

Center Avenue Corridor Management Plan BAY CITY, MICHIGAN





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Table of Contents

Chapter 1: Introduction1

Chapter 2: Center Avenue Heritage Route
Trust Organizational Plan3

Chapter 3: Public Participation Plan.....3

Chapter 4: Intrinsic Qualities Plan.....5

Chapter 5: Street Safety and Improvement Plan.....9

Chapter 6: Tourism Development and Promotion Plan.....12

Chapter 7: Interpretation Plan.....14

Chapter 8: Implementation Plan16

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1 Introduction



The Center Avenue Corridor (Corridor), a 1.5 mile long roadway at the eastern edge of Bay City, where the “thumb” meets the “hand” in the State of Michigan, has the potential to become a unifying community planning and economic development tool for the City, adjacent communities and Bay County. This Corridor Management Plan (Plan) presents a body of information and related series of actions that allow the community to both protect the character of the Corridor route and maximize the Corridor’s benefits to all interested parties. Implementation of the Plan’s vision, goals, actions and strategies will lead to successful economic development opportunities in the Corridor.

This Corridor Management Plan is designed to comply with all fourteen points of the Federal Register (May 18, 1995, Volume 60, Number 96, Page 26759-26762), as well as to be a user-friendly, flexible tool that will encourage implementation. Funding for this project was provided by the Federal Highway Administration through the State Planning and Research (SPR) program awarded to the Michigan Department of Transportation and passed through the County of Bay under project authorization No. 73139.

The opinions, findings and conclusions expressed in this publication are those of the authors and not necessarily those of the Michigan State Transportation Commission or the Michigan Department of Transportation or the Federal Highway Administration.

It should be emphasized that this is not a regulatory document; it is advisory. There are a wide variety of recommendations offered in this Plan, but each action will require the approval of the implementing entity, whether it be the Center Avenue Heritage Route Trust, a landowner, business operator, City Commission, County Commission, or state or federal agency. This Plan provides a blueprint for guiding change along the Corridor; it is not a rigid set of rules and regulations. Indeed, as time passes, it is hoped that the Center Avenue Heritage Route Trust and other interested parties will adjust and amend this strategy so that it will continually reflect the most immediate and important issues facing the Corridor.

This chapter provides a list of the critical issues facing the Corridor, a discussion of the goals of the Plan and a Vision Statement for the Corridor’s future.

Plan’s Structure

Each Chapter is organized to present background information on the related topic, followed by a set of objectives, along with tactics to meet those objectives. These actions are presented within each chapter in order to closely connect the identified needs with the potential solutions.

Chapters two through seven offer a detailed sequential action plan sorted by topic. Chapter eight synthesizes the recommendations from previous chapters into a working action agenda that can be used in a day-to-day manner by the Center Avenue Heritage Route Trust, Corridor landowners, City and County government/agencies and business owners.

Meeting the Federal Corridor Management Plan Requirements

This Plan is designed to meet all of the Federal Corridor Management Plan requirements as well as meet the obligations of the Trust for the Plan to be easily understood and interpreted. The following indicates the required fourteen elements of the Corridor Management Plan and where that information is located in this document.

<u>Requirement</u>	<u>Addressed in the Plan</u>
• Location	
• Corridor	Chapter 4
• Physical Description	
• General Review of Road Safety	Chapter 5
• Design & Maintenance Standards	Chapter 5
• Intrinsic Qualities	
• Intrinsic Quality Assessment.....	Chapter 4
• Intrinsic Quality Management Strategy.....	Chapter 4
• Interpretation Plan.....	Chapter 7
• Visitor Needs and Expectations	
• Visitor Experience Plan.....	Chapter 6
• Development Plan	Chapter 4
• Commerce Plan	Chapter 5
• Sign Plan	Chapter 5
• Outdoor Advertising Control Compliance	Chapter 5
• Marketing and Promotion	
• Marketing Narrative	Chapter 6
• Public Involvement and Responsibility	
• Public Participation Plan	Chapter 3
• Responsibility Schedule	Chapter 8

Key Issues

Drawn from a series of public meetings, working sessions with the Center Avenue Heritage Route Trust and consultant team research, the following issues are central to this Corridor Management Plan.

- A central challenge will be **integrating and balancing** the inevitable increase in uses of the route with a strong effort to protect/enhance the character of the Center Avenue Corridor.
- The Corridor should be seen less as a specific route along which one might drive, than as a Corridor where a **variety of memorable experiences** can be found. If the resources and character of Downtown Bay City and its unique sub-districts (i.e. antique, hotel/conference), the RailTrail, the Midland Street Historic District, parks/open space/cemeteries, the Saginaw River and other resources of Bay City are linked to the Corridor’s resources, the Corridor becomes a very rich, promotional exciting destination.
- The majority of travel to and through the Corridor will be via automobile and therefore the Corridor must seek **creative ways to manage increased auto traffic**. In other words, there are many cars today; there will be more cars in the future. Therefore, a bi-product of the Corridor’s success will be to successfully manage traffic within this heritage route.
- **Public safety** must be always be a prime concern for any and all transportation related planning along the Corridor.
- The M-25 Center Avenue Historic Heritage Route should be **woven with other regional travel connections** e.g., the Lake Huron Circle Tour and the M-15 Recreational Heritage Route. Part of the Corridor’s image should be as a portal to other transportation routes and travel experiences.
- The Corridor should be **promoted as accessing a diversity of year-round recreational, cultural, historical and educational opportunities**. The Corridor should be seen as a novel and well-serviced route from which to access recreational, cultural, historical and educational activities.
- There is a need for a **comprehensive sign improvement program** along the Corridor specifically for historical interpretive and recreation signing.
- **Visually explore the interior and exterior of the historic structures** and their cultural attributes.
- The western half of the Corridor, from **Madison to Johnson Street, is an extension of Downtown Bay City**. It is also an important



commercial/service and County government district for the area. Ideally, strategies should be found to improve the appearance, visitor's services and overall connections between this Downtown extension, the City's tourism attractions and the Corridor's resources.

- The eastern half of the Corridor, from **Johnson Street to Livingston Street, is a prime historic residential district of Bay City**. It is also the City gateway from the "thumb" area of the State. This area should be signed and promoted as a Corridor gateway to the Center Avenue Heritage Route and the City.

Goals for the Plan

Building from the above issues, the following statements offer the broad direction for the Plan. The goals are not intended to be implemented; the objectives and actions that run throughout the Plan accomplish that task. The goals provide a set of touchstones to be used as tests against whether specific actions are taking the Corridor in the appropriate direction.

Goal 1: Prepare and implement the Corridor Management Plan that **reflects the needs and desires of the stakeholders and the community**, as a whole. This will encourage ongoing support from those groups and individuals will be vital to the Plan's success.

Goal 2: **Direct visitors to the areas on the western end of the Corridor** and nearby areas seeking such impacts. **Be sensitive to the residents at the eastern end of the Corridor** that do not want or cannot handle additional visitation.

Goals 3: Seek to continually **ensure safe travel** along the Corridor.

Goal 4: Work to **offer transportation alternatives** to auto travel through the Corridor e.g., bike lane/bike path, sidewalks/crosswalks, trolley tours, but recognize that auto travel will be a predominant travel mode and as such, it must be planned for and accommodated.

Goal 5: Work to **protect the Corridor's character** while accommodating improvements sought by residents.

Goal 6: Develop and **promote a distinct Corridor image and distinctive Corridor experience** that will allow the community to use the Corridor as a strongly appealing and competitive tourism product.

Goal 7: Use the Corridor as a tool to both, **encourage local economic development** and to help residents be more aware and proud of Center Avenue's resources.

Goal 8: Seek opportunities to **establish a historic home museum** that will illustrate a work in progress building renovation and creatively display a collection of historic artifacts.

Goal 9: **Explore the reuse and renovation of the Bay City Branch Library** for a neighborhood community/meeting facility.

A Vision for the Center Avenue Corridor

These paragraphs integrate the goal statements into a more concrete holistic picture of the future. The vision should be part of the Plan that you call tell your neighbor and he or she will immediately understand why the Plan is relevant and why the Plan will help improve the Corridor's prospects in the future.

Center Avenue will become one of several defining characteristics of Bay City that affects day-to-day living and shapes the image of this part of Michigan.

Center Avenue is a place that values and protects its historic beauty and resources...cherishes and maintains its neighborhood atmosphere and residential lifestyle while seeking economic opportunities...empowers its residents to take part in decisions affecting the Corridor.

One way to think of Center Avenue is that it will become once again the grand historic promenade of the Bay Area. People will be outdoors, experiencing its beauty, find interesting information; they will see their neighbors and meet new people of any age. The Corridor will provide experiences for people of all ages. The Corridor will be a way of seeing grand buildings and the Saginaw River and the Bay Area region as a defined historical, educational, cultural, natural and recreational destination.

The Center Avenue Corridor will be a unifying tool for the area, meaning that the Corridor will be a common thread through Bay City's economic development, transportation, historic preservation and community development efforts. When a project lies within or near Center Avenue, the Corridor will provide a forum for balancing economic diversification with the protection of community character and quality of life.

Over the coming years and decades, the Center Avenue Heritage Route Trust will seek to accomplish a wide variety of actions. Imagine Center Avenue with some or all of these improvements and enhancements.

Corridor Development

- Single family conversions have been restricted.
- Corridor businesses are promoting their goods and services to residents and visitors.
- The gas station site at Center Avenue and Sherman has been redeveloped into a commercial use that complements the historical contextual character of the Corridor i.e., cafe, ice cream shop, etc.
- The former Bay City Branch Library has been converted into a Center Avenue community/meeting facility and other appropriate civic uses that complement the historic character of the Corridor.
- The vacant parcels at Center Avenue and Trumbull have been transformed into a community interpretive area with an identifiable landmark that beacons the crossroad for the M-25/Center Avenue Historic Heritage Route and the M-15/Trumbull Avenue Recreational Heritage Route.
- Views of frontage parking lots have been eliminated by landscape and/or screen walls.
- A Historic Home Museum has been established with programmed year round events.
- A local historic district that is eligible for state tax credits is formed along the Corridor.

