



STRATEGIC PLAN

2021-2024

Scott Bennett, Supervisor

David Robertson, Clerk Mark Kilmer, Treasurer

Trustees: Dr. Jude Rariden Sarah Hugo Paul White Joel Feick
Dennis Liimatta, Township Superintendent

CONTRIBUTORS:

Board of Trustees:

Scott Bennett, Supervisor

David Robertson, Clerk

Mark Kilmer, Treasurer

Joel Feick, Trustee

Sarah Hugo, Trustee

Jude Rariden, Trustee

Paul White, Trustee

Administrative Staff:

Dennis Liimatta, Superintendent

Melissa Roberts, Executive Coordinator

Jeff Sears, DPS Director

Robert Burdette, Fire Chief

Cathy Szostak, Finance Director

Colleen Niedzwiecki, Human Resource Manager

Patrick Linihan, Parks and Recreation Director

Jeremy Smith, Planning and Zoning Administrator

Ron Wiles, Police Chief

Nathan Loosevelt, Systems Administrator

Danyelle Herington, Assistant Assessing Director

Greg Boggs, Assistant DPW Director

Matt Kimmer, Assistant DPS Director

Meghan Delano, Fire Department Administrative Assistant

Robbie Beller, ECM and Database Administrator

Senja Liimatta, Assistant Parks and Recreation Director

Grand Blanc Township Profile

Grand Blanc was originally settled by Chippewa Indians. The Township took its name, French for “Great White”, from French traders who arrived before 1800. By 1823, pioneer families were settling on the abundant farmland. The Charter Township of Grand Blanc was incorporated on April 1, 1833 as Genesee County’s first unit of government. It is located in the southeastern part of Genesee County, which is situated in the mid-state section of Michigan. The Charter Township is about 60 miles north of the City of Detroit, 10 miles south of Flint and three miles north of Automation Alley in Oakland County. It currently has a land area of 32.1 square miles and a population of approximately 37,500 people.

The Charter Township has a futuristic, innovative approach to development, while maintaining its rich history and heritage. The result has been structured commercial development, aesthetically pleasing neighborhoods, excellent public services and top-rated schools. The Charter Township still maintains a rural atmosphere with many distinctive housing options which include unique and historic home sites and subdivisions, as well as quality apartments, townhouses and condominiums. The Township is known for both its close access to recreational activities and proximity to the Detroit area, offering all the amenities of a larger metropolitan area. It is enhanced by an exemplary educational system in both public and private schools, as well as a premier library system. Quality health care is also provided by Ascension Genesys Health System, one of the first medical centers of its kind built both clinically and architecturally around a patient-focused care philosophy.

The Charter Township’s Board is comprised of the Supervisor, Clerk, Treasurer, and four Trustees. All Board members are elected to four-year terms, which coincide with the presidential election. Policy-making and legislative authority are vested with the Board of Trustees. They oversee a full range of services provided to the citizens of the Charter Township of Grand Blanc. Among these are police and fire protection, community development, planning & zoning, building code enforcement, property assessment, general administrative services, voter registration, garbage collection, mosquito control, water and sewer distribution operations, and minor road improvements. The Charter Township also provides recreational activities through the Grand Blanc Parks and Recreation/Senior Citizen Activity Center, and the Grand Blanc McFarlen Library.

The Township adopted the Council-Manager form of governance in 2008. It is a system of government that combines the strong political leadership of elected officials with the strong managerial experience of an appointed local government manager. The council-manager form establishes a representative system where all power is concentrated in the elected Board, and the Board hires a professionally trained manager to oversee the daily delivery of public services.

Economic Outlook

The Charter Township of Grand Blanc has a diverse regional economy, anchored by major employers in the healthcare industry (Ascension Genesys Regional Medical Center), automotive industry (General Motors and the Serra Automotive Group), and manufacturing (Magna Electronics). The Township is home to the Headquarters for: McLaren Health System, Security Credit Union, Dort Federal Credit Union, and ELGA Credit Union; and boasts of being the location for multiple high-tech research, design and manufacturing firms.

