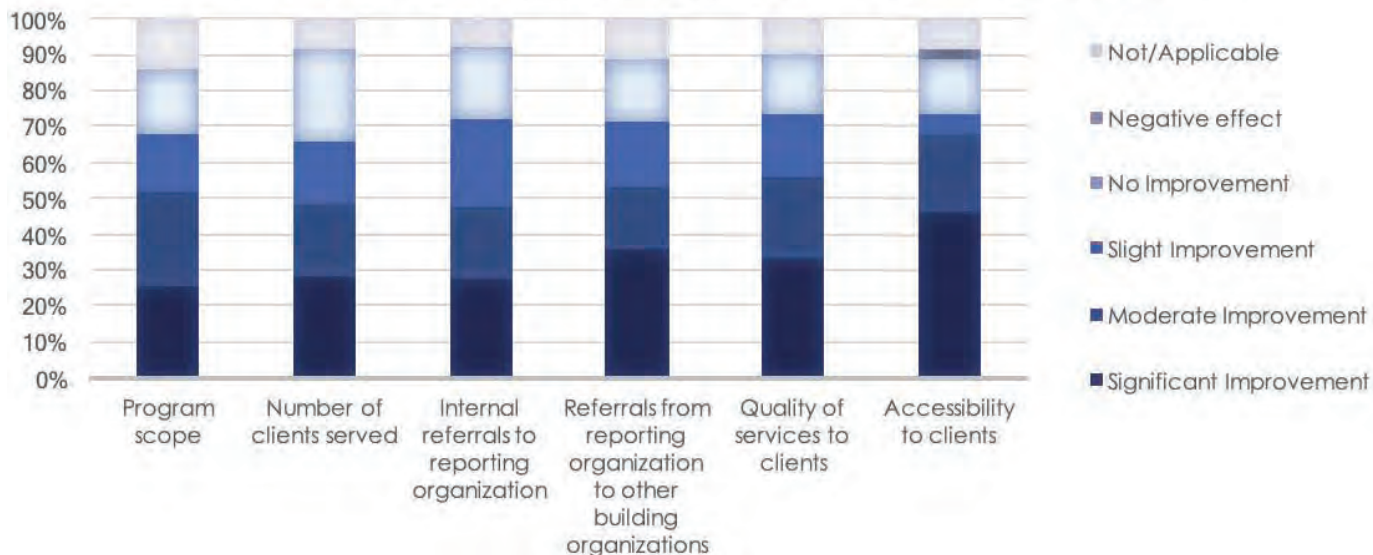


Nonprofit center tenants also reported strong improvement in organizational sustainability (83%), strategic partnerships (85%) and public/community awareness (85%).

Programming

These organizational impacts create greater efficiencies for tenants, allowing them to focus more energy towards programming. This is apparent by the program related impacts charted below. The offerings, number of people served, quality of service and accessibility to clients improve. Additionally, organizations state that they see increases in referrals from other organizations in the building.

