

To the Bay County Community

Bay County Strategic Plan

We feel it is important to convey to you that our *mission statement* specifies those objectives we believe are important to all of us. It contains four principal dimensions:

- (1) we seek to increase the supply of jobs and thereby improve individual and community standards of living;
- (2) we seek to provide an environment for satisfactory investment of time, energy and money;
- (3) we seek the highest attainable quality for education, for cultural happenings, and for recreational exposure for those who reside in Bay County as well as for those who visit here; and
- (4) we seek to maintain our community as a safe, caring and healthy place to live and enjoy life.

If you agree with us that the *mission* is worth striving for, please read the balance of this report and come work with us for a better County of Bay.

This plan was developed by:

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GOALS

ECONOMIC VITALITY

Specialty Manufacturing

To be recognized as a world-class source for innovative and high quality specialty manufacturing.

Retail, Trade and Entertainment

To be a regional center for retail shopping and business services and a variety of entertainment opportunities.

Visitors and Meetings

To be a short-term destination for individual and affiliated group visitors interested in our historic sites, cultural and festival events, access to water sports and recreation and other meeting site amenities.

Regional Distribution

To serve as the principal warehousing and distribution center for delivering consumer goods to middle and upper Michigan.

Agriculture and Food Technology

To be recognized as an area for development and implementation of innovative food growing, harnessing resources of agriculture, water and technological skills.

FORWARD THINKING AND RESPONSIVE GOVERNANCE

Credible Governance

To have organized and sound deliberations to identify emerging and vital issues and to develop reasoned policies with ample opportunity for public awareness and involvement.

Efficient and Effective Services

To have clearly defined service delivery objectives and a focus on results not activities in seeking values for dollars expended.

COMMUNITY PRIDE

To be known to ourselves and to others as a place where people celebrate individual and community achievement.

MISSION

To be the best community of our size in America—known to provide:

- increasing employment opportunities and improving standards of living
- highest quality educational, cultural and recreational opportunities
- a safe, caring and healthy environment.

OBJECTIVES

STRATEGIES

Current Business Expansion

Foster growth of all viable manufacturing enterprises. Target is 10%+ employment growth for 25%+ of these businesses.

- Provide Manufacturing Ombudsman Services
- Organize Manufacturing Business Network
- Organize Venture Funding Program
- Continue Professional Training
- Strengthen Technology Transfer Assistance for Manufacturers
- Target and Outreach to Manufacturers
- Foster Technical Training

Start-Ups

Foster creation of four new manufacturing enterprises every year.

- Support and Sustain Manufacturing Business Incubators
- Organize Technical Assistance

Attraction

Recruit at least two new manufacturing companies in 1986.

- Complete Comprehensive Image Package
- Target and Recruit U.S. and International Mid-Market Manufacturers
- Coordinate Community Advocacy, Especially to State Officials

Attraction

Recruit at least two new downtown retailers in 1986.

- Complete Regional Retail Study
- Target and Recruit New Retailers

Current Business Expansion

Maintain all viable retail, professional and entertainment businesses, increasing gross sales by 10%.

- Foster Water Street Development
- Create Major Events Strategy
- Evaluate Potential for more Downtown Residential Housing
- Update and Implement Riverfront Plan
- Define and Promote Each Marketing Region in the County

Start-Ups

Fill missing niches with new retail and entertainment enterprises.

- Emphasize Retail in Small Business Center

Attraction

Recruit developer and management group for a new downtown conference hotel to be built before mid-1988.

- Complete Feasibility Study and Land Assembly for Downtown Conference Hotel
- Expand Riverfront Walks and Docks
- Expand Image Building—a Place to Go
- Define and Enhance Points of Interest

Current Business

Maintain all viable distributors.

- Collaborate on Distribution Market Study, Emphasizing a Tri-County Approach

Current Business

Improve agribusiness profits through changes in crop selection and growing technology.

- Emphasize Agriculture in Small Business Center
- Complete Agri-Business Market Study, Emphasizing Fresh Produce and Potential for Year-Around Growing

Plan Ahead

Establish integrated strategic planning discipline within county, city and township governments.

- Increase Citizen Participation
- Organize "Coordinating Council of Governmental Units"
- Conduct Public Services/Funding Review, Beginning With Public Works, Police and Fire
- Organize Program for Intergovernmental Cooperation in Priority Services
- Develop Long Term Water/Sewer Capital Plan and Revised Rate Structure

Value for Money

Reduce public sector costs through consolidation, productivity improvement and contracting out for services. Target is significant reduction of current per capita costs within next two fiscal years.