Traffic Improvements

- The traffic speeds have been reduced along Center Avenue.
- A lush landscaped median is constructed from Johnson Street to Livingston Street, with two travel lanes in each direction.
- On-street parking is located on Center Avenue in select blocks from Madison Avenue to Johnson Street, while maintaining a five lane roadway.
- Signal timing has been continuously updated to determine if protected left turn movements at signalized intersections or better traffic progressions can be achieved.
- The trolley travels along the clearly marked roadway and pauses at designated stops i.e., intersecting streets, driveways, etc. along the tour route to identify significant resources and stories along the Corridor.



- Weight restrictions are implemented and restricted heavy vehicles containing hazardous materials are limited along Center Avenue.

Pedestrian Improvements

- Improved pedestrian crosswalks and push buttons have been installed at each signalized intersection.
- A designated bike path connecting area recreational resources to the Center Avenue Corridor has been constructed with wayfinding/mile markers.
- A new eight to ten foot wide sidewalk with decorative paving has been installed along the entire Corridor.

Streetscape Improvements

- A majestic row of street trees is planted along the Corridor.
- All traffic signal and directional sign's mast arms and poles are painted with a uniform color.
- Historically appropriate street and pedestrian lighting illuminate the Corridor.
- The Corridor is marked with historically appropriate gateway markers at either end of the Corridor.
- Interpretive signs are strategically placed at or near intersections along the Corridor to tell the stories and features of the Corridor.
- Overhead utility lines and poles along the Corridor are buried.
- Historically appropriate landscaping has been installed in the front yards of many homes along the Corridor.



2 Center Avenue Heritage Route Trust Organizational Plan

This chapter describes how the Corridor is now and will in the future be organized to ensure continuity of policies and efficient ongoing actions.

This Corridor is built from a broad constituency; however, there is a core set of organizations that are critical for the implementation of this Corridor Management Plan.

- City of Bay City
- Bay County
- Michigan Department of Transportation
- Center Avenue Historic Association
- Bay Metro Transit
- Bay Area Chamber of Commerce
- Bay Area Convention & Visitors Bureau
- Local Citizen District Councils
- Downtown Development Authority
- Bay Area Community Foundation
- Bay Area Association of Realtors
- Local businesses and/or property owners with an interest in the Corridor

Action Summary

To implement the Corridor Management Plan the Trust needs to complete the following:

Action 2.1: It is recommended that representatives from these organizations join together to form a 501(c)(3) nonprofit organization that would be exempt from federal income tax. If the Trust forms a 501(c)(3), the organization may benefit from national, state and/or local tax deductions/credits that provide an incentive for people to engage in charitable giving: federal income-tax deductions for donations and an income-tax credit for gifts to certain types of charities.

To incorporate as a nonprofit in Michigan the organization will have to submit a formal document of organization, such as articles of incorporation and bylaws, to the Michigan Department of Consumer and Industry Services. If the Center Avenue Heritage Route Trust holds assets in Michigan or solicits funds in the state the Trust must register with the Charitable Trust Section of the state attorney general's office.



3 Public Participation Plan

This chapter reviews the methods used to engage the public during the preparation of the Center Avenue Corridor Management Plan as well as the ways the public will be encouraged to participate during implementation.

Public Participation During The Planning Process

The Center Avenue Heritage Route Trust has worked hard to develop an open public participation strategy. During the Plan's preparation, public meetings were organized in the community to solicit public input and review. So far in the process three series of meetings have been held. A final presentation and an information/adoption meeting of the Corridor Management Plan are planned for June 2003.



The first meeting held on January 28, 2003 was a Kick-Off/ Meeting with the Center Avenue Heritage Route Trust. The discussion revealed the Trust's initial thoughts and impressions of the project area. The Trust expressed what they most liked about the Center Avenue Corridor, what were their top three concerns and what was their vision for the Center Avenue Corridor of the future.

A Stakeholder Session was held on February 25, 2003 and was attended by approximately 35 invited stakeholders and community leaders. The participants were divided into two groups: Corridor Development and Public Realm. The groups defined the Corridor's strengths, weaknesses, threats and opportunities related to each topic and discussed strategies to build on the strengths, convert weaknesses to strengths or remove them, overcome threats and build opportunities.

The third opportunity to involve the public occurred on March 25, 2003 when three community charrette open houses were held throughout the day. Participants were asked to review draft vision statements and locate and describe various Corridor development and public realm improvements while the team portrayed their ideas and recommendations. The participants discussed landscape improvements, pedestrian/non-motorized improvements and traffic improvements to slow/calm traffic along Center Avenue. Ideas were also generated on topics related to tourism opportunities and needed incentives and/or regulations to preserve and enhance the historic character of the Corridor. The first session was held at Jefferson Elementary School with 13 very energetic and creative fourth graders. The other two open houses were held at City Hall where approximately 55 interested and knowledgeable citizens and stakeholders spent time with the Team to express their thoughts, ideas, impressions and recommendations.



Jefferson Elementary Charrette

The final event to solicit public comments will occur (date to be determined) for the community to review the draft plan. Prior to the Final Presentation, the draft Plan will be circulated to the Trust members for their comments, followed by a period of time where the plan will be placed at the libraries, City Hall, Bay County Building and other locations in the community for review.

Future Participation During Implementation

In proceeding with implementation, the Trust envisions a variety of ways in which the public will be encouraged to participate. As noted in Chapter 1, the inclusion of various public and private sector entities will be important, as will periodic conferences that unite the Corridor. The actions listed below indicate plans for future participation.

Action Summary

Future participation in the Corridor needs to be tangible, productive and fun. Here are some of the ways that the Trust will encourage more participation.

Action 3.1: Establish working committees. The Trust will work with residents, property owners and business people to establish working committees around specific topics such as interpretation, roadway/streetscape improvements, marketing, etc.

Action 3.2: Create a new program such as the "Center Avenue Corridor Correspondent". Annual awards could be given. School and civic groups could be involved. Examples of potential Corridor Correspondent projects include:

- Volunteer to host interpretive sites and guided home tours.
- Adopt a segment of the Corridor for cleanup and maintenance.
- Landscape and community beautification projects.
- Residential and/or business beautification awards, landscape and/or building.
- Construct a 24-hour outdoor visitor center kiosk along the Corridor.

Action 3.3: Hold periodic conferences and seminars on topics of interest to Corridor stakeholders and visitors.

Prior to the public meetings, a series of on-site assessments were conducted by the Team, the results of which are highlighted in the following elements of the Plan:

- Threats and opportunities
- Signs needed
- Traffic issues and opportunities
- Current activities as they relate to tourism
- First impressions at community gateways
- Marketing efforts
- Identification of intrinsic qualities along the Corridor

February 25, 2003 Stakeholder Session Participants

Rob Anderson
Lloyd Baldwin
Jim Bedell
Tom Birch
Pat Bolander
Trish Burns
Diane Dalton
Patricia Drury
Alan Flood
Dave Hutton
John Kolessor
Ellie Majchrzak
Lt. Victor Martin
Gay McInerney
Becky Miller
Terry Moulane
Jane Moulthrop
Michele Mueller
Deb Pietrzak
Nancy Quinn
Shirley Roberts
Dave Rogers
Cary Rouse
Bob Sarow
Mike Seward
Kate Singh
Gary Stanley
Patti Stowell
Al Tacey
Bill Tacey
Sara Urband-Murphy
Jeffrey Weenink
Mike Wittbrodt
Dale Wolicki

March 25, 2003 Community Charettes Participants-3 sessions

Morning Session-Jefferson Elementary School
Jessica Bartlett
Devon Bates
Cody Donovan
Joshua Ecker
Brett Elder
Sarah Janowicz
Drew Kimmel
Anthony Meyers
Loren O'Connor
Destin Reed
Katherine Wainwright
Samantha Wainwright
Nickole Werth

Afternoon Session-City Hall

Duane Anderson
Geraldine Ballor
Darwin Baranski
Jim Bedell
Dr. Mary Boettger
Kathy Branigan
Michael Buda
Wendy Cloutier
Ann Clutter
Dave Engelhardt
Jean Falce
Len Falce
Alan Flood
J. Grego
Carol Hagenser Florida
Ralph Hudson
Debbie Ingersoll
Ellie Majchrzak
Jim Majchrzak
Margaret Majchrzak
Tim Majchrzak

Bonnie Marsh
Gay McInerney
Terry Moulane
Jane Moulthrop
Judy Mullison
Lee Newton
Robert Reed
Andy Rogers
Kathy Sandor
Cathleen Schell
Dixie Sharp
Gary Stanley
Anne Trahan
Brian Ulman
Jett Whitehead
Dale Wolicki

Evening Session-City Hall

Larry Beson
Charles Brunner
Laurie Bush
Don Carlyon
Jerry Green
Ann Hachtel
Robert Hachtel
Paul Majchrzak
Scott Nuffer
Bruce Pett
Carol Pett
Bob Sarow
Dick Somaliski
Frank Starkweather
Elizabeth Tupper
Sara Urband-Murphy
Dan Van Pelt
Linda Van Pelt
Denise Whiteside
Mike Woolley
Mike Woolhiser
Winifred Young



4 Intrinsic Qualities Plan

Overview of the Center Avenue Corridor's Character

The Center Avenue Corridor traverses several neighborhoods of Bay City including the Patterson-Belinda neighborhood to the north and the Columbus Avenue neighborhood to the south. The Center Avenue Corridor and adjacent areas contain some of the most historically significant buildings in the City. The Center Avenue neighborhood is home to grand residences and community buildings dating back to the 1870s. Center Avenue is a local Historic Overlay District and is listed on the National Register of Historic Places.

The existing patterns of development along the Corridor can be easily divided into two districts. The east half of the Corridor from Johnson Street to Livingston Street is primarily single family residential with select locations of multiple family residential with the Temple Israel and the RailTrail being the only community facilities in this area. The western half of the Corridor from Johnson Street west to Madison Avenue is an extension of the Downtown containing a mixture of uses including single and multiple family residential, commercial/office/services uses, and several significant community facilities including the First Presbyterian Church, Trinity Episcopal Church, Bay City Branch Library and the Masonic Hall.

West of the project area is the Bay County Building, the planned restoration of the historic Pere Marquette Railroad Depot, Battery Park and the site for the new Central Library and Downtown Bay City. Center Avenue terminates at Wenonah Park, the City's central town square. Planned streetscape and/or roadway improvements within the project area should be extended westerly to Wenonah Park to strengthen connections between the Center Avenue neighborhood, the County complex and the Downtown. North and south of the Center Avenue Corridor project area these residential neighborhoods contain nineteenth and early twentieth century dwellings, but

many structures are different in scale and style from the grand homes of Center Avenue. East of the project area is the M-25 Corridor in Hampton Township. The development pattern in this section of the Corridor is severely different from the grand residential Corridor in Bay City; the Hampton Township commercial strip contains big box retailers, fast food franchises and industrial/warehousing with large expanses of parking lots fronting the Corridor.