The Township's workforce is also very diverse, including those skilled in manufacturing, retail, business, and healthcare services. While the coronavirus pandemic substantially affected the unemployment rates throughout the nation, Grand Blanc Township's unemployment rate for 2020 is 7.2%, which is below the State unemployment rate of 9.9% and the national average of 10.2%. The Charter Township's largest employer, Ascension Genesys Regional Medical Center which provides healthcare services, employs over 2800 people. With the growth of several commercial businesses in various industries, the Charter Township has a tax base covering a wide-range of sectors and no longer relies on a single major taxpayer or industry, as in the past, when it historically relied on the automotive industry.

Even though some parts of the State of Michigan and Genesee County continue to experience economic tensions, Grand Blanc Township has experienced modest annual growth in taxable value over the last several years. The Township's close proximity to Oakland County, one of the wealthiest counties in the nation, and I-75/Automation Alley is beneficial to its growth. Construction of the long-awaited extension of Dort Highway from Interstate 75 to Baldwin Road will be completed in 2021. With the development of the Dort Highway Connector Project, the Charter Township is also hoping to attract high tech companies and direct future development in a way that maximizes economic development for the Charter Township.

The Township's Community Development department has implemented a "Technology Village" area in the southern portion of the Charter Township and is vigorously marketing properties to emerging businesses with plans of expanding in the Charter Township. The area known as Technology Village consists of approximately 4,100 acres and is located in the south-central portion of the Township. It includes the Genesys Health Park, industrial property, and undeveloped sites with unique natural features. A development plan, prepared for this site, outlines a vibrant center that would incorporate knowledge-based employment with housing, recreation, culture, diversity and entertainment. The Township Board authorized the creation of a DDA in 2019 to assist in creating economic development opportunities, and they have been instrumental in pursuing road upgrades, zoning updates, and a TIF plan to finance public improvement projects to spur investment in the community.

Strategic Planning Process

On March 6, 2021 Supervisor Bennett lead the Board of Trustees in pursuit of a formal strategic plan, beginning with the use of a facilitator that conducted a Board workshop to clearly define the roles, responsibilities, and expectations for both elected and appointed leaders. This workshop resulted in an agreed upon plan of action to create a formal process to achieve the vision of the Township Board.

On May 17, 2021 the Supervisor, Board of Trustees, Superintendent, and Department Heads spent a full day reviewing the strengths, weaknesses, opportunities, and threats (SWOT analysis) of Grand Blanc Charter Township. Using the SWOT analysis, they developed a five-year vision and identified major goal areas, key objectives, and one year tasks. This information was captured in detail and provided to the Superintendent and Administrative Staff to more clearly define the required resources, financial commitment, and feasibility of the goals.

Based upon the major goal areas selected, key objectives were discussed, and the staff developed strategies and tactics required to carry out the Boards vision. While the resulting Strategic Plan covers multiple years the focus initially is on the successful completion of the one year tasks, and will be updated as the plan moves forward in the future. The key to success in any strategic plan is the accountability that the group agrees to hold each other to, and to be held accountable for. The entire Township team has been energized through this process, and progress has already begun on carrying out the strategies for success.

MAJOR GOALS AREAS (Not in Order of Priority)

Goal Area I: Infrastructure

- It upgrades
- DPW facility
- Fire Station
- Sidewalks – Hill Road
- OPEB/pension funding

Key Objectives for infrastructure

- Pension/OPEB
- Completion of the Fire Station and the DPW Facility
- IT upgrades

One-Year Tasks

- Pension/OPEB
- It upgrades – offsite backup
- Design/engineering Fire Station and DPW Facility - funding

Goal Area II: Community Vitality

- Mini-downtown – north end
- Enhanced code enforcement
- High-quality housing
- Rental housing – good shape
- Tech Village - Ascension Genesys Campus