- Brief All Community and School Groups on Bay County Area's New Strategy
- Complete Entry Beautification Project
- Organize "inside" Distribution of All New Image Program Products
- Establish On-Going Beautification Program
- Create I-75 Display and New Airport Displays
- Organize Major New Signage Program
- Implement New Media Program

Information and Events

Increase flow of positive community news and recognition of achievement in business, the arts, education and community life.

UNDERSTANDING OUR STRATEGIC PLAN

INTRODUCTION

In February 1985, with financial assistance from the Kantzler Foundation, a group of city and county government officials and business and community leaders attended a Strategic Planning Conference in Washington, D.C. sponsored by the U.S. Chamber of Commerce.

Upon their return, the Community Growth Alliance (Forward Bay County) began to formulate a plan to assist in the development of a Strategic Plan for the Bay County area. To that end, a group of over 50 people representing city and county government, townships, cities and villages, SVSC, Delta, Bay City School System, Bangor School System, labor organizations, business, industry and civic organizations formed a Strategic Planning Committee.

The initial task facing this Committee was to secure professional leadership to develop a strategic planning process for Bay County. Following interviews of nationally recognized planning specialists, it was determined that the International accounting and consulting firm of Arthur Young & Company was best qualified to assist the Planning Committee. The Bay County, Bay City and township governments agreed to finance this landmark, total community effort.

Commencing in May, 1985, Arthur Young & Co. partners Dan Malachuk and Mark Lifter initiated interviews with more than 15 community leaders to develop a sense of the community. During the Summer and Fall, Arthur Young conducted eight, day-long workshop sessions for the Planning Committee members. Numerous other meetings of Committee subgroups were held between workshops and we also benefitted from the direct input of the planning specialists. Our Strategic Plan was conceived and refined through this intensive effort.

The essential elements of any successful planning process, namely, a mission statement supported by goals, objectives and strategies, are neither unique nor unrecognized. The degree of success expected by this community can only be measured by the commitment and energy its citizens choose to invest. To that end, the Planning Committee through this Strategic Plan charts a beginning course.

OUR MISSION

To make Bay County the best community of our size in America, known to provide:

- increasing employment opportunities and improved standards of living;
- highest quality educational, cultural and recreational opportunities;
- a safe, caring and healthy environment.

To accomplish this Mission, the Strategic Plan encompasses three comprehensive goals intended to describe our overall direction and provide an outline for identifying the specific goals which follow.

COMPREHENSIVE GOALS

- To maintain and improve a supportive environment for starting, locating, and expanding business and industry to create job opportunities in Bay County;
- To support forward thinking and responsive government and community organizations that deliver optimum value for resources expended or invested;
- To enhance community pride through recognition of individual and community achievement.

SPECIFIC GOALS AND STRATEGIES

Almost 80 ideas were proposed to retain and improve the economic vitality of Bay County. Seven were identified as most important:

1. Specialty Manufacturing - to retain and expand Bay County's base of innovative, high quality specialty manufacturing - principally machinery and parts for industrial customers who need to meet rigorous specifications.

Our primary emphasis is to help our current smaller manufacturers expand. We value the important economic contribution of our largest manufacturing employers and the progressive management and community interest they have demonstrated. But they do not need our overt help so much as our assurance that we want to respond to their needs and to be certain they stay. Our strategies are designed to organize and focus scarce resources on our smaller manufacturers - first, to help current businesses expand; second, to help new businesses start and succeed. Our third manufacturing emphasis will be in attracting selected manufacturing firms from elsewhere in the U.S. and from abroad. However, we believe that by attending to our current and new companies first, we will create a more appealing business climate to promote outside.

2. Retail, Trade and Entertainment - to retain and expand Bay County as a retail trade center with a variety of entertainment opportunities.
3. Visitors and Meetings - to attract more visitors and to increase our convention business through the construction of a conference hotel in downtown Bay City.

Our 2nd and 3rd goals are inter-related and most of our efforts will be directed to the riverfront. This downtown focus is based on the strength of its current appearance, the conspicuous absence of crime and the potential for developing more waterfront amenities and vistas. We believe that especially in smaller communities, the downtown also serves as an important symbol of the quality of community life. Its appearance and vitality complement our other business expansion goals as well as help us meet our shared desire for a community center. First, we seek to recapture retail business by recruiting new retailers and encouraging start-ups and then we will look for an expansion in current retailers' gross sales because of the increase in traffic. Second, we believe a downtown conference

hotel can increase downtown entertainment and services business and that this will in turn help draw more local people to our downtown.