The City's Zoning Ordinance regulates development along the Center Avenue Corridor. The land development patterns in the Corridor follow the zoning districts; east of Johnson Street the neighborhood is zoned R-1-B Single Family Residential. West of Johnson Street this mixed-use district is zoned, R-2 Single & Two Family Residential, RM-1 Medium Density Residential, O-1 Office and C-2 General Business. The project area is also located in the Historic Preservation Overlay District; in addition to the City's administrative and Planning Commission's review, the Bay City Architectural Review Committee reviews construction, additions, alteration, repair, moving, excavation and demolition of any structures in the Overlay District. The Architectural Review Committee uses the standards and guidelines of the U.S. Secretary of the Interior's Standards for Rehabilitation as part of their review. Currently the City is in the process of revising the Zoning Ordinance and has put a moratorium on converting single-family residences to two family residential uses in the R-2 District until the Zoning Ordinance update is complete.

Cultural Resources

Native American History



Image from *The Historic Architecture of Bay City, Michigan***

Native Americans have occupied areas in central Michigan for thousands of years. Archaeological evidence and historical and ethnographic accounts attest to the diversity, longevity and importance that Native American tribes have had in this area. The history of Native Americans in the Saginaw Valley dates back further than the early nineteenth century and was inhabited by the Sauk tribe. To bring peace to this region, legend has it, the Chippewa, Pottawatomie, Ottawa and the Six Nations of Canada and New York swept in, attacked and surrounded the Sauk Village to defeat the tribe. Following the victory, the Chippewa occupied the region, settling along the tributaries of the Saginaw River.

The Water Highway

In the early 1840s the region became a haven for many, as the western expansion began across the nation. Settlers found the region an ideal choice for a lumbering town because of its geographical location, the Saginaw River and its many tributary streams, which together created an important water highway for the lumber industry. The River became an efficient interconnection between the streams and Lake Huron to ports along the east coast. By 1854, a dozen sawmills were in operation along the Saginaw River.



Photograph from *The Historic Architecture of Bay City, Michigan***

Bay City Settlement

With a population of approximately 800 people in 1860, the landowners and the community built homes, businesses, schools, roads and parks to keep up with the demand of industry and population. With the fast growing salt production industry and the Flint railroad lines extending into the area, the population exploded to 7000 by the 1870s. Housing shortages were evident and wealthy business owners developed housing for their workers and for themselves. For the very rich, Center Avenue proved to be the most appealing. Development of Center Avenue always kept pace with new industrial development, providing a prestigious address for new families.



Image Courtesy of Bay County Historical Society



Center Avenue's Community Facilities

Along with the opulent homes located along Center Avenue, the Corridor is graced with several cultural treasures dating back to the late 1800s including the First Presbyterian Church and the Trinity Episcopal Church. Additionally the Bay City Branch Library and Masonic Hall were constructed in the early 1920s. All of these are positioned near the western end of the Corridor. In addition, Temple Israel was constructed in 1960 near the east end of the Corridor within the residential neighborhood of Center Avenue. The building blends in with the development pattern and setbacks established by the residential homes in this area.

Historic Resources

Historic Context

Center Avenue developed as Bay City's premier residential street during the late nineteenth century and continued in that role through the years following World War II. After the Civil War, Center Avenue became the primary east-west street linking Bay City's central business district with the city's eastern limits. This was a period of rapid population and economic growth for the city, as the lumber industry grew to peak production during the 1880s.

Lumber barons and other members of the city's wealthy elite built showplace homes on Center Avenue. When the lumber industry declined around the turn of the century, Bay City successfully developed a more diversified economy emphasizing but not limited to sugar beets and coal mining.

A second generation of wealthy citizens built homes in the latest styles on or near Center Avenue. Center Avenue is significant today for its array of impressive residential and institutional buildings ranging from Italianate houses built after the Civil War to modern ranch houses built following World War II. It is significant as well for the association of these buildings with Bay City's most prominent citizens. Recent development has had some impact on the Center Avenue Corridor, particularly on the western end, including single-family conversions, commercial and services uses migrating to the Corridor and increased traffic volumes. Nevertheless, the historic fabric is exceptionally well preserved and continues to convey Center Avenue's history as a grand residential avenue.

Residential Architecture: Late 1800s

Only a few homes are extant from the early years of Center Avenue's development as a residential street. The Denison House at 1201 Center Avenue (1864) is a good example of the Italianate style so popular at that time. The Shearer House at 701 Center Avenue (1876) survives to represent

the Second Empire style. This imposing brick house helps to anchor the western end of the Corridor. However the most common late nineteenth century architectural style for Center Avenue's homes, and the most prominent in the Corridor overall, is the Queen Anne style. Center Avenue was probably at its peak of development during the 1880s and 1890s, when the Queen Anne style dominated American domestic architecture. Although some of these homes are constructed of masonry, the predominance of wood reflects the city's lumbering industry. The Whitney House at 1315 Center Avenue (1887) and the Turner House at 1514 Center Avenue (1892) are outstanding examples of the Queen Anne style. Although they are particularly ornate, these two houses are also representative of Center



1514 Center Avenue*

Avenue's large, highly ornamented homes. Other late nineteenth century architectural styles represented on Center Avenue are Romanesque Revival, seen in the Chesbrough House (1515 Center Avenue; 1891) Neoclassical Revival, seen in the Bousfield House (1200 Center Avenue; 1892), and the Shingle Style, seen in the Courtright House (1812 Center Avenue; ca. 1896).

Residential Architecture: 1900s-1930s

Most of the homes built on Center Avenue after 1900 are located east of Johnson Street, as the western portion of Center Avenue was already built up. The Queen Anne style remained popular: the Foss House at 1801 Center Avenue (1901) and Slawson House at 2131 Center Avenue (1905) are good examples. Revival styles, especially the Colonial Revival and Tudor Revival, began to come into prominence during the early 1900s, and there are several good examples on Center Avenue. The Tupper House (1001 Center Avenue; 1906) is a good example of the Georgian version of the Colonial Revival, whereas the Galbraith House (2121 Center Avenue; 1908) is a less formal design. Tudor Revival homes include the large Perry House at 2230 Center Avenue (1912) and the Clark House at 2221 Center Avenue (1909). With its stucco cladding, the Clark House also shows an Arts and Crafts style influence that is often seen in homes of the early 1900s. The Boutell House at 2151 Center Avenue (1913) combines a Georgian design with the ornamental brackets of the Arts and Crafts style. The house at 2136 Center Avenue combines Colonial Revival and Arts and Crafts elements, while its neighbor at 2142 Center Avenue is a foursquare house in the Arts and Crafts style. Two unusual houses built in 1914 are the Sharp House (2130 Center Avenue), an Arts and Crafts-influenced Italian Renaissance style villa from Aladdin Homes; and the Kolb House (2009 Center Avenue), an oversized foursquare influenced by Japanese design.



2131 Center Avenue*



2200 Center Avenue*



2161 Center Avenue*

Although the nationwide real estate boom of the 1920s brought with it a large volume of residential development, relatively few new homes were constructed on Center Avenue. Although there were still vacant lots, especially on the eastern portion, most of Center Avenue had been built up during the late nineteenth and early twentieth centuries. A small number of homes built on Center Avenue during the 1920s are in the Colonial Revival and Tudor Revival styles that dominated American domestic architecture during that time. A few Tudor Revival homes were built on Center Avenue during the 1930s. The See House at 2220 Center Avenue (1930) is an outstanding example. Also of interest from the 1930s are several houses influenced by the Moderne style. The Defoe House at 2161 Center Avenue (ca. 1938), designed by local architect Victor Nurmi, is a good example.



801 Pendleton*

Residential Architecture: 1940s-1950s

Buildings constructed during the late 1940s and early 1950s now meet the fifty-year requirement for consideration as historic resources. A building that is fifty years old is not automatically considered historic; it must still meet the National Register criteria for historical significance. During the post-World War II years and into the 1950s, Center Avenue continued to serve its historic function as Bay City's premier residential street. Therefore homes built during this time period contribute to the significance of the historic district. Of particular note are the modern ranch houses designed by well known Detroit architect Richard Pollman. The house at the northwest corner of Center Avenue and Pendleton (801 Pendleton) is an outstanding example.



1801 Center Avenue*



1817 Center Avenue*

Accessory Buildings

Carriage houses, garages, and other secondary residential buildings are historic resources that contribute to the significance of Center Avenue. Although these smaller buildings generally located in the rear of the properties do not have as strong a visual impact on the streetscape as the houses, they are often visible from the road and help to complete the picture of what Center Avenue looked like during the historic period. Few carriage houses survive. The large carriage house at 1400 Center Avenue (1887) demonstrates the important contribution of such buildings to the streetscape. Some examples of early twentieth century garages are located at 1817, 1904, and 2120 Center Avenue. The garage at 1801 Center Avenue is an excellent example that housed four cars. A small, brick Tudor Revival outbuilding at 2220 Center Avenue, probably used for storage, illustrates the care often taken in the design of these secondary buildings.