Key Objectives for Community Vitality (Long term)

- Improve infrastructure in North-end/improve sights and views
- Uniform standards/enforcement of code
- Improve curb appeal

One-Year Tasks (Short term)

- Create a TIF district for the North-end
 - Explore SAG Corridor options
 - Improve code enforcement staffing
 - Planning Commission review zoning ordinance regarding high-quality housing
 - Explore rental housing ordinance changes
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Goal Area III: Community Connectiveness and Identity

- Branding entrances
- Maintenance improvements in the parks

Key Objectives for Community Connectiveness and Identity

- Make Grand Blanc Township distinguishable
- Improving the quality of life of our residents by providing activities and spaces

One-Year Tasks

- Develop the brand and have logos completed
- Determine locations for signage
- Identify areas of park improvement
- Identify recreation spaces
- Identify age groups for parks
- Determine funding sources and seek grants
- Explore Bonding against millage

SWOT ANALYSIS

Strengths:

- Teamwork and internal communication
- Knowledge base and skillset amongst the team – Multidisciplinary staff
- Staff
- Strong inter-departmental and inter-governmental relationships
- Cohesive management
- Amount of services provided on a budget
- Longevity of employees
- Healthy fund balance and good financial policies in place
- Historically excellent audits/GFOA Certificate of Achievement award
- Nimble
- Passionate
- Strong revenue stream
- Well maintained assets
- Community and Board support
- Employee opportunity for growth
- Leadership accountability and philosophy
- Growing tax base
- New Board of Trustees
- Planning and vision
- Level of service
- Accreditation and region leader in law enforcement
- Low crime and crash rates
- Grand Blanc Township is the economic driver for the county
- Public safety training and equipment
- Bicentennial Park
- Programming and recreation in the area
- Community involvement
- School district
- Timeliness and working on a time-frame
- Leadership – staff and board
- Land
- Educated population
- Geographic location
- Strong government relations
- DDA

Weaknesses:

- Underfunded liabilities
- Attracting talent
- Unreliable seasonal workforce
- Technology, technology budget
- Lack of brand for the Township
- Silo effect – cohesiveness with all Township departments
- Aging infrastructure, facilities, and equipment
- “We’ve always done it this way.”
- Loss of historical knowledge as people move on or retire
- Technology improvements and scanning
- Township Hall does not accommodate the workforce
- Firehouses – limited room for expansion
- Recreational space and trails
- Policies and processes for Parks and Rec – new dept. and still attached to City
- Integrating operation into Township
- Services depend on other entities (i.e., water, etc.)
- Electronic external communications to residents
- Lack of space for DPS
- Training and development in areas other than PD and FD
- No offsite backup solution
- IT – Single points of failure
- Cooperation from Genesee County agencies
- Virtualizing as much as possible
- Paper PO management
- Paper processes for permitting
- Lack of interest in the Building Inspection profession
- Increasing health care costs
- Lack of family dining/entertainment options
- Cancer-causing contaminants and environmental exposures for Firefighters
- Lack of community pride and higher standards in community
- Understanding of how each department relies on each other
- Innovation ideas, but lack of execution
- Lack of disaster recovery plan and business continuity plan
- Cybersecurity
- Negative culture from some
- Public information
- Community pride
- Streets
- Older housing on the North end
- Muni-code
- Records retention
- Fire department housing, DPW building
- Branding
- Diversity

Opportunities:

- Community support
- Community grants
- Better communication through the advanced website
- Proper use of American Rescue Plan Act funds
- Opportunities for growth in departments
- DDA
- Customer service
- Technology
- Great opportunity for cohesion with new employees (culture change)
- Growth of commercial tax base
- Partnerships with community organizations and businesses
- Community involvement in events
- Destination community
- Township employee events (picnic, etc.)
- Changing technology will increase efficiency
- A newer generation of residents will embrace technology
- Emerging development offers an expansion of services
- Build understanding and trust in the community
- Improve recruitment and retention
- Use of technology – internal and external
- Township “Look”
- Cooperation
- Tech Village expansion
- Northside revitalization
- Internships/Co-op positions to gain interest in local government
- New staff
- Great Board with fresh ideas
- Offer better services for residents
- Sidewalks and walkability
- Internal and external growth
- Streamlining processes
- Open-mindedness
- Recognizing the needs of employees and the community
- Opportunity to increase fiscal health with contributions to underfunded liabilities
- Strategic planning commitment
- Four I-75 exits
- Two universities
- Internship possibilities
- County redistricting

Threats:

- COVID-19
- Cybersecurity
- Financial insecurity /loss of revenue
- The political climate for Police Department affects morale
- Technology infrastructure
- Inevitable real estate crash
- Recruitment and retention
- Fenton/Clarkston – Competition for investments
- Growth of community
- Reliance on other organizations
- Partnership with Grand Blanc Community Schools
- Community growing faster than departments
- Outside pricing – Oil, wood, steel
- Lack of training opportunities for required licensing
- Increasing water system standards are changing faster than funding
- Future retirements – Recruitment and retention
- Rapid community growth – Infrastructure
- Aging utilities – water and sewer
- Genesee County
- Cost of doing business vs. taxes
- Changing from rural to urban
- Misinformation spread by residents (social media)
- Offsite backup
- Ransomware attacks
- Political instability
- Work from home users – security
- Lack of community branding
- Unfunded liabilities
- Revenue sharing
- Genesee County debt
- Federal debt
- Neighboring communities
- Employee retention
- Retaining open space
- County redistricting

GOAL AREA: INFRASTRUCTURE: IT UPGRADES
KEY OBJECTIVE: PLAN IN PLACE TO UPDATE IT INFRASTRUCTURE ALONG WITH OFFSITE BACKUP

STRATEGIC ACTION (What)	COST (\$)	RESPONSIBILITY (Who)	TARGET DATE (When)	MONITORING	
				Initiated	Completed
1. IT Upgrades		N. Loosevelt			
1.1 Establish IT Capital Improvements Plan			7/15/2021		
1.1.1 Use CIP/Asset Tracking to Build 2022 Budget Requirements			8/1/2021		
1.2 Establish an IT Internal Service Fund		C. Szostak / N. Loosevelt			
<i>Funded by Departments via Technology Usage Allocation</i>					
1.2.1 Determine Scope			Q2 2021		
1.2.2 Establish an Allocation Method for funding requirements by Department			Q2 2021		
1.2.3 Establish a method to track Departmental Upgrades & Current Department Balance			Q2 2021		
1.3 Establish IT Hardware Standards & Purchasing Policy (Consider using vendor for Initial IT / Network Use Policies)		N. Loosevelt			
1.3.1 Create Task Force to review Hardware Standards					
1.3.1.1 Establish Review Schedule(s)					
1.3.2 List of Township Approved Hardware					
1.3.2.1 Department Head Interviews					
1.3.3 Average Life-Cycle of Common Hardware <i>e.g. Desktops, Laptops, Monitors, Enterprise Networking Equipment, Printers, Servers, Enterprise Backup Battery, End-User Backup Battery</i>			Q3 2021	Q2 2021	
1.3.4 Hardware Lifecycle, Decommissioning, and Disposal			Q3 2021		
2. Off-Site Backup		N. Loosevelt			
2.1. Evaluate Existing On-Site Backup system			Q2 2021	Q1 2021	Q2 2021
2.2 Research Hybrid Backup Systems & High Availability Design			8/1/2021	Q2 2021	
2.3 Research Off-Site Backup Hosting Vendors			8/1/2021	Q2 2021	
2.3.1 Determine Rough Backup Space Requirements			8/1/2021	Q2 2021	
2.4 Research Backup Software if Applicable					
2.5 Get Quotes For Servers / Cloud Storage / Software Licensing				Q2 2021	
2.6 Board Approval					
2.7 Order Equipment/Software Licensing/Cloud Storage Subscription					
2.8 Build & Configure Required Server(s)					
2.9 Go Live Prep					
2.9.1 Test Backup to Local SAN					
2.9.2 Test SAN Replication					
2.9.3 Test Off-Site Backup					
2.10 Roll-Out Server to Production					
2.10.1 Pull old server out of commission for decommissioning or rekeying					