4. Regional Distribution - to retain and expand the present distribution of consumer, food, industrial, commercial, automotive and agricultural products.
5. Agriculture and Food Technology - to preserve our agriculture here and expand its profits through business planning assistance and innovative methods of growing and distributing.

Our specific strategies for distribution, agriculture and food-technology must await the outcome of proposed market studies. If the market data supports it, a preliminary conclusion for the food business will be to expand on the ideas of "special" and "quality" that we emphasize in the manufacturing and downtown development areas.

6. Forward Thinking and Responsive Government - with public involvement to assure value received for monies expended.

We believe we can better be served by our government institutions. We must develop public confidence, support and participation; we must reclaim public trust. There are many good people in our public systems, but we have been too slow in removing impediments to excellent performance. We want value for dollars spent. We want clearheaded, forward-thinking policy discussion. We also believe we can turn effective government into a distinct advantage in the competition to attract new investments and new jobs. We believe that in smaller communities especially, government performance can be a reason to prefer or reject a place. We pay substantial money for public and community services. We believe our county, city and township governing bodies are prepared to take immediate steps to help us all find better ways for our best public employees to do their best for all of us. To start, we wish to begin a comprehensive opportunity review of major public services. In addition, because water is one of our key strategic resources, we believe a comprehensive plan is needed to be sure that we keep and improve the water and sewer infrastructure we need and that we do it in a way that minimizes costs and shares those costs equitably.

7. Community Pride - to develop an awareness of the many wonderful attributes and accomplishments of Bay County's people.

We have rediscovered so much that is good about ourselves and our community. Most of us would choose to live here rather than anywhere else. But we have sensed that some bad news and some old news is too much with us. We all need to know more about what we are already doing that is positive.

STRATEGY IMPLEMENTATION

Working with these specific goals, the Planning Committee developed a set of measurable objectives designed to direct the strategies as they are implemented by our governmental and community groups.

To further clarify the objectives and the strategies, the Planning Committee prepared individual strategy implementation plans that:

1. Identify tasks
2. Specify who is responsible for the work
3. Set timetables for completion
4. Specify evidence of completion

With almost 40 strategies to work on, the Community Growth Alliance needs help and support. Representatives from these Bay County groups have participated in the development of the Strategic Plan:

- Bay Area Chamber of Commerce
- Forward Bay County
- Bay County Labor Council
- United Auto Workers
- Bay Arts Council
- Bay Area Community Foundation
- Bay County Convention and Visitors Bureau
- Bay City Partnership
- Bay City Public School System
- Bangor Township Schools
- Bay City Commission
- Bay County Board of Commissioners
- Bay City Strategic Planning Committee
- Delta College
- East Central Michigan Planning and Development Region
- Saginaw Valley State College (BID)
- Townships and Small Cities
- Bay County Cooperative Extension - M.S.U.

Each participating group needs to acknowledge and support this Strategic Plan. The Community Growth Alliance will work to coordinate the effort and establish the framework to measure our progress. If we implement our strategies, we can reach our objectives and achieve our goals.

SUMMARY

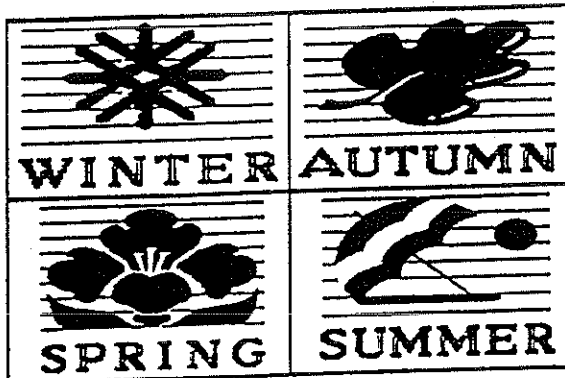
Strategic Planning is a way of thinking that guides an analysis of the present and helps create a vision of the future.

The Bay County Strategic Planning Committee has developed a Strategic Plan that will take several years to achieve. Now, with the cooperation and assistance of the entire community, we need to work together, to start, so that we accomplish our mission of making Bay County a better place to live and work. We will demonstrate to ourselves and to others that we are a special people and that this is a special place.