Apartment Buildings



814-816 Center Avenue*

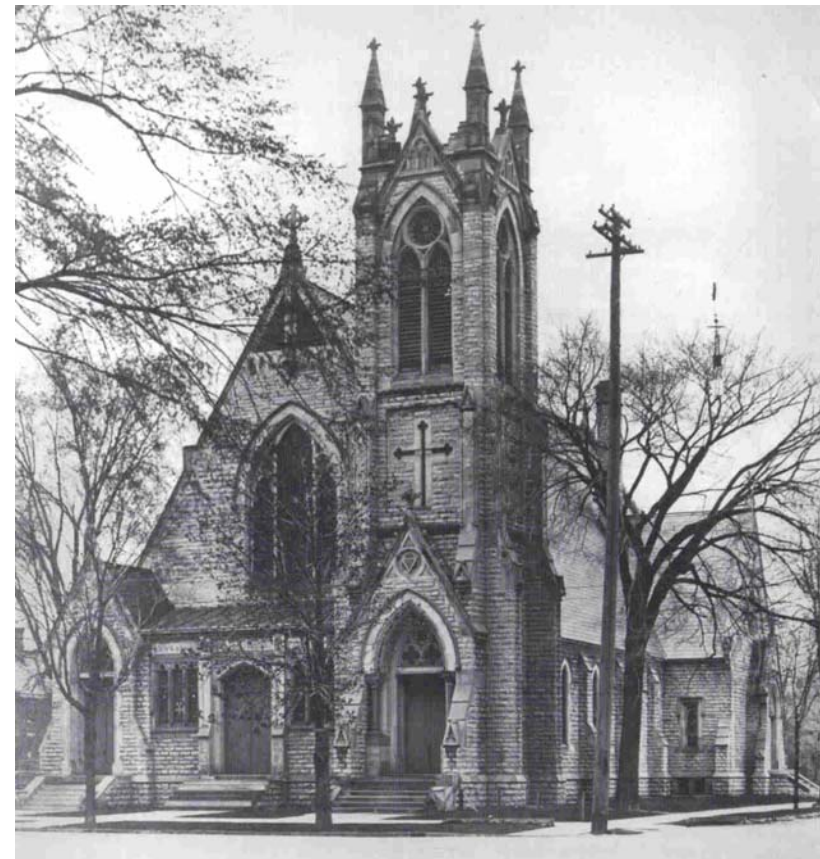
Most of the homes on Center Avenue were built as single-family residences. In recent decades a number of these have been converted to multi-family apartment buildings. This is not an entirely new idea however, as two apartment buildings were located on Center Avenue in the early twentieth century. The Colonial Apartments (later Kuhlman Apartments) at 814

Center Avenue was built as a Second Empire style duplex house in the late 1870s. The mansard roof was removed and replaced with the third floor in the 1920s. The Anson Apartments at 1412 Center Avenue was built in 1915 as an upscale apartment building. Both of these apartment buildings are contributing historic resources.

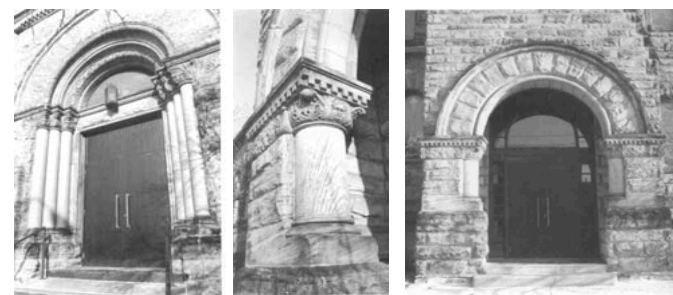
Institutional Architecture

During the late nineteenth century, when cities were walking cities, churches were located within walking distance for their congregants. Large, elaborate churches served as status symbols for communities and for individuals who

donated the money to build and furnish them. On Center Avenue, Trinity Episcopal Church and First Presbyterian Church served this function. Trinity Episcopal Church, a Victorian Gothic design constructed of Sandusky limestone, was completed in 1887. Less than two blocks away, the Romanesque Revival First Presbyterian Church, completed in 1893, was even larger and more expensive.



In a different vein is Temple Israel, built in 1960 at 2300 Center Avenue. This modern design by noted Michigan architect Alden Dow is part of the suburban development that took place on the eastern end of Center Avenue after World War II. Although Temple Israel is less than fifty years old, a case could be made for its historical significance as one of the best examples of Alden Dow's work in Bay City.



Photographs from *The Historic Architecture of Bay City, Michigan***

Construction of a library and a Masonic Hall on the western end of Center Avenue during the 1920s added two large institutional buildings to the imposing presence of the churches. Built in 1922, the Bay City Branch Library was designed in a Neoclassical style to harmonize with the homes on Center Avenue. The Scottish Rite Cathedral (1926) at the corner of Center Avenue and Monroe is a large, brick building in the Late Gothic Revival style. The religious buildings, library, and Masonic Hall added variety to Center Avenue's residential streetscape.



Masonic Hall*

Commercial Architecture

The few commercial buildings built within the Corridor similarly added variety to the streetscape. The brick commercial buildings at 901, 903, and 905 Center Avenue were built in the 1880s in a design typical of their time period. They housed the local butcher and grocer. Less typical is the Queen Anne style wood frame doctor's office at 1711 Center Avenue. Built in 1889 for Dr. David Stone who lived next door, the building was converted to a house in 1922. Two gasoline stations built during Center Avenue's period of historical significance mark the transition to an automobile-oriented society. Both the brick gas station at 2024 Center Avenue and the porcelain enameled panel gas station at 1113 Center Avenue are good examples of their type. The former, a small station with canopy, is typical of 1924 when it was built. The white, porcelain enameled metal panels and rounded corners of the latter station, built in 1952, embody the streamlined modern design for gas stations introduced after World War II. At the westernmost end of the Corridor, anchoring the northeast corner of Center and Madison, the Michigan Bell Telephone office building was completed in 1940. Although indicative of the encroachment of the commercial downtown on the residential portion of Center Avenue, the building is an excellent example of a classically-influenced, Art Moderne office building.

* Photographs courtesy of Center Avenue Historical Route Trust
 ** By Dale Patrick Wolicki/Bay County Historical Society, 1998



Historic Integrity

Most of the buildings on Center Avenue have a high level of integrity, that is they retain the important physical characteristics that they had historically and that enable them to convey a sense of the past. Some houses have artificial siding and others have had porches removed or altered, but in most cases these houses still retain the better part of their historic appearance. Although quite a few single-family houses have been converted to multiple family use, their exterior appearance is usually quite intact, and only the multiple mailboxes indicate their multiple family use. In general the buildings are well maintained. A number of houses have been restored and painted in historically appropriate colors, adding to the strong historic character of the streetscape.

Historic Landscape/Streetscape

Viewed as a whole, the landscape of Center Avenue retains important aspects of its historic appearance. The proportion of historic to non-historic buildings is very high. The broad width of the road itself and the large lots with generous yards are significant spatial attributes retained from the historic period. However some of the smaller landscape features have fared less well than the buildings. The mature shade trees that lined the street in the early twentieth century are mostly gone. As is typical in most cities, the historic streetlights, trolley tracks, and brick or wood paving are gone.



Center Avenue West from Lincoln Street. Courtesy of Bay County Historical Society.

Most of the iron fences that bordered nearly every yard fell victim to World War II scrap drives. Historic iron fences remain at 1400 and 2221 Center Avenue. Nevertheless, with its treasure trove of historic buildings, Center Avenue is well deserving of its listing in the National Register of Historic Places and designation as a Heritage Route.

Recreational Resources

The Center Avenue Corridor does not contain any recreational resources, however, within blocks of this Historic District are many recreational resources that are adjacent to this Corridor such as Carroll Park, two blocks north of Center Avenue near the east end of the Corridor. The park was designed by renowned landscape architect Frederick Law Olmstead who designed Central Park in New York City and the Rose Gardens at the White House. South of Carroll Park and Center Avenue is Elm Lawn Cemetery and other cemeteries that provide passive/reflective open space to the community.

Additionally, the RailTrail traverses north/south across Center Avenue near Livingston Street, which provides a natural gateway to the City and the Center Avenue Corridor from Hampton Township and provides non-motorized access from the outer edges of the City to Center Avenue. The M-15/Trumbull Avenue Recreational Heritage Route extends from Bay City to Clarkston, Michigan in Oakland County intersects Center Avenue. This heritage route links many state, regional, county and local recreational resources to the Center Avenue Corridor. To the west of the Corridor are two City parks, Battery Park, an open space passive park at the Bay County Complex at Center Avenue and Jefferson, and Wenonah Park at the west terminus of Center Avenue, along the Saginaw River. This park is the center of the community and City's programmed events throughout the year. See following Map 1: Land Development Patterns and Intrinsic Qualities.

Intrinsic Quality Management Issues

Key to the preservation and enhancement of the Center Avenue Corridor are initiatives to protect significant structures and landscapes and to interpret the area's history and culture.

The wonderful history of the City and the region has many structures and sites to tell that story. Therefore, cultural and historic resource management in Center Avenue falls into two categories. The first is the continued protection and restoration of the physical resources that remain, and the second is the creation of new sites that can tell the Avenue's story in place of the sites and people that are now absent.

A primary issue for historic intrinsic quality management along the Corridor should be the interpretation and the development of facilities to enhance the public's understanding of the historic resources along the Corridor. At the heart of the Corridor's intrinsic qualities are two unutilized vacant sites on the north side of Center Avenue at Trumbull. These sites are also at the crossroads to the Trumbull/M-15 Recreational Heritage Route. The sites would provide an opportunity for historic displays and open space gardens for both Heritage Routes. In addition to the interpretative gardens, this area would be an ideal location for a Historic Home Museum. The Museum could

be housed in one of the historic homes and provide opportunities for residents and visitors to experience Center Avenue's rich history.

Explore the possibility to redevelop the current Bay City Branch Library building at the corner of Center Avenue and Jackson into a Center Avenue community/meeting facility once the Library relocates to its new facility two blocks west at Center Avenue and Jefferson. The building could be programmed and designed to accommodate various local and/or regional clubs and their sponsored events or other appropriate uses that are sensitive to the design and historic character of the Corridor.

The religious buildings and the Masonic Hall on Center Avenue provide venues for interpreting the City's history and culture. The recent renovation of the State Theater and the planned restoration project of the Pere Marquette Railroad Depot in the Downtown and the planned Master Plan initiative for Wenonah Park are tremendous initiatives that will offer other places for residents and visitors to experience historic, cultural, and educational activities.

Part of the authentic character of Center Avenue is that it is not oriented to tourists. This area supports the needs of the community and its residents. While there are many strategies that the Center Avenue Heritage Route Trust or the City can use to buck the economic trends, the potential loss of the area's residential character should not be underestimated. To the degree possible, while the Plan's strategies encourage tourism development with its interpretive displays, gardens, signs and gateway markers, museum and community/meeting facility, the needs of current and future residents should also be factored into the future. The challenge is to create meaningful, friendly, and unobtrusive experiences for visitors that maintain the authenticity of the Center Avenue Corridor for both tourists and residents alike.

With the lack of meaningful open space on the Corridor, it is imperative that a system of well designed markers and streetscapes/walkways is implemented to connect these historically significant recreational resources with the Corridor.

Intrinsic Quality Management Objectives

- Maintain the Heritage Route along Center Avenue through the City's most significant historical and cultural resources.
- Use the Heritage Route designation to meet local community development objectives.
- Use the Heritage Route designation to express and preserve culture and heritage for its residents and for visitors.
- Improve the Corridor and nearby areas through the heritage effort.