GOAL AREA: INFRASTRUCTURE: NEW DEPARTMENT OF PUBLIC SERVICE FACILITIES & FIRE**KEY OBJECTIVE: COMPLETION OF A NEW DPS & FIRE FACILITY ON THE TOWNSHIP CAMPUS - Design and Engineering**

STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	(\$)	(Who)	(When)	Initiated	Completed
1. Establish Funding For Design		Lilmatta, Szostak, Sears, Burdette			
1.1 Establish Overall Estimated Budget		Board/Sears/Burdette/Lilmatta	Q3 2021		
1.1 2021 Budget Amendments If Necessary		Szostak			
2. Hire Project Manager		J. Sears, B. Burdette		Q1 2021	
2.1 Write RFP for Project Manager			Q1 2021		
2.2 Advertise			Q3 2021		
2.3 Interview Firms			Q3 2021 - Q2 2022		
2.4 Staff provides recommendation and Board awards			Q1 2022 - Q3 2022		
3. Hire Engineer and Architect					
3.1 Write RFPs		Project Man., J. Sears, B. Burdette	Q1 - Q3 2022		
3.2 Advertise		Project Man., J. Sears, B. Burdette	Q1 - Q3 2022		
3.3 Interview Firms		Project Man., J. Sears, B. Burdette	Q1 - Q3 2022		
3.4 Staff provides recommendation and Board awards		Project Man., J. Sears, B. Burdette	Q1 - Q3 2022		
4. Discovery Phase of Design and Engineering					
4.1 Review Space Needs Assessment		Project Mang, Arch, DPS & Fire	Q3 - Q4 2022		
4.2 Establish and review needs wants		Project Mang, Arch, DPS & Fire	Q3 2022 - Q1 2023		
4.3 Visit other sites/facilities		Project Mang, Arch, DPS & Fire	Q3 2021- Cont.		
4.4 Property survey and GeoTechnical work		Project Mang, Engineer	Q3 2022 - Q1 2023		
4.5 Utility Survey		Project Mang, Engineer	Q3 2022 - Q1 2023		
4.6 Local Agency Introduction		Project Mang, Arch, DPS & Fire	Q3 2022 - Q1 2023		
5. Design and Engineering					
5.1 Develop, design, and choose site layout options		Project Mang, Arch, Eng, DPS & Fire	Q3 2022 - Q2 2023		
5.2 Develop, design, and choose building layout options		Project Mang, Arch, Eng, DPS & Fire	Q3 2022 - Q2 2023		
5.3 Develop, design, and choose aesthetic options		Project Mang, Arch, DPS & Fire	Q3 2022 - Q2 2023		

GOAL AREA: COMMUNITY VITALITY (FINANCIAL); PENSION AND OPEB FUNDING

KEY OBJECTIVE: PLAN IN PLACE TO CONTINUE TO AGGEESSIVELY REDUCE UNFUNDED LIABILITIES

[illegible]

KEY OBJECTIVE: IMPROVED INFRASTRUCTURE AND APPEARANCE OF THE NORTH END OF THE TOWNSHIP

[illegible]