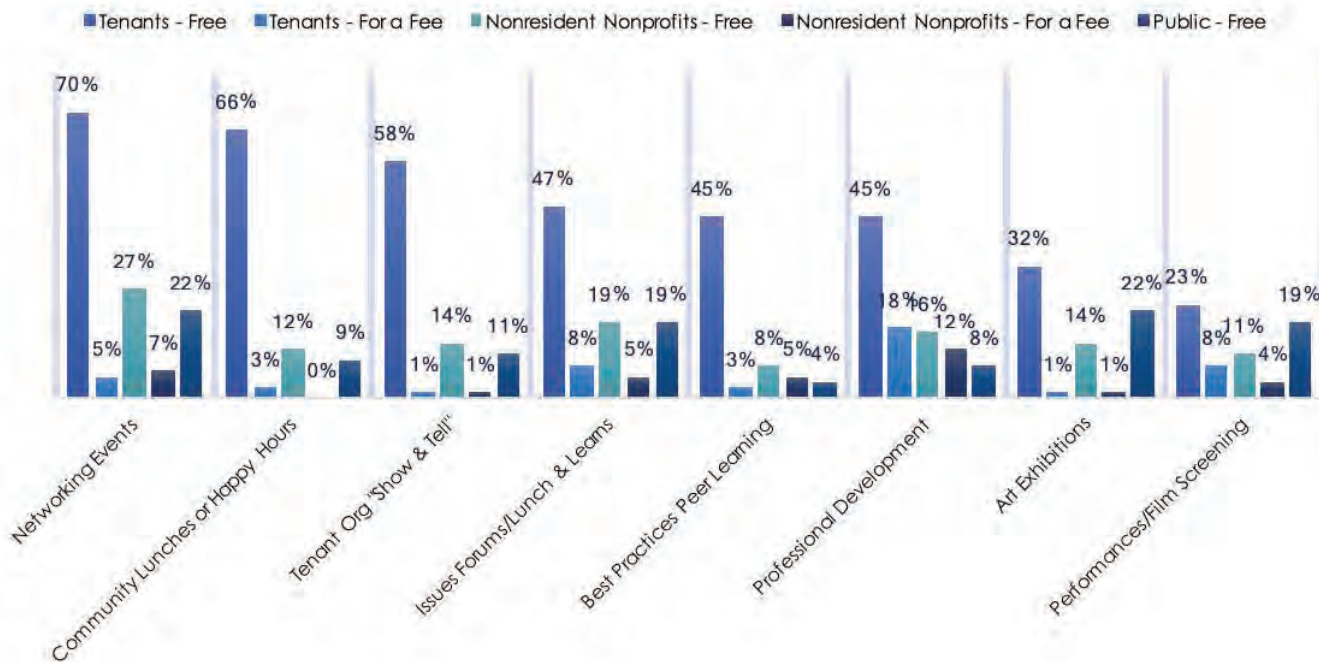
Program Related Impacts Of Shared Space



Center Program Offerings

The types of programs offered by centers is another tangible benefit to tenants and helps strengthen community and collaboration. It is important to create a culture of trust to foster programmatic collaboration. The following graph depicts common program offerings within nonprofit centers.

Center Program Offerings



Cost Savings

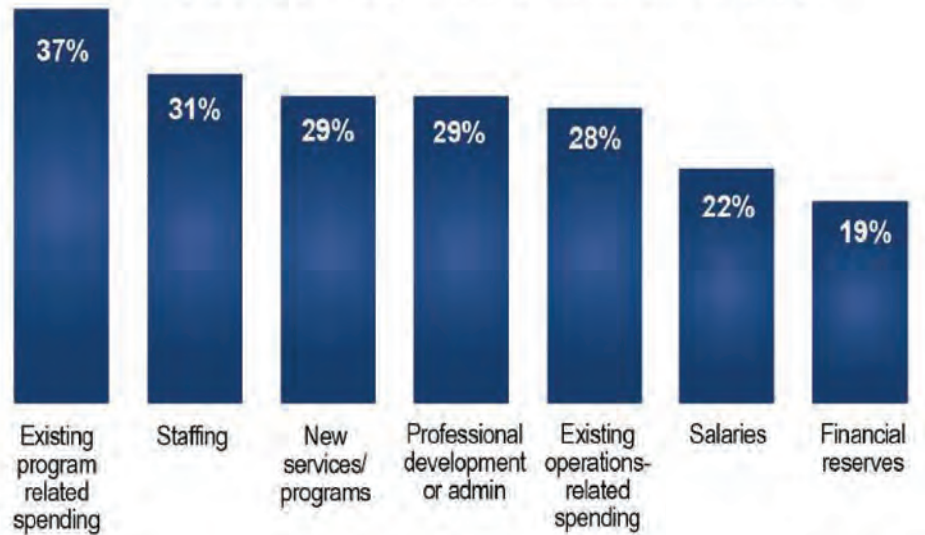
Beyond the programmatic and mission benefits, most tenants save on costs when they are housed in a nonprofit center. Based on the 2019 data, the average annual cost savings for tenants is \$15,500.¹¹

¹¹ It is important to note two things regarding cost savings: In 2015, NCN asked for specific numbers or estimates in the tenant question around cost savings. In 2019, tenants were given answer options in ranges: Under \$5000, \$5000 - \$14,999, continuing in \$14,999 increments until \$74,999, \$24,999 increments until \$99,999, and finishing with \$100,000 and above. The 2015 responses were also a different cross section of tenants, which included centers that are given free rent by a California foundation. In this scenario, the foundation provides tenants a written record of exact amount of annual cost savings, which are significant in that particular rental market.

There was no direct correlation from organizations' budget range to their savings range, but the average budget for the 102 tenants responding to this question was \$1,363,000. It is also important to note the included amenities and time savings that equate to cost savings, whether that's executive directors being able to focus on their priorities and not on troubleshooting IT issues, finding off-site meeting room space, ordering printing paper or other similarly distracting tasks.