- Link the Heritage Route program to the local and state rails to trails programs and the Great Lakes Circle Tours. Get people out of their cars and walking along the Corridor.
- Improve directional signs along the Corridor.
- Introduce interpretive signs and displays along the Corridor.
- Encourage resource protection and investment decisions that support the maintenance and enhancement of local character.
- Establish a visitor-oriented museum to interpret and allow for good management of intrinsic qualities
- Establish a Center Avenue neighborhood community/meeting facility within the neighborhood.
- Maintain certain segments along the Corridor for resident use. In other words, don't promote everything and don't sign everything.
- Protect the quality of life for residents along the Corridor.
- Encourage quality development that compliments the historic character of the Corridor.

Action Summary

Action 4.1: Establish a local historic district under Michigan's Local Historic Districts Act (PA 169 of 1970, as amended) that would allow property owners to be eligible for state historic preservation tax incentives.

Action 4.2: Discourage single-family conversions to multiple family dwellings.

Action 4.3: Accommodate Corridor businesses to provide goods and services to neighborhood residents and visitors.

Action 4.4: Work with the Bay City Branch Library to renovate the building into a neighborhood community/meeting facility.

Action 4.5: Look at reuse/redevelopment opportunities to accommodate appropriate commercial/retail development at the gas station site at the corner of Center Avenue and Sherman.

Action 4.6: Work with the owner(s) of the vacant sites at Center Avenue and Trumbull to support development of a historic interpretive community park.

Action 4.7: Seek funds to acquire and develop a historic home museum on the Center Avenue Corridor.

Action 4.8: Screen frontage parking lots along Center Avenue with plantings and/or screen walls that are appropriate to the historic landscape and promote development of off-street parking in the rear or sides of the buildings.

Action 4.9: Add historic heritage route gateway markers at or near the Center Avenue and Livingston intersection, the Madison Avenue and Center Avenue intersection and at Wenonah Park and Center Avenue.

Action 4.10: Add interpretive signs at select intersection locations along the Corridor.

Action 4.11: Seek funds for historically appropriate streetscape improvements along the Corridor.

Action 4.12: Work with the City, public utility companies and MDOT to make roadway, traffic calming, sidewalk and utility improvements along the Corridor.

Action 4.13: Prepare maps and brochures that locate/interpret historic structures and landscapes along the Corridor and the district.

Action 4.14: Develop "How to" manuals on historic landscape design and historic building-interior and exterior restoration projects.

Action 4.15: Create a Building Doctor Program. The program is designed to assist friends of Center Avenue's older buildings to better understand common old-building problems. Sponsor public workshops by assembling preservation and renovation experts for workshops throughout the year.



Center Avenue looking east near Madison Avenue.

5 Street Safety and Improvement Plan



Overview of the Center Avenue Corridor

Center Avenue Corridor is part of the M-25 state trunkline route that carries regional traffic from Port Huron to I-75 west of Bay City. Locally, Center Avenue is the main route into the downtown area. In 2001, the average annual daily traffic (AADT) on Center Avenue was from 14,000-19,000 west of M-15/Trumbull Street, and from 22,000-24,000 AADT east of M-15/Trumbull Street. Heavy vehicle, or truck traffic, comprise about five percent of the daily traffic west of M-15/Trumbull Street and only two percent of the daily traffic east of M-15/Trumbull Street. Even though this is a state trunkline, the city maintains the road and signals. Any planned improvements within the right-of-way will require Michigan Department of Transportation and city approval.

Between Madison Avenue and Livingston Street, Center Avenue has a five-lane cross-section with two through travel lanes in each direction and a center turn lane. In this section of Center Avenue, traffic signals and pedestrian crosswalks are located at Madison Avenue, Lincoln Street, Johnson Street, M-15/Trumbull Street, Park Street, and Livingston Street.

Traffic Issues

Overall, traffic on Center Avenue flows well with adequate capacity on the roadway to accommodate the existing traffic volumes. However, general observations and discussions with the general public revealed several issues pertaining to the operation of Center Avenue:



Traffic Speeds

There is a perceived traffic speed problem on Center Avenue. The speed limit is posted as 35 miles per hour (mph) between Madison Avenue and Livingston Street. While traveling on Center Avenue, it was noted that eastbound traffic speeds seemed to increase as the commercial section of Center Avenue, east of Livingston Street, came into view.

The Michigan Department of Transportation has completed traffic speed studies along Center Avenue in 1980 and 1993. The 1993 results, which are generally 1-2 miles per hour (mph) higher than the 1980 results, indicate that traffic speeds do increase as vehicles travel east towards Livingston Street. In 1993, traffic near Van Buren Street traveled with the 85th percentile speed of 37.5 mph, and increased eastbound with an 85th percentile speed of 42.5 mph past Green Street. The 85th percentile speed separates the slower 85 percent of the motorists from the fastest 15 percent of the motorists. Roadway speed limits are typically set at or near the 85th percentile speed to legalize at least 85 percent of the motorists. Naturally lower vehicle speeds through traffic calming measures would benefit Center Avenue by keeping a greater portion of motorists within the legal range and improve safety for pedestrians, bicyclists and other motorists.

Progression through Green Lights

Typically, on a Corridor such as Center Avenue with moderate through traffic volumes and low cross-street volumes, progression of vehicles through most of the green lights is easily achieved. To test existing progression during the midday hours, several test drives through the six traffic signals along the Corridor at 30-35 mph was conducted. While traveling westbound, the test car usually had to stop at 1-2 red lights on Center Avenue. While traveling eastbound, the test car usually had to stop at 3-4 red lights. Frequent stopping of automobiles, buses, and trucks contributes to the roadway noise from revving engines and emissions from idling vehicles.

Timing traffic signals to move traffic successive green lights benefits the corridor by improving traffic safety, minimizing vehicle delay and cutting fuel consumption and vehicle emissions. Since signals are timed to work best at speed limit, compliance with the speed limit is also improved. Driving faster will simply get motorists to the next signal too early, causing them to stop more often at the red lights.

Pedestrian Access

The pedestrian crosswalks and signals are currently limited to the signalized intersections along Center Avenue. These locations provide the safest pedestrian crossing since all through traffic on Center Avenue is stopped long enough for the average person to walk across all five roadway lanes. Between these intersections, pedestrian crossing is much more unsafe with

only the center turn lane pavement as a temporary refuge from oncoming traffic if crossing the full five lanes at once is not possible. The number and spacing of the pedestrian crosswalk and signal areas may not be frequent enough to accommodate the needs of all pedestrians. Improvements that would increase pedestrian safety could include center medians, which provide pedestrians and bicyclists a refuge when crossing Center Avenue at the mid-block or unsignalized intersections. They could also include pedestrian-only signals, which are operated by manual push button control and would stop oncoming traffic while pedestrians safely crossed the street.

Traffic Crashes

Crash reports for the years 1996 through 1999 were reviewed to determine the number of crashes, which occur during a three-year time period on Center Avenue. In those three years, there were 235 crashes on Center Avenue between Madison Avenue and Livingston Street. Of these, 55 percent resulted in property damage only, 45 percent resulted in injury, and one resulted in a fatality.

The majority of the crashes on Center Avenue occurred within 150 feet of the intersections, particularly at those with traffic signal controls. The Center Avenue/Trumbull Street intersection had the highest number of crashes, with about 57 occurring between 1996 and 1999. The next highest crash locations occurred at Center Avenue/Johnson Street with 32 and Center Avenue/Park Street with 32.



Center Avenue looking west.

Traffic Calming

While typically geared towards neighborhood streets and collectors, traffic calming can be implemented on major arterials, such as Center Avenue. Traffic calming on these higher-order roadways allows for higher motor vehicle speeds than neighborhood streets with the recognition that bicycle and pedestrian activity can still be enhanced. Several way to implement traffic calming on major streets can include:

- Adding on-street parking;
- Marking crosswalks and constructing center medians that provide a refuge for pedestrians and bicyclists crossing the street;
- Erecting gateway markers or signs in the medians, and;
- Making attractive sidewalk areas for people to walk.

These measures all help to solve the traffic calming objectives of:

- Reducing vehicular speeds;
- Promoting safe and pleasant conditions for motorists, bicyclists and pedestrians;
- Improving the environment and livability of neighborhood streets, and;
- Improving real and perceived safety for non-motorized users of the Corridor.

Commercial Traffic

Heavy commercial traffic account for up to five percent of the daily traffic volume along the Corridor based on 2001 MDOT data for daily traffic and commercial vehicle traffic on Center Avenue. This traffic is a combination of commercial and sugar beet/agricultural product trucks. Truck traffic has the most noticeable impact upon the Center Avenue neighborhood; noise, odor and vibration are a constant reminder to area residents. Presently there are no restrictions on commercial truck traffic along the Corridor other than the legal load limits set by the state. Pursue stricter weight limitations should be evaluated in order to minimize environmental impacts and reduce the risk of contaminants.

Outdoor Advertising

The Center Avenue Corridor is fortunate to not contain any billboards/off-site advertising signs. The City's Zoning Ordinance does regulate these types of signs. Billboards are not permitted in any residential or office district and they are heavily regulated in the general business district. Additionally, the Historic Overlay District includes regulations on all residential and business signs. Any outdoor sign is thoroughly reviewed and approved by the Bay City Architectural Review Committee and the City Planning Commission.



The Trust will need to coordinate with Michigan Department of Transportation and a wayfinding/environmental graphic firm to develop a family of signs including regulatory, directional, warning, guide and interpretive.



Safety and Improvement Objectives

- The objectives of the Street Safety and Improvement Plan are to provide traffic calming measures on Center Avenue that slow vehicle speeds, reduce idling and emissions from vehicles, and provide safe crossing for pedestrians.
- The consideration of the M-25 relocation for the segment along Center Avenue should not be pursued; the Historical Heritage Route designation provides a tremendous assistance program and potential funding opportunity for Corridor initiatives.
- Efforts should be focused on redesigning the roadway to accommodate the above-mentioned objectives. The redesign of this principal entranceway into the City would enhance the drivability into the Corridor and the Downtown, which creates a positive economic impact for both the Corridor and the City.
- Provide well designed pedestrian streetscapes and walkways to unify the Corridor, and integrate the Corridor with the County government complex, the Downtown, and area parks and open space.