GOAL AREA: COMMUNITY VITALITY: ENHANCED CODE ENFORCEMENT					
KEY OBJECTIVE: IMPROVE AND ENFORCE UNIFORM STANDARDS ACROSS THE TOWNSHIP					
STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	(\$)	(Who)	(When)	Initiated	Completed
1. Establish Level of Service		Board, Lilmatta, Sears, Smith	Q3 - Q4 2021		
How proactive do we want to be		Sczepanski, Wiles			
2. Examine Current / Existing Resources			Q1 2022		
2.1 Identify if our current resources can be adjusted to meet our LOS					
2.2 Identify if any additional training is needed					
2.3 Identify if any additional tools are needed					
3. Reorganize staff		Lilmatta, DPS	Q3 2021 - Q2 2022		
3.1 Retrain existing staff		DPS, Smith			
3.2 Set Expectations based on LOS		DPS			
3.3 Assure they have the tools they need		DPS			
3.4 Do We need Fulltime Clerical?		Lilmatta, DPS			
4. Analyze Staffing Levels		Lilmatta, DPS, Smith	Q4 2021 - Q2 2022		
4.1 Look at other Community staffing levels		DPS	Q4 2021		
4.2 Look at budget for constraints / adjustments		DPS	Q3 - Q4 2021		
4.3 Determine level of additional staffing (F/T, P/T)		Lilmatta, DPS, TWP Board	Q3 - Q4 2021		
4.4 Advertise for Additional Staff if needed		Lilmatta, HR, DPS	Q1 - Q2 2022		
4.5 Hire new employee if needed		Lilmatta, HR, DPS	Q2 - Q3 2022		
5. Determine How Complaints are processed		Smith, Sears, Wiles	Q3 - Q4 2021		
5.1 make more visible on website		Beller, Sears, Smith	Q4 2021 - Q2 2022		
5.2 determine who complaints go to		Sears, Smith, Wiles	Q3 2021 - Q1 2022		
5.3 create policy and procedure for processing		Sears, Smith, Wiles	Q3 2021 - Q1 2022		
6. Examine and change Codes/Ordinances		DPS, Smith, Lilmatta, Lattie, Wiles	Q4 2022 - Q1 2022		
6.1 Review General Ordinances		DPS, Lilmatta, Lattie, Wiles			
6.2 Review Zoning Code		Smith, Lattie, Lilmatta			
6.3 Review and train on Property Maint. Code		DPS, Smith			
7. Build Eyes and Ears Program		Smith, Sears, Wiles	Q3 2021 - Q1 2022		
7.1 Train Existing PW, PD, FD, Assessing Staff		Smith, Sears, CE Staff	Q3 2021 - Q1 2022		
7.2 Establish Complaint Communication tool		Smith, Sears	Q3 2021 - Q1 2022		

GOAL AREA: COMMUNITY VITALITY: HIGH QUALITY HOUSING					
KEY OBJECTIVE: IMPROVE AND ENFORCE RENTAL HOUSING STANDARDS AND ORDINANCES					
STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	(\$)	(Who)	(When)	Initiated	Completed
1. Study Ordinances		P&Z, Superintendant, Building	Q4 2021		
1.1 Research other municipalities programs					
1.2 Board Review for Approval		Board	Q1 2022		
2. Write ordinance		P&Z, Superintendant, Building,	Q1 - Q2 2022		
2.1. legal review/assist		Attorney			
3. Identify rental homes		P&Z, DPS	2022		
(i.e. Type of dwellings, potential all except commercial apartment buildings)					
4. Program awareness campaign		P&Z, DPS	2022		
(i.e. Website, letters, social media etc...)					
5. Establish/Hire rental Inspector	\$100k/Annually	DPS	2022-23		
6. Establish/study/buy rental software & database	\$5k - \$15K	DPS	2022-23		
7. Cross communicate		DPS, P&Z, Superintendant, PD	2022-23		
7.1. Train & communicate all employees					
8.0 Establish Reporting Requirements		Superintendent			