These savings are typically reallocated to programming, either for existing programs, increased staffing or developing new programs or services. Professional development is also on par with new programs and services. This data continues to prove that investing in a nonprofit center is an investment in the growth of many organizations.

Cost Savings Redistribution Areas



Voices from the Field: Cost Savings

"Our goal is not to make a profit off of our tenants. We only charge what is necessary."

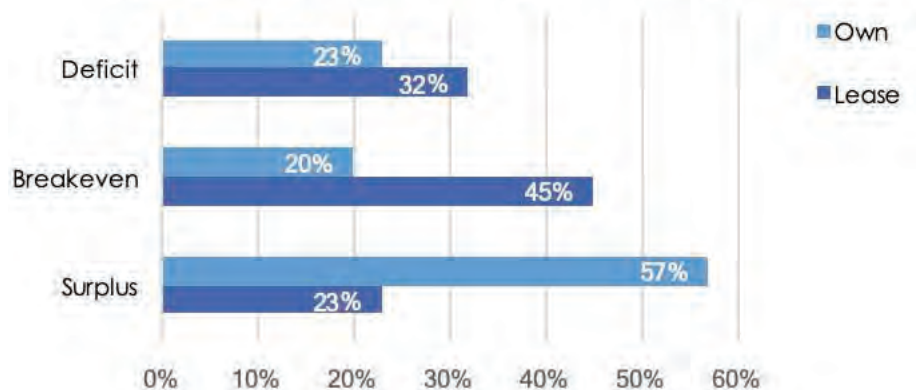
"We need more rent-able square footage to bring costs down per square foot and increase revenue."

"There is a lot of common area so we charge a flat rate rather than triple-net...It is hard to charge more as the clients cannot pay more and yet the costs of operations (repairs, maintenance) are going up."

Financial Sustainability

From NCN's data collection in 2011 to now, mission-driven nonprofit centers continue to be viable financial operations with 81% of centers meeting or exceeding their expenses. Those centers running a deficit has decreased from 23% in 2015 to 19%. At the same time, a larger number of centers have gone from having a surplus to being at a breakeven point. The responses also show that it can be more financially challenging to run a space that is leased than one that is owned, although, arguably, easier

Financial Sustainability in Lease vs Own



Center Profitability

to get started due to the lower initial capital investment of not having to buy a building.

Owning a center demonstrates a strong indicator for having a financial surplus with 57% of centers reporting as such. Leasing tends to lead more towards a breakeven scenario (45%). Clearly other factors play a role and neither leasing nor owning a building will dictate financial sustainability alone. That said, 60% of centers report owning their building versus 40% that lease.



Demand in nonprofit centers continues to be high with 79% of nonprofits having a 10% or less vacancy rate, including 46% with zero vacancies and the average vacancy being 8%.

Typical Staffing Positions and Salaries

Both Canadian and US centers have about 4 full-time equivalent staff to manage a center. These positions typically include a combination of an executive director, marketing or communications, facility manager, program manager and/or community animator. This will fluctuate based on each market area but gives communities an idea for staffing costs to effectively run a center. On average, staff salaries account for 33% of reporting budgets. Position specific average salaries are shown below.

Center Staff Average Salaries



Collaboration and Success

In 2016, a cohort of organizations worked with NCN to define collaboration and formulate action steps on how to accomplish it. The resulting definition stated, “Two or more tenants that work together, informally or formally, toward a common, mutually beneficial goal.” In this 2019 survey, many centers shared a similarly worded answer. For some, the simple fact of co-locating enables this to happen, while for others it is more intentional. The exchange of ideas can occur through hall conversations, center led programming/events or by community needs and interest driving tenants towards programming.

Some centers create a culture of collaboration through their tenant selection process, a formal membership agreement between agencies, sharing back office services or tenants partnering for programming. As demonstrated in the voices from the field, some centers work to be the catalyst, understanding that it cannot be forced, but that they can provide the spark for relationship building that leads to greater impact.

Next Steps

What's Next for Centers

Centers are continually looking for ways to evolve to better support their tenants. Seventy-two centers shared their future plans, and many are looking to tackle more than one area - 13% want to tackle at least 6 items and only 17% of centers want to pursue one item.

Programming and collaboration are at the top, followed by measuring impact and capital improvement projects.¹²

Voices from the Field: Collaboration

"It's important to us to create the conditions in which collaboration can occur...What collaboration can be is really defined by the tenants."