Action Summary

Action 5.1: Seek funding, prepare design and engineering plans and work with Michigan Department of Transportation to construct roadway improvements-curbs, gutters, roadway resurfacing and utility infrastructure improvements.

Action 5.2: Prepare traffic modeling studies to examine a center median on the east end of Center Avenue from Johnson Street to Livingston Street and evaluate the potential of installing on-street parking lanes on the west end of Center Avenue from Madison Avenue to Johnson Street. See following road cross sections.

Action 5.3: Work with Michigan Department of Transportation to reduce traffic speeds on Center Avenue.

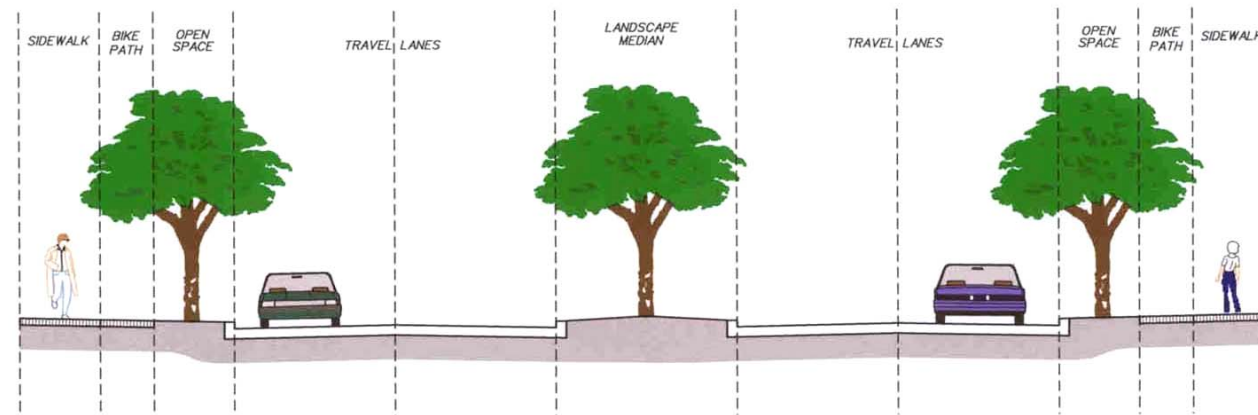
Action 5.4: Conduct a signal timing study and implement signalization improvements.

Action 5.5: Prepare a plan and designate a trolley lane in the outside travel lane during tours of the Historic District

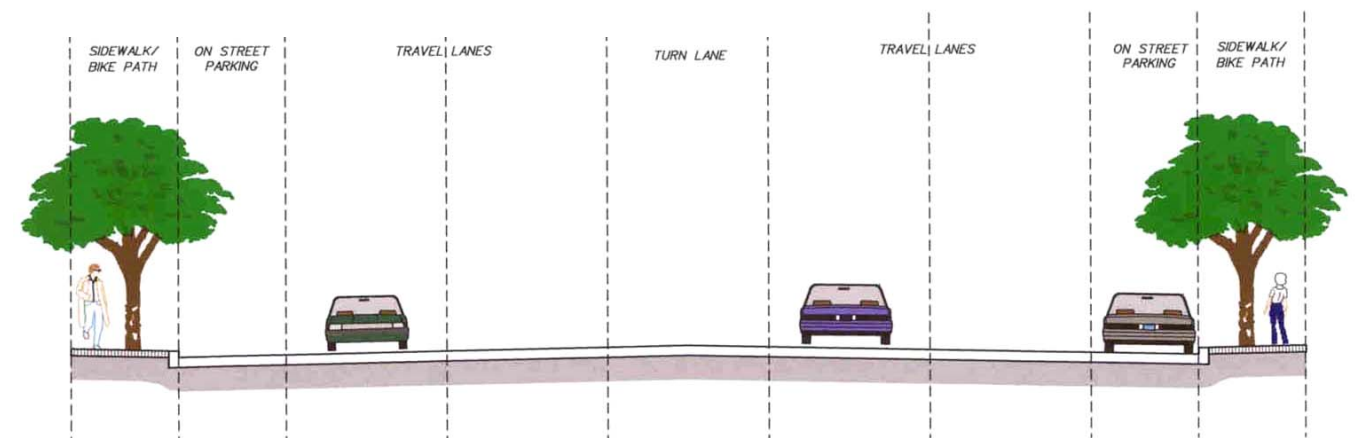
Action 5.6: Seek funding, prepare design and engineering plans to construct streetscape improvements-walkways, landscape, street lighting, pedestrian signals and crosswalks.

Action 5.7: Work with utility companies to bury overhead utility lines.

Action 5.8: Review Michigan Department of Transportation’s Access Management Standards and guidelines and examine opportunities to implement these access improvements along the Corridor.



CENTER AVENUE (Johnson to Livingston)
NO SCALE



CENTER AVENUE (Madison to Johnson)
NO SCALE



6 Tourism Development and Promotion Plan

The central challenge facing the Center Avenue Corridor regarding tourism is whether the Corridor can help to organize the area’s existing tourism resources in a manner that creates a stronger core destination or anchor attraction. The Corridor could offer a framework upon which the existing attractions can be marketed in new ways and thus encourage visitors to stay for longer period of time.

This chapter provides a brief overview of the current attractions and marketing efforts and offers recommendations for how the Corridor can be integrated into and enhance the area’s overall tourism efforts.

Attractions and Activities

The primary tourism attractions and activities along the Center Avenue Corridor are:

- The Corridor is on the National Register of Historic Places
- Center Avenue is part of the Lake Huron Circle Tour
- Masonic Hall
- Bay City Branch Library
- Trinity Episcopal Church
- First Presbyterian Church
- Temple Israel
- RailTrail
- Bay County Building
- Wenonah Park, at the west terminus of Center Avenue
- Clements Inn Bed & Breakfast
- Keswick Manor
- Residential Architecture: Late 1800s, prime examples include, Denison House, 1201 Center Avenue-Italianate Style
Shearer House, 701 Center Avenue-Second Empire Style
Whitney House, 1315 Center Avenue-Queen Anne Style

- Turner House, 1514 Center Avenue-Queen Anne Style
- Residential Architecture: 1900s-1930s, prime examples include, Foss House, 1801 Center Avenue-Queen Anne Style
Slawson House, 2131 Center Avenue-Queen Anne Style
Tupper House, 1001 Center Avenue-Georgian version of the Colonial Style
Perry House, 2230 Center Avenue-Tudor Revival Style
Clark House, 2221 Center Avenue-Tudor Revival with an Arts and Crafts Style influence
Defoe House, 2161 Center Avenue-Moderne Style
- Residential Architecture: 1940s-1950s, prime examples include, 801 Pendleton, northwest corner of Center Avenue and Pendleton-Modern Ranch Style
- Apartment Architecture, prime examples include, Kuhlman Apartments, 814 Center Avenue-built in the later 1870s, enlarged 1920s
Anson Apartments, 1412 Center Avenue, an upscale building built in 1915

Major Nearby Attractions and Activities

The Center Avenue Corridor is surrounded by other cultural, historical, recreational and educational opportunities including:

- Carroll Park
- Bay County Fairgrounds
- Elm Lawn Cemetery
- Downtown Bay City
- The planned historic restoration of the Pere Marquette Railroad Depot
- Double Tree Hotel and Conference Center, opening spring 2004
- Bay Valley Resort
- World Friendship Shell Outdoor Amphitheater at Wenonah Park
- Bay City Players
- State Theater
- Fire Truck Museum
- Saginaw Bay Symphony Orchestra, at the First Presbyterian Church on Center Avenue
- Bay County Civic Arena
- Bay County Community Center
- Infinity (skateboard) Park at Defoe Park
- Bay County Historical Museum
- City of Bay City, City Hall
- Delta College Planetarium and Learning Center
- Bay City Antiques Center
- Bay City Arts Center/Studio 23
- Bay City Boat Lines
- Bay City State Recreation Area
- Saginaw Bay Visitor Center at the Bay City State Recreation Area

- Nayanquing Point
- Saginaw River
- River’s End Wetland Nature Trail
- Midland Street Historic District
- Sage Library
- James Clements Airport
- Ogaukawning Mission Church
- Riverwalk
- Bigelow Park
- Veteran Memorial Park
- Trombley House at Veterans Memorial Park
- Saginaw River Lighthouse
- Bay County Farmers’ Market

Major Regional Attractions and Activities

The Center Avenue Corridor is relatively close in proximity to many regional attractions, activities and resources in the tri-county area of Bay, Midland and Saginaw County, including:

- Marshall Fredericks Sculpture Museum at Saginaw Valley State University
- Downtown Pinconning
- Downtown Midland
- Downtown Saginaw
- Heritage House, Essexville
- Chippewa Nature Center
- Japanese Cultural Center and Tea House
- Bridgeport Historical Museum
- Castle Museum of Saginaw County History
- Chesaning Historical Museum
- Hall of Ideas
- Herbert H. Dow Historical Museum and Bradley Home
- Alden B. Dow Home & Studio Tour
- “The Boulevard” in Chesaning
- Midland Center for the Arts
- Frankenmuth: Michigan’s Little Bavaria
- Saginaw Art Museum
- The Dow Gardens
- Pere Marquette Rail Trail
- Shiawassee National Wildlife Refuge
- Wilderness Trails
- Dow Chemical Plant Tour
- Junction Valley Railroad
- Saginaw Children’s Zoo
- Trilogy (skateboard) Park



Events in the Area

The area offers a variety of interesting activities during the year. The following events typically occur throughout the year.

- Winter Festival
- St. Patrick’s Day Parade
- Run By The Bay
- Demolition Derby
- Summer Series Concerts
- Riverside Art Festival
- Bay City Garden Club Garden Tour
- Young People’s Summer Series
- River Roar
- Fourth of July Fireworks Festival
- Downtown Bay City Sidewalk Days
- Be Cool Car Show
- Pig Gig Ribfest
- Arts in Autumn
- River of Time Living History
- Tours of Historic Homes
- Historic Trolley Tours
- Sundays in the City
- Santa’s Arrival in Wenonah Park
- River of Lights

Current Status of Center Avenue Corridor Marketing

This section provides a brief review of the current marketing initiatives that now, or may in the future, impact the Corridor.