GOAL AREA: COMMUNITY VITALITY: TECH VILLAGE AND DDA GROWTH					
KEY OBJECTIVE: CREATE OPPORTUNITIES FOR INVESTORS WITHIN THE DDA BOUNDARY					
STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	(\$)	(Who)	(When)	Initiated	Completed
1. Promote commercial growth within DDA Boundary					
1.1 Develop a marketing campaign and resources		DDA Board/Superintendent	Q2 2021	6/1/2021	
1.1.1 Graphic designer for materials		DDA Marketing Committee	6/1/2021		
1.2 Website design with links for points of interest		DDA/Melissa Roberts	7/1/2021		
1.3 Billboards and Airport Kiosk		DDA Marketing Committee	Q3 2021		
2. Complete Baldwin Road All-Season Upgrade		DDA/DPS/Superintendent	2021 - 2025		
2.1 Design Engineering from Holly to Dort Hwy		DDA/Rowe	5/1/2021	4/1/2021	
2.2 Apply for Federal Funds					
2.2.1 Submit Letter Of Intent for TEDF Funding		ROWE/GCRC/Superintendent	6/1/2021		6/1/2021
2.2.2 Submit complete application		ROWE/GCRC/Superintendent	6/25/2021	5/26/2021	
2.3 Design Engineering for I-75 to Saginaw Street		DDA/ROWE	TBD		
2.4 Apply for Federal Funds					
2.4.1 Submit Letter Of Intent for TEDF Funding		ROWE/GCRC/SUPERINTENDENT			
2.4.2 Submit complete application		ROWE/GCRC/SUPERINTENDENT			
3. Meet capacity demand for Utility Infrastructure		DPS/DPW	Q4 2023		
3.1 Review sewer system expansion CIP		Jeff Sears			
3.2 Present Options to Township Board		Jeff Sears			
3.2.1 KCI Presentation from GCDC-WWS		John O'Brien/Dan Potter	6/1/2021		6/1/2021
3.2.2 Alternative Sewer Upgrade Presentation		SEARS	6/15/2021	6/15/2021	6/15/2021
3.2.3 Board Motion to approve One Option		Board	7/13/2021		
3.3 Determine DDA financial participation		DDA/Board/Superintendent			
4. Future Land Use map for zoning approved		PC/Board	9/21/2021		

GOAL AREA: COMMUNITY CONNECTIVENESS AND IDENTITY: BRANDING FOR GBT**KEY OBJECTIVE: MAKE GRAND BLANC TOWNSHIP VISIBLY DISTINGUISHED FROM OTHER MUNICIPALITIES, IMPROVE THE ENTRANCES & SIGNAGE**

STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	(\$)	(Who)	(When)	Initiated	Completed
1. Develop logo and community branding		Branding Committee			
1.1 Hire Graphic Designer for logo		Melissa Roberts	6/11/2021	6/2/2021	
1.1.1 Choose logo design		Branding Committee	6/25/2021		
1.2 Develop community tagline		BC/Melissa Roberts			
1.2.1 Survey targeted community members -top 3					
1.3 Develop branding materials		Branding Committee			
2. Street signs for GBT entrances			Q2 2022		
2.1 Research grant funding		Melissa Roberts	Q4 2021		
2.1.1 Apply for any applicable grants		Melissa Roberts	Q4 2021		
2.2 Research signage costs/location/sizes		BC/Greg Boggs			
2.2.1 Hire out work for signage		Greg Boggs			
2.2.2 Install signage		Greg Boggs			
3. Develop ramp entrance plan (signs, landscaping)					
3.1 Contact MDOT for permission		Jeff Sears			
3.2 Ramp entrance maintenance		GBT Board			
3.3 Research grant funding		Melissa Roberts			
3.3.1 Apply for applicable grants		Melissa Roberts			
3.4 Request DDA funding		BC/Scott Bennett			
3.4 Choose locations for ramp signs		Branding Committee			
3.5 Research signage		BC/Greg Boggs			
3.6 Order and install signs		Greg Boggs			
3.7 Find gardening group to maintain landscape		BC/Melissa Roberts			