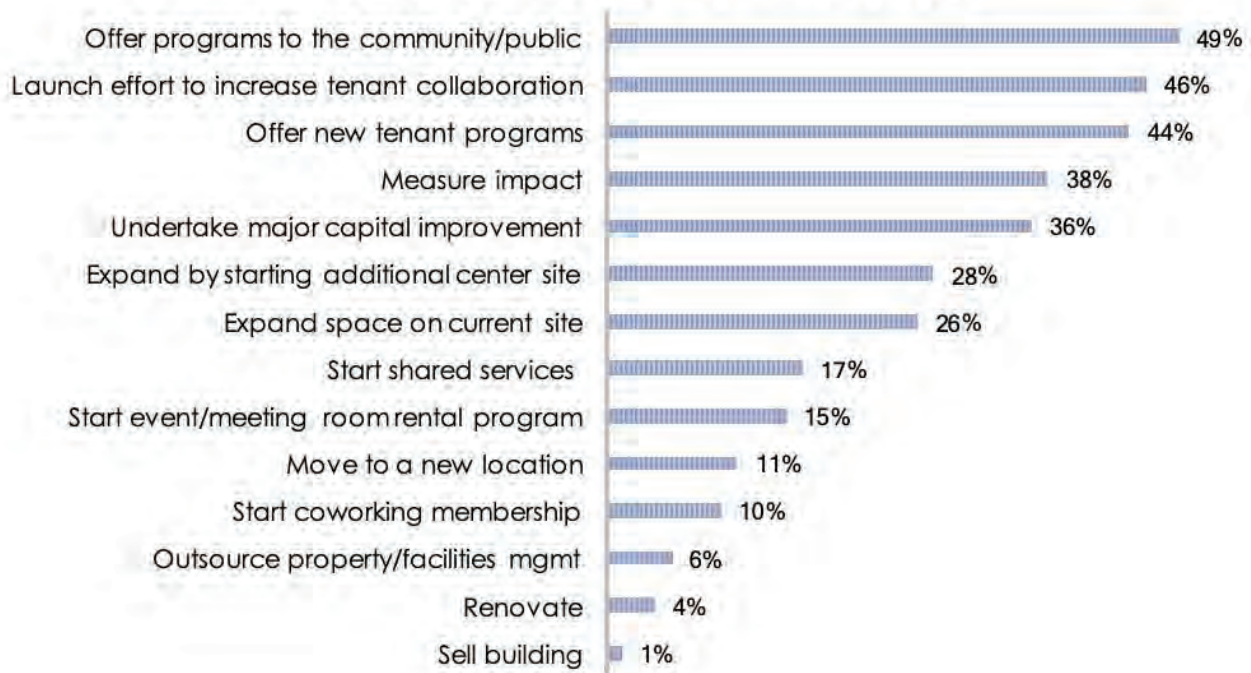
"Our environment is intentionally non-competitive...and a common table ethos."

"This effort only works with collaboration as a core operating assumption."

"We are relationship builders and dot connectors. Collaboration is a mindset."

"Formal membership agreements with 6 agencies for which we fundraise, market and strategic plan together."

Future Plans or Offerings



Clearly many centers are seeing success and finding ways to put their resources into the areas they feel will make a greater impact.

12 NCN's consulting practice can help you realize your future plans. Email info@nonprofitcenters.org to find out more.

What Does Success Look Like?

How centers define and measure success varies based on mission, but there are tangible aspects that stood out above the rest: occupancy and retention, tenant success/satisfaction and tenant engagement. How centers measure success ranges from tenant surveys, specific software tools and collecting stories, formally and informally. These outputs indicate deeper outcomes like greater social impact, collaboration and mission alignment.

Voices from the Field: Success Means...

"Being able to support a diverse range of cultural undertakings and being able to offer a safe, productive and enjoyable artist residency experience."