The Bay Area Convention & Visitors Bureau

The Bay Area Convention & Visitors Bureau is focused on enhancing and promoting the image of the Bay Area, Bay County, the City of Bay City and surrounding areas as a center for holding conventions and meetings and as a destination for tourists. The Historical Heritage Route designation of the Center Avenue Corridor is currently not promoted through the Bay Area Convention & Visitors Bureau at this time. However, the Center Avenue Historic District is included in their brochures and web site. Once this Plan is complete, additional promotional and marketing materials can be prepared and produced to highlight the heritage route and its attributes.

The Bay Area Convention & Visitor Bureau publishes a Bay City Visitor Guide that highlights area attraction and activities. The Bureau also maintains a web site (www.tourbaycitymi.org). The site provides a great resource that links to text summaries of the area’s main attractions, entertainment, dining, shopping, historic and natural resources and other topics of interest to the tourist. There are many images and hints of regional character that are conveyed through the text and graphics.

Michigan’s Promotion Materials

In the State of Michigan there are many publications and web sites that could be linked with information about the Center Avenue Corridor’s tourism/marketing heritage route strategies including:

- Michigan Travel Ideas Magazine and the eNewsletter sponsored by Michigan Travel, Great Lakes, Great Times.
- The Michigan Travel web site www.travel.michigan.org.
- The Michigan Department of Transportation web site related to the Heritage Route Program and non-motorized transportation www.michigan.gov/mdot.
- The Great Lakes Circle Tour web site www.great-lakes.net.
- The Rails to Trails Conservancy web site www.millenniumtrail.org.
- The State of Michigan’s Historic Preservation Office web site www.michigan.gov/hal.

Summary of Marketing Status

This Michigan region has a well-established tourism, marketing infrastructure. The state and other tourism offices produce good materials and top-notch web sites. Bay City is well represented in those materials and the overall marketing effort for the State is strong and effective. A key question for Center Avenue is how to separate itself from other destinations and Corridors with a clear, compelling story and image.

Issues and Challenges

Based on the above discussion, what are the critical issues that should drive the Corridor’s tourism activities.

- A key result from the above assessment is that the Bay Area and Bay City have a defined composite image in available marketing materials. However, a major issue of importance is defining a distinctive image for the Corridor.
- The area’s resources need to be put together for the traveler in a way that will encourage people to consider the Corridor and the area as a destination worthy of a longer stay.
- Given the types of attractions and activities, the average traveler along the Corridor today appears to fall into one or more of the following categories.
 - Local residents attending an event along the Corridor.
 - Southern or Northern Michigan resident attending an event in Bay City and then spending a brief amount of time in the Corridor.
 - A business traveler in town for work and local dining. A small percentage of these travelers may visit the Corridor as well.
 - Regional resident recreating in the Bay Area e.g., boating, fishing, snowmobiling, camping.
 - National and regional travelers with an interest in one of the topical attractions in or near the Bay Area who will also spend some time in Bay City and along the Corridor. These people are primarily drawn by the area’s recreation and heritage tourism.
- With these types of profiles, an important question for this Plan to address is how to lengthen these stays or how to find other profiles that will create additional economic impact.
- The Center Avenue Corridor needs a “we could spend a weekend there” attraction or collection of attractions.
- The Bay Area offers a great supporting cast of attractions and eateries.
- The Plan has yet to be implemented, therefore it can not be promoted in a way that makes it visible to the consumer.



Marketing Objectives

Extending from the above issues are the following more specific Corridor marketing objectives.

- Define a clear image for the Corridor within a context that meshes with Bay City’s image and marketing objectives, as well as those of other relevant tourism attractions and marketing organizations in the area. Design the image in a manner that provides long-term value for businesses and property owners.
- Develop a package of attractions and activities that are easily promotable and understandable and which unify the Corridor’s image.
- Define experiences that are unusual for Michigan and for the Midwest. Develop a set of attractions that can be sold to meeting and convention visitors in order to encourage those visitors to explore the Corridor.
- Link the Corridor to the “M-15...Miles of Smiles” Recreational Heritage Route marketing and product development effort.
- Weave existing and future attractions and resources into a product that consumers will take two to three days to enjoy.

Defining an Image for the Center Avenue Corridor

Bay City’s core competitive products/experiences include Bay City’s Historic Downtown, the Midland Street Historic District, lumber history, a world class river, various types of outdoor recreation and the scenic quality of the Saginaw Bay.

As noted above, the challenge of defining a distinctive image is critical. There are so many Corridors, travel regions in Michigan that tend to monopolize the traveler’s attention. How can the Bay Area compete? What is the distinctive experience that exists or could be developed for this area and this Corridor?

The two most distinctive aspects of this Corridor’s heritage are its lumbering heritage and the Saginaw River’s history.

Action Summary

Action 6.1: Develop a promotional and informational Corridor map that paints a picture of the Corridor with Bay City as the hub and outlines routes to the Saginaw River and the Saginaw Bay.

Action 6.2: Pathways and trails should be a strong component of the heritage Corridor concept.

Action 6.3: Another part of the Corridor’s image should be based on the idea that this area is working strongly to protect its heritage.

Action 6.4: An important part of this Corridor should be a clear image of several great destinations at which visitors can stay and have fun.

Action 6.5: Seek funding for a Historic Home Museum along Center Avenue. Evaluate opportunities near the Center Avenue and Trumbull intersection or near the west end of the Corridor.

Action 6.6: Seek funding for acquisition and renovation of the Bay City Branch Library into a Center Avenue neighborhood community/meeting facility.

Action 6.7: Use the River, the new Hotel/Conference Center area, and the Antique District to anchor the Corridor with a multi-day sequential travel experience.

Action 6.8: Interpretive signs should be erected at key intersections.

Action 6.9: Corridor heritage attractions/activities publications for meeting and convention spouses should be developed. Come early, stay later materials should be developed as well.

Action 6.10: Create winter Corridor attraction/activities publications that will draw fisherman/snowmobilers to Bay City for evening entertainment.

Action 6.11: Immediately begin implementing roadway, streetscape and interpretive sign improvements that will define the heritage route, which in turn will begin to promote the Corridor.



7 Interpretation Plan

Introduction

The interpretive strategy for the Center Avenue Corridor will weave together two stories that are both regionally and nationally significant. Two stories will be presented in a manner that will engage the traveler as well as provide educational and economic benefits to the community.

The two themes are:

- The lumber heritage associated with acquisition of pine lands, sawmills, log booms, manufacturing and warehouses and the important regional and national economic and cultural ramifications of these endeavors. The significance of this intrinsic quality was established by the designation of the Center Avenue Historic District, and;
- The recreational and historical significance of the Saginaw River and Saginaw Bay. The geological and geographic importance of the river and its tributaries, the fresh water highway and its connections to the rest of the country and the world.

Interpretation Background

There are a number of issues that should guide the interpretive program.

Broad Audience Appeal

By targeting new interpretive services and opportunities to the needs, expectations and interests of specific, definable Corridor visitor audiences, greater impact can be created. Audiences that need to be considered include:

- Mixed family groups-passing through on vacation to another destination



- Mixed family groups coming to visit friends and relatives
- Individuals and/or unrelated groups traveling to participate in outdoor recreational activities
- Adults- both male and female
- People traveling with children
- Students visiting historic learning centers
- Locals traveling to learn more about local heritage
- Heritage tourism travelers
- Locals attending special events, festivals and activities

Interpretation can also be designed to address special interest segments. Market segments to those who would find the Corridor appealing, such as lumber industry enthusiasts, architectural historians, “This Old House” improvement warriors, American history buffs, early settlement aficionados, outdoor recreation lovers, and students studying natural science and historic preservation.

Innovative Educational Resources

Opportunities exist for the development of educational activities that tie school curriculum into Corridor activities. Geography, geology, history, art/architecture and natural sciences are all examples of themes that could complement current curriculum goals in the classroom.

Experienced-based Tourism

There is a need to provide experiences that will create memorable impacts. There must be opportunities for visitors to become actively involved-whether reading a sign or brochure, seeing artifacts, riding in a trolley, listening to storytellers, or watching and listening to traditional dances and music. Visitors should have opportunities to purchase interpretive souvenirs. Local artists, crafters, and residents should create souvenirs that will add to the options for learning about area resources. This will enable the visitor to reflect on experiences each time they see that item at home.

Sensitive Resources

Most of the historical sites along the Corridor are located on private land. Visitors must respect the rights of landowners. Interpretive kiosks and signs should be located strategically along the Corridor right-of-way to enable visitors to view visible sites and visually locate other sites. As with any site/facility containing historic relics and artifacts, it is imperative that visitors not be permitted to remove items.

Interpretive Principles

Through interpretation, history can be recreated and enjoyed and both residents and visitors can develop a clearer sense of their unique heritage that shaped the Saginaw River, the Center Avenue Corridor and the community.

This interpretive program should accomplish the following:

- Encourage partnerships along the Corridor.
- Help identify the important themes and best locations for interpreting them.
- Identify optional types of media to be used.
- Integrate the existing resources available, such as vacant/under-utilized land or redevelopment opportunities in which to install the interpretive media.
- Discourage any degradation to the historic views and character of interpretive sites.
- Ensure American with Disabilities Act (ADA) compliance on all projects by recognizing and accommodating the needs of disabled visitors to interpret the sites and history of the Center Avenue Corridor and by following all applicable ADA policies.

Interpretive Challenges for the Center Avenue Corridor

Based on the above discussions, there are a number of key challenges.

- Bay City is rich in heritage and stories. It should be part of the Corridor’s interpretive experience.
- The Corridor offers rich resources, but traffic volumes and speed and concern for resident’s quality of life suggest that interpretation should be limited to a narrow number of sites and be carefully planned so as to not exacerbate existing problems.
- There should be a Corridor-long interpretive strategy that tells the Corridor’s story from a number of perspectives in various locations and reinforces the overall learning experience.
- Interpretation should help to direct users along the Corridor and related roads in a manner that enhances local economic benefits.

Interpretive Objectives

Interpretation should enable the Center Avenue Heritage Route Trust and partners to accomplish a number of objectives:

- Understand and implement effective methods for visitor management, such as attracting more visitors, gaining economic benefits from tourism and carefully manage private lands.
- Develop themes and strategies that will help market the entire Corridor and highlight specific designated sites.
- Develop a system for planning, managing and evaluating interpretive services that fit with interests and resources of this Corridor community.
- Enhance community and Corridor involvement by stimulating co-sponsored activities, materials or other cooperative partnerships.
- Increase visitor and community awareness, interest, knowledge and stewardship of the featured historic, cultural and recreational resources.
- Increase visitor involvement during targeted seasons.
- Provide opportunities for firsthand experiences with historic, cultural and recreation resources.
- Generate awareness, support, and funding for resource protection and preservation efforts.
- Generate significant positive economic and tourism impacts.
- Generate options for active visitor involvement by providing experiences that will create memorable impacts-whether reading a sign or brochure, sitting on a trolley, walking or biking the Corridor, or listening to lumbermen stories or songs.