GOAL AREA: COMMUNITY CONNECTIVENESS AND IDENTITY: IMPROVING PARKS & RECREATION FACILITIES					
KEY OBJECTIVE: ENHANCE RESIDENTS QUALITY OF LIFE THROUGH IMPROVED RECREATIONAL FACILITIES AND ACTIVITIES					
STRATEGIC ACTION	COST	RESPONSIBILITY	TARGET DATE	MONITORING	
(What)	(\$)	(Who)	(When)	Initiated	Completed
1. Completion of 5 year Master Plan	13,100	Linhan/ROWE PCS	Q1 2022	Q1 2021	
1.1 Public Engagement					
1.1.1 Focus Group Interviews			Q3 2021		
1.1.2 Public Attitudes Survey			Q3 2021		
1.1.3 Town Hall Meeting		S. Lilmatta	Q3 2021		
1.2 Review and Update of old commission plan		ROWE PCS			
1.2 Public Hearing (30 Day Review)		Township Board	Q4 2021		
1.3 Submittal to the MDNR		Linhan/ROWE PCS	Q1 2022		
2. Identify Facilities Needs		Linhan/Hester	Q2 2022		
2.1 Inventory of current facilities and properties	\$8,000?	ROWE PCS	Q2 2022		
2.1.1 BiCen Park (Identify Needs)					
2.1.2 Senior Center (Identify Needs)					
2.1.3 Perry-McGrath Historical Park (Identify Needs)					
2.1.4 Current Pathways					
2.2 Create a ranked priority of deficiencies concluding inventory per facility		Linhan/Hester	Q4 2021		
2.3 Identify areas for new parks		Linhan		5/1/2021	
2.3.1 Identify census data for areas		Linhan/Smith			
2.3.2 Request public comment from communities		Linhan			
2.3.3 Create Site Plan for Dungarvin		Linhan/Sears/ROWE PCS	Q1 2022		
2.3.4 Create a site plan for Norfolk		Linhan/Sears/ROWE PCS	Q1 2022		
2.3.5 Create a site plan for Triangle Mini Park		Linhan	Q1 2022		
3. Create a plan for funding of projects		Linhan/Roberts/S. Lilmatta	Ongoing		
3.1 Conversion of cell phone tower		Linhan			
3.1.1. Apply for NRTF and LWC grants		Linhan/Roberts			
3.2 Apply for local grants		Linhan/Roberts			
3.3 Work with Kildee and Snellers office to secure funding sources		Linhan/Bennett			
3.4 Bonding/Loan Options		Linhan/Szostak			
3.5 Investigate Increase In Park Millage		Linhan/Szostak			
3.6 Through Master Plan Gauge support for pathways millage		Linhan/ROWE PCS			
3.7 Create strong community connections to increase fundraising		Linhan/S. Lilmatta			
3.8 Investigate how DDA and Parks can work together		Linhan/D. Lilmatta			
4. Creation of Park Advisory Board		Linhan/D. Lilmatta/Bennett	Q4 2021		
4.1 Creation of a sub committee on pathways					
4.1.1 Creation of township policy on pathways					
5. Identify Staffing Needs to meet facility and programming needs		Linhan/ S. Lilmatta/Niedzwiecki	Q3 2022		

Next Steps

- **July 2021**, Board adoption of the final Strategic Plan
- The Board will form committees as needed to assist in the planning of the various initiatives needed, i.e., New DPS/FIRE Facilities, Saginaw Street Corridor Study Update, etc.
- Board holds monthly discussion of one element of the plan
- Staff will report progress on initiatives bi-weekly at staff meetings
- Superintendent will report progress to Board monthly
- **January 2022**, Strategic Plan review by the Board, Superintendent and Department Directors for revision as necessary
- **July 2022**, Board and Staff again review and revise if needed, identify and agree on the one year tasks for 2022 and 2023
- Immediate review for any impacts from unexpected or unusual internal or external environment changes, i.e., recession, natural disaster, pandemic, loss of revenue, etc.

Grand Blanc Township's current Mission Statement:

"A planned and progressive community which provides a safe, caring, and quality environment in which to live, work, and play."