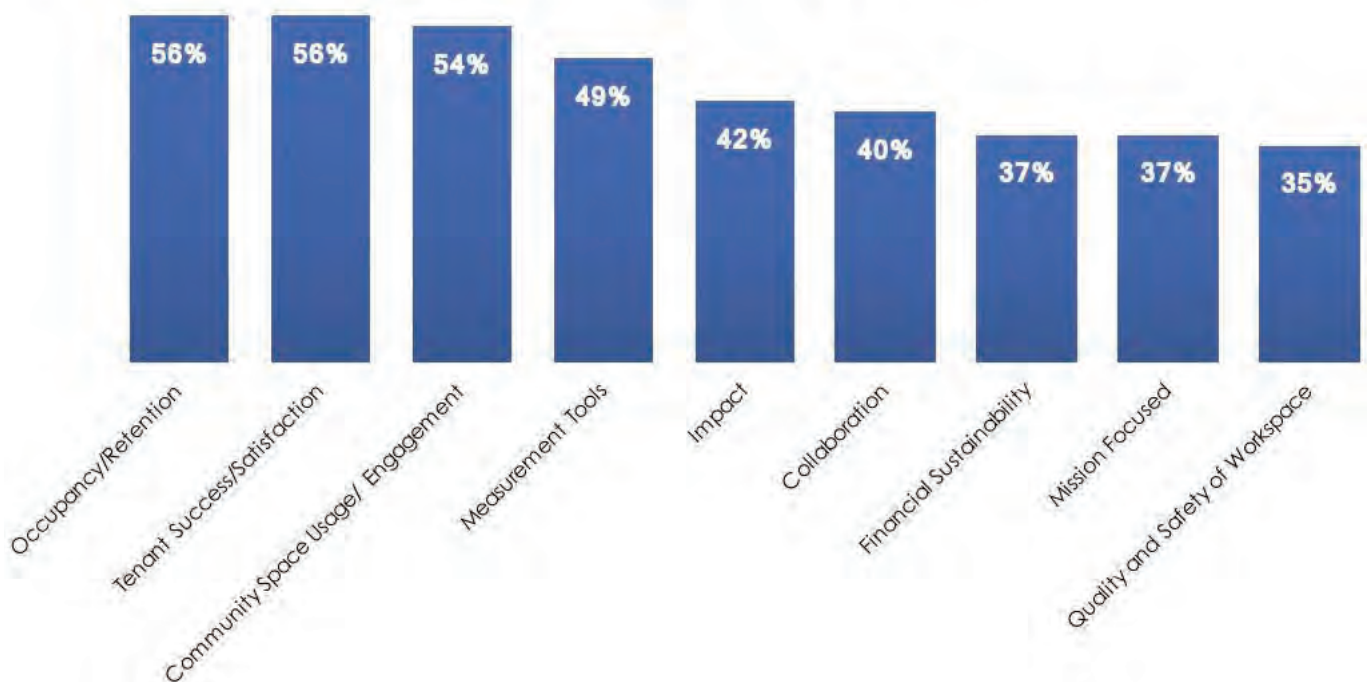
"At the core, success is allowing our tenant organizations to do more of their critical work toward a world of shared prosperity and social justice through their savings from officing (here)."

"Programs collaboratively provide needed services to vulnerable populations."

"Success is based on our progress towards our strategic goals in the three following strategic areas: convene, connect, catalyze."

"When we are viewed as the place where people meet to solve problems and make the city and the world a better place."

Factors by Which Success Is Measured



Conclusion

Nonprofits are finding solutions to challenges around space, resources, collaboration and cost savings by co-locating in one building. With three surveys and accompanying reports in the past 9 years, it is evident that nonprofit centers are addressing the obstacles of higher rents, potential displacement, varying space needs and the many tasks that can distract organizations from their missions. While a nonprofit organization might only be looking to address one or two of these challenges, the benefits of sharing with other organizations often meets these initial challenges and much more.

No two centers are identical, because each addresses the unique needs of their area; yet, there is ample data and overlap to show how this model can work for nonprofits in cities of all types. The growth of this model across the US and Canada demonstrates this success and provides many examples for future organizations and communities to consider.

Methodology

For the purpose of this study, the definition of “nonprofit center” is a physical facility that intentionally houses more than one nonprofit organization with a social purpose.

In February 2019, The Nonprofit Centers Network sent an e-mail survey with 71 questions to 540 either known or potential nonprofit centers. NCN maintains a database and map of intentionally created nonprofit which combined contains 570 nonprofit centers. Accounting for bounce backs, unknown contacts and bad e-mail addresses, a total of 482 individuals received the survey. Of that number, 108 centers responded for a response rate of 22%; 76% were from the United States and 24% were from Canada. Six centers are in development and of the 102 remaining responses, 12% are new centers that have been open for less than 2 years and 88% have been open for more than 2 years.

Additionally, a 21-question survey was provided to the executive directors of tenants within 19 nonprofit centers representing a broad cross-section of buildings both in the US and Canada. This sample included a total of 442 executive directors, of whom 124 responded to the survey for a 28% response rate.