Action Summary

It is recommended that the following actions be considered.

Action 7.1: Define a set of primary interpretive sign sites to be established along the Corridor that correspond with the overall objectives for historic resource protection, traffic management and economic benefits. Develop this interpretive system with the creation of a Corridor-long educational tool for school children.



Action 7.2: Establish a system of secondary facilities off of the Center Avenue Corridor. These locations would offer less information, but they would link in to the overall interpretive system and experience e.g., area businesses, City and County buildings, hotel/resorts, etc.

Action 7.3: Prepare a detailed interpretive wayfinding and signage plan for the Corridor.

Action 7.4: Seek funding for acquisition and renovation of a Historic Home Museum.

Action 7.5: Seek funds for acquisition and renovation of a neighborhood community/meeting facility.

Action 7.6: Prepare a Center Avenue Heritage Route logo and graphic design template for all print, visual and communication media.



8 Implementation Plan

Introduction

As part of any comprehensive Implementation Strategy the Center Avenue Heritage Route Trust should constantly monitor planning and design initiatives to coordinate project improvements and enhancements. A representative(s) from the Trust should be appointed to review and summarize the planning and design documents for the Trust's review. Currently there are a number of plans that are being prepared by others including:

- Cultural Arts Plan
- Depot Re-Use Study
- Community Branding Plan
- City Zoning Ordinance update
- Parks and Recreation Plan update
- Rail to Trail System Improvements

- M-15 Recreation Heritage Route Plan
- Center Avenue Roadway Improvements in 2008
- Trumbull Avenue Roadway Improvements in 2003
- Hampton Township DDA M-25 Streetscape Improvement Plan

This chapter is the most important of the Center Avenue Corridor Management Plan. It answers several fundamental questions:

- Where do we start first? What do we do first?
- What are the priorities over time? Where should we put our energy? What actions will bring us the greatest ideas?
- How do we pay for these great ideas?
- Who will do the work? How do we integrate these actions into organizations and individuals already full workloads?

To answer these questions, this chapter present the actions offered in each of the previous chapters in a revised format. The numbering for each action remains the same to allow the reader to refer back to the chapter in which the justification for the action was made. See following Action Agenda. The various actions are reordered based on the Center Avenue Heritage Route Trust's prioritization and fall into the following categories:

Immediate Actions

The following Action Agenda identifies the most important actions that should be immediately taken by the Trust. If nothing else is accomplished but these steps, then the Corridor will move forward. Conversely, if these steps are not implemented, much energy may be expended on other activities, but critical change will not be affected.

Physical Improvement Actions

The most tangible types of projects that a Corridor can pursue, pending available state and/or federal monies, are investments in physical facilities. This category includes roadway improvements, streetscape, home museum, community/meeting facilities, bury utility lines and other structures and site investments.

Marketing Actions

This category includes general promotion and marketing efforts and other marketing actions.

Administrative Actions

The final category covers types of actions that the plan recommends; organizational, regulatory, advisory and staffing actions.



Center Avenue Corridor **Intrinsic Qualities**

- 1.) Saginaw River
- 2.) Wenonah Park
- 3.) Battery Park
- 4.) Planned Bay City Library Site
- 5.) Bay County Building
- 6.) Michigan Bell Telephone Building - Art Moderne Style
- 7.) Masonic Hall
- 8.) Shearer House, 761 Center Avenue - Second Modern Style
- 9.) Current Bay City Branch Library
- 10.) First Presbyterian Church
- 11.) Kuhlman Apartments, 814 Center Avenue - Built in the 1870's
- 12.) Commercial Buildings, 901, 903, and 905 Center Avenue - 1880's Commercial Architecture
- 13.) Trinity Episcopal Church
- 14.) Tupper House, 1001 Center Avenue - Georgian Version of the Colonial Revival

- 15.) Porcelain Enamelled Paneled Gas Station, 1113 Center Avenue - Marks the Transition to an Automobile-Oriented Society
- 16.) Bousfield House, 1200 Center Avenue - Neoclassical Revival Style
- 17.) Dennison House, 1201 Center Avenue - Italianate Style
- 18.) Whitney House, 1315 Center Avenue - Queen Anne Style
- 19.) Historic Iron Fence, 1400 Center Avenue - Historic Landscape Resource
- 20.) Carriage House/ Garage, 1400 Center Avenue
- 21.) Anson Apartments, 1412 Center Avenue - Upscale Building - Built in 1915
- 22.) Chesbrough House, 1515 Center Avenue - Romanesque Revival Style
- 23.) Turner House, 1514 Center Avenue - Queen Anne Style
- 24.) Clements Inn Bed & Breakfast
- 25.) Keswick Manor

- 26.) Foss House, 1801 Center Avenue - Queen Anne Style
- 27.) Foss Garage, 1801 Center Avenue
- 28.) Courtright House, 1842 Center Avenue - Shingle Style
- 29.) Ranch House, 801 Pendleton - Modern Ranch Style
- 30.) Kolb House, 2161 Center Avenue - Oversized Foursquare Influenced by Japanese Design
- 31.) Brick Gas Station, 2024 Center Avenue - Marks the Transition to an Automobile-Oriented Society
- 32.) Galbraith House, 2121 Center Avenue - Georgian Version of the Colonial Revival Style
- 33.) Stawson House, 2131 Center Avenue - Queen Anne Style
- 34.) Sharp House, 2130 Center Avenue - Arts and Crafts Influenced Italian Renaissance Style Villa From Aladdin Homes

- 35.) Boutel House, 2151 Center Avenue - Georgian Design with the Ornamental Brackets of the Arts and Crafts Style
- 36.) Derob House, 2161 Center Avenue - Moderne Style
- 37.) Clark House, 2221 Center Avenue - Tudor Revival Style
- 38.) Historic Iron Fence, 2221 Center Avenue - Historic Landscape Resource
- 39.) See House, 2220 Center Avenue - Tudor Revival Style
- 40.) See Outbuilding, 2220 Center Avenue
- 41.) Perry House, 2230 Center Avenue - Tudor Revival
- 42.) Carroll Park
- 43.) Temple Israel
- 44.) Elm Lawn Cemetery
- 45.) Rail Trail
- 46.) Bay County Fairground



Map 1: Land Development Patterns & Intrinsic Qualities Center Avenue Corridor Management Plan



6-2003



Existing Development Pattern

-  Single Family Residential
-  Multiple Family Residential
-  Vacant Land and/ or Buildings
-  Parks/ Open Space
-  Commercial/ Office/ Services
-  Community Facilities

Center Avenue Heritage Route Trust
Giffels-Webster * HNTB * Jane C. Busch



Action Agenda

Projects	Supports the Plan's Action(s)	Center Avenue Heritage Route Trust Priority	Significance of Impact	General Feasibility	Responsibility* * CAHRT involvement in all these activities is implied
Physical Improvement Actions					
Public Realm					
Streetscape Improvements	4.11; 5.6; 6.2; 6.11	Short Term Initiatives	High	High	MDOT, BCATS, City, County
Corridor Landscape Improvements	4.8	Mid Term Initiatives	High	Moderate	MDOT, BCATS, City, County, Property Owners
Traffic Calming Improvements	4.12; 5.1; 5.2; 5.3; 5.4; 5.8; 6.11	Short Term Initiatives	High	Low	MDOT, BCATS, City, County
Designated Trolley Lane	5.5	Long Term Initiatives	Low	Low	MDOT, BCATS, City, County, Bay County Historical Society
Bury Overhead Utility Lines Along Center Avenue	5.7	Short Term Initiatives	High	Low	MDOT, BCATS, City, County, Consumers, Ameritech
Corridor Development					
Work with Property Owners to Redevelop Sites	4.3; 4.5; 4.6;	Mid Term Initiatives	Moderate	Moderate	City, Property Owners
Develop a Historic Home Museum	4.7;	Short Term Initiatives	Moderate	Low	CVB and/or Bay County Historical Society, Others
Assist in the Facilitation of Renovating the Bay City Branch Library	4.4;	Mid Term Initiatives	Moderate	Moderate	City, County, CVB, Others
Establish a Local Historic District	4.1;	Short Term Initiatives	High	Moderate	City, Property Owners
Marketing Actions					
Prepare maps/brochure for the Heritage Route and area resources	4.13;	Immediate Initiatives	Moderate	High	CVB and/or Bay County Historical Society
Historic Heritage Route Gateway Markers	4.9; 7.3	Immediate Initiatives	High	High	CVB, Bay County Historical Society, City, MDOT
Historic Interpretive Signs	4.10; 6.8; 7.1; 7.3	Immediate Initiatives	High	High	CVB, Property Owners, City, MDOT, Bay County Historical Society
Prepare and Publish "How To" Manuals	4.14;	Long Term Initiatives	Low	Low	Bay County Historical Society, City
Create a Building Doctor Program	4.15	Long Term Initiatives	Low	Low	Bay County Historical Society
Create a Corridor Correspondent Program	3.2	Mid Term Initiatives	Moderate	Moderate	CVB, Property Owners, Bay County Historical Society
Create Packages of Attractions/Activities	6.4; 6.9; 6.10; 7.3	Short Term Initiatives	High	High	CVB, Others
Administrative Actions					
Review City's Zoning Ordinance Updates and Amendments	4.8	Mid Term Initiatives	Moderate	Moderate	City
Form the Trust as a 501 (c) (3) Organization	2.1	Immediate Initiatives	High	High	CAHRT
Establish Working Committees within the Trust	3.1	Short Term Initiatives	High	High	CAHRT

Immediate Initiatives- One to Two Years
 Short Term Initiatives- Three to Five Years
 Mid Term Initiatives- Six to Ten Years
 Long Term Initiatives- Eleven to Fifteen Years

MDOT: Michigan Department of Transportation
 BCATS: Bay City Area Transportation Study
 CVB: Convention and Visitors Bureau
 CAHRT: Center Avenue Heritage Route Trust