WATERFRONT DEVELOPMENT
TASK FORCE
STEERING COMMITTEE

Tom Hickner, Chairman
Gary Stanley (Infrastructure/Land Use Sub-Committee Co-Chairman)
Howard Anderson (Infrastructure/Land Use Sub-Committee Co-Chairman)
Ron McGillivray (Shippers/Port Study Sub-Committee Chairman) (Staff)
Peg Rowley (Recreation Sub-Committee Chairman)
Carl Reinke, II (Environmental Sub-Committee Chairman)
Frank Starkweather (Economic Development Sub-Committee Chairman)

Gary Bosco
Anne Hachtel
Earl Kivisto
Mike Brandow
Wilson Hall
Bob Redmond
Cliff Van Dyke
Bob Goodwin
John Peterson
Steve Ciolek
Joe Carland
Mike Asiala (Staff)
Joy Gaasch (Staff)



*Bay Area
Waterfront
Development
Strategy*

A Product of



**TASK FORCE
MEMBERS**

Al Singer
Alice York
Pat Singer
Larry Szykowski
Willow Prall
Dennis Stein
John Pflueger
Gary Majeske
Jim Wiesing
Mary Wahl
Margaret La Shore
Wesley Timm
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RECREATIONAL IMPROVEMENTS

GOAL: To provide better access to and from the Saginaw River and Bay to all residents through the improvement of existing recreational facilities and promotion of new recreational development.

OBJECTIVE: Encourage construction of at least 1500 new boat slips in existing or new marinas.

STRATEGIES/ACTIVITIES: Work with existing marina owners to assist them in expansion.

Complete construction of Liberty Harbor Marina in Veterans Park.

Develop a plan to utilize the State Harbor Development Fund Program.

OBJECTIVE: Improve and/or acquire and develop additional waterfront park lands, walkways, fishing access sites, and other facilities.

STRATEGIES/ACTIVITIES: Locate and construct additional park land, fishing piers and bank fishing opportunities - Sunset Shores (Bangor Twp.), East Side park and river walk, Belinda Park (Bay City), Smith Park (Essexville), Hotchkiss Road (Frankenlust Twp.), Linwood Road (Fraser/Kawkawlin Twps.), Knight Harbor (Hampton Twp.)

Develop management plans for state and local parks - Smith Park/Aetna Boat Launch (Essexville), Wildhaven Park (Hampton Twp.), Nuyanguing Point (Fraser Twp.), Pinconning Park and Boat Launch (Pinconning Twp.),

Bay City State Park and DNR Boat Launch in Bangor Twp.

Vet's Park improvements include covering Community Center pool, finishing two historic homes, completing Riverwalk and Riverwalk Pier.

Complete improvements to Bigelow Park (Middlegrounds) including rowing club area, non-motorized access and completion of Riverwalk south to the new bridge crossing.

Locate facilities for full-service charter boat businesses.

Re-examine the feasibility of a covered area by the Friendship Shell in downtown Bay City.

Investigate alternative methods of financing annual maintenance costs.

OBJECTIVE: Construct at least five new full service boat launches.

STRATEGIES/ACTIVITIES: Prioritize potential locations for new facilities; options include Smith Park (Essexville), Belinda Park (Bay City), Linwood Road (Fraser/Kawkawlin Twps.), Knight Harbor (Hampton Twp.)

OBJECTIVE: Promote safe boating.

STRATEGIES/ACTIVITIES: Support Sheriff's Marine Patrol, promote safety education, and maximize use of State safety funds.

OBJECTIVE: Develop an Outdoor Education Center.

STRATEGIES/ACTIVITIES: Determine what is an "Outdoor Education Center".

Identify site locations, funding sources and agency responsibilities.

OBJECTIVE: Improve selected access roads to waterfront, and establish parking and sanitary facilities at selected road ends to the bay and river.

STRATEGIES/ACTIVITIES: Initiate a comprehensive transportation need study of roads leading to waterfront.

Prioritize roads and projects.

Obtain State and local financing to improve access roads and construct parking and sanitary facilities.

OBJECTIVE: Incorporate and promote barrier free access of all public and private developments.

STRATEGIES/ACTIVITIES: Ensure participation of the handicapped in planning, designing and constructing each project.



ENVIRONMENTAL QUALITY

GOAL: To promote the environmental quality of water and adjoining land in the Saginaw River and Saginaw Bay for fishing, hunting, swimming and economic development.

OBJECTIVE: *Develop and implement a comprehensive pollution control strategy.*

STRATEGIES/ACTIVITIES: Establish a coordinated effort of concerned local citizens to develop and implement specific ideas and practices.

Prioritize, secure financing, and construct sediment collection basins at every County drain outlet.

Institute specific non-point pollution practices, including greenbelt planting adjacent to all drainage ditches, no-till farming, municipal street cleaning, and run-off from streets and parking lots.

Stop illegal septic systems in townships that already have sanitary sewer systems.

Promote sanitary sewer installation in Portsmouth Twp. and other locations.

Determine the severity of pollution of Bay City's middleground landfill and other disposal sites and determine the most cost effective measures to correct the potential problems.