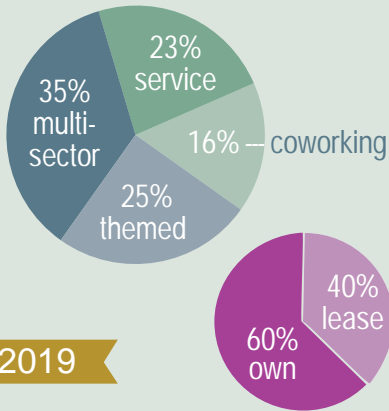
WHY NONPROFIT CENTERS MATTER TO COMMUNITIES

SOCIAL PURPOSE REAL ESTATE

spaces that serve the common good



570 NONPROFIT CENTERS IN NORTH AMERICA



Typical Nonprofit Center

15 tenant orgs
62 total employees

\$681,500 gross revenues

33,750 square ft

tenants save **\$15,000** per year

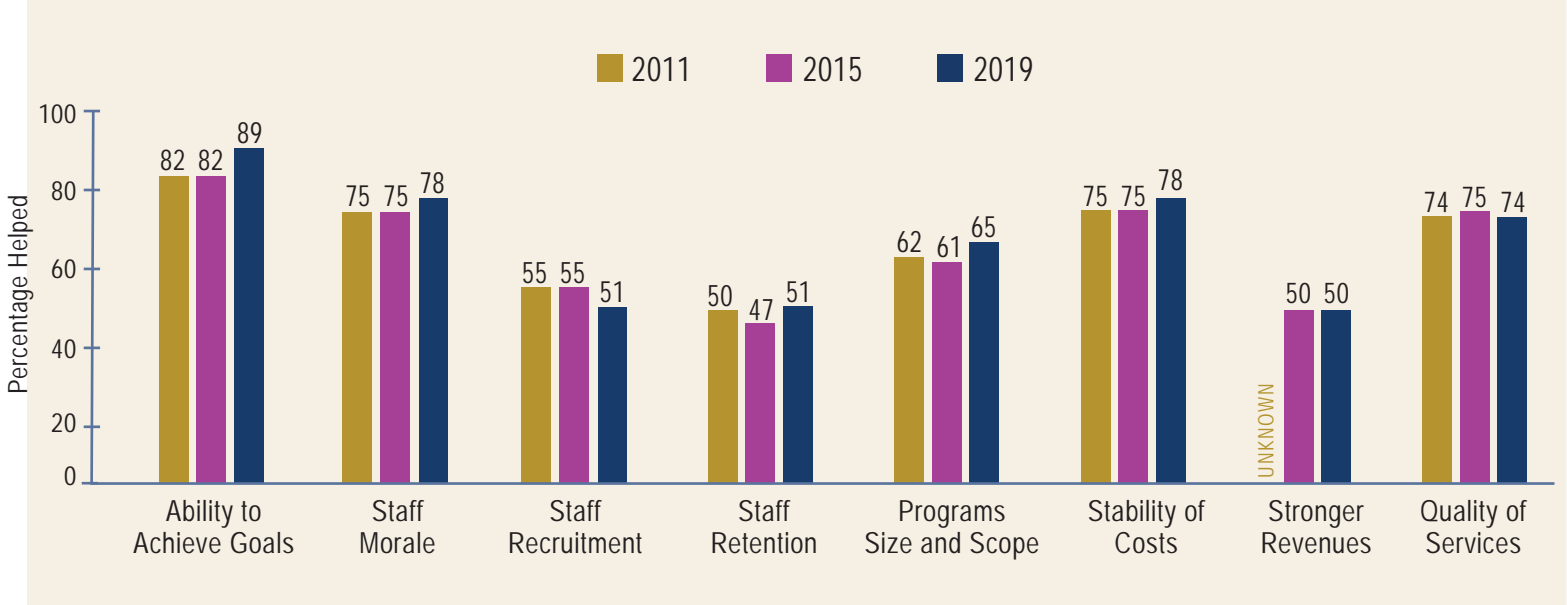
Tenant Mix



- 81% non-profit
- 7% individual
- 7% for-profit
- 3% government
- 1% other

Vacancy: 79% of non-profit centers have <10% vacancy

COMMUNITY ORGANIZATIONS REPORT NONPROFIT CENTERS IMPROVE...



JOIN US IN SUPPORTING NONPROFIT CENTERS

THE NONPROFIT CENTERS | NETWORK

Nonprofit Centers Network is an international leader in the field of social purpose real estate. They work to increase the effectiveness of the nonprofit sector by supporting nonprofit centers.