Develop disposal sites for contaminated soils from on-shore and river bed locations.

Secure financing to remedy disposal site problems.

Eliminate overflow dredging methods used in Saginaw River.

Expand and promote Bay County's household waste collection system.

OBJECTIVE: *Educate general public, business community, and governmental officials on environmental issues and problems.*

STRATEGIES/ACTIVITIES: Sponsor seminars and conferences on specific issues.

Encourage colleges to offer environmental/conservation courses.

Encourage local schools to integrate environmental education into curriculums.

LAND USE PLAN

GOAL: To develop a land use plan that will recognize and foster public access, while encouraging private and public development of our waterfront.

OBJECTIVE: *Develop a comprehensive waterfront land use plan for Bay County.*

STRATEGIES/ACTIVITIES: Foster a balance between private and public ownership of land.

Encourage input of public officials, the business community, and the general public on proposed plan.

Determine highest and best use of specific land tracts.

Compile inventory of present landowners, their use, size, value, and zoning classification.

INFRASTRUCTURE IMPROVEMENTS

GOAL: To ensure we have the appropriate infrastructure that will assist in further development of our waterfront.

OBJECTIVE: *Finance and construct roads, storm and sanitary sewers, and electric and gas service that foster additional waterfront development.*

STRATEGIES/ACTIVITIES: Develop an inventory of existing utilities and develop a priority list and preliminary cost estimates for the construction of additional utilities and roads. Secure financing to complete jobs.

Advocate the preparation of an environmental assessment and preliminary engineering study for construction of a south end bridge Bay City.

Secure financing for a new Wood Avenue connector between Bay and Essexville and secure removal of the west-side railroad viaduct.

Prioritize and obtain financing for riverbank stabilization and fire protection measures to protect property and to encourage waterfront development.

BULK CARGO AND PORT SHIPPING DEVELOPMENT

GOAL: Foster a vibrant growing commercial shipping port, focusing on aggregate products, agricultural commodities, petroleum-based products, and general products.

OBJECTIVE: *Maintain and deepen Saginaw River/Bay channel.*

STRATEGIES/ACTIVITIES: Promote the construction of disposal sites for river dredging material.

Investigate alternatives and remove physical barriers to accommodating larger ships (such as the C and O railroad bridge).

OBJECTIVE: *Encourage better utilization of our marine terminal waterfront property to maximize expansion opportunities.*

STRATEGIES/ACTIVITIES: Encourage the active participation of private sector waterfront businesses in expansion and development of new waterfront opportunities.

Create a tri-city/county port entity to research and promote Saginaw River port activity.

Pursue a waterfront land bank strategy to assemble prime waterfront land to be used for marine terminal expansion and relocation.

OBJECTIVE: *Pursue complimentary economic development opportunities that relate to agricultural commodities, crude oil processing, and General Products.*

STRATEGIES/ACTIVITIES: Determine the opportunities and implications of continued expansion of the port.

Investigate feasibility of an asphalt-crude oil processing plant on sites downriver from Independence Bridge.

PRIVATE INVESTMENT

GOAL: Increase private sector economic activity on Bay County's waterfront.

OBJECTIVE: *Recycle and market waterfront land to its highest and best use.*

STRATEGIES/ACTIVITIES: Prepare a comprehensive Inventory and Assessment of waterfront sites. Prioritize major sites for development.

Contract nationally recognized development consultant firm to assist in the preparation of a waterfront development strategy on selected major sites. This strategy will include environmental assessments, urban designs, preliminary engineering, financial feasibility, and marketing strategy for each site.

Encourage the relocation of waterfront-dependent businesses to more appropriate land tracts through land acquisition and trades.

OBJECTIVE: *Create new jobs through retention, expansion and/or attraction of waterfront projects.*

STRATEGIES/ACTIVITIES: Identify business activities which require waterfront access and attract them to Bay County.

Obtain State of Michigan involvement in the planning, design, and development of specific waterfront projects.

Increase resources of Area Development Office so they can assist in Bay County's waterfront development.

Have a trained staff that can assist in preparing grant applications and financial packaging.

OBJECTIVE: *Increase the pool of investment capital and loan funds from the private and public sectors.*

STRATEGIES/ACTIVITIES: Market waterfront opportunities to attract private investment by local and outside developers and provide them with quality market data.

Identify sources for government grant and loan assistance for our waterfront.

Identify sources for local matching funds required for grants.

OBJECTIVE: *Encourage construction of waterfront housing.*

STRATEGIES/ACTIVITIES: Do a housing market study to determine demand.

Identify specific tracts ideally suited for housing.

Share market study with qualified developers.