



City of Saginaw

Strategic Planning Report

Strategic Planning Retreat -- January 21, 2017

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Background

In the past, the City of Saginaw has engaged in strategic planning on a semi-annual basis with a focus on annual planning. In December, 2016 the City determined that a strategic plan with a longer-term focus was in order. It was agreed that the January, 2017 Strategic Planning Retreat would look toward a three to five year future visioning process.

Process

In December, 2016 the City of Saginaw entered into an agreement with Nancy Ohle, a senior consultant specializing in local government strategic planning and leadership development to facilitate the City's strategic planning retreat. In order to advocate for big picture, strategic issues that will carry the city forward in the future, it was agreed that City Council would concentrate on initiatives that impact policy-making and move away from micro goal-setting which can be completed by City Administration with its knowledge of operations.

Preparing for Strategic Planning

Prior to the strategic planning retreat, previous strategic planning and economic development reports were reviewed and interviews conducted with all members of City Council as well as the City Manager, Assistant City Manager, Department Heads/Staff tied to key areas of focus, and representatives of Saginaw Future. A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was completed during these interviews as well as identification of any assumptions we would need to consider in the planning process. Given the transition from short to long term planning, the City agreed to focus efforts on five key vision areas:

- Economic Development of the Urban Core
- Neighborhood Revitalization
- Arts, Culture and Recreation
- Police and Fire
- Utilities Infrastructure

Assumptions

When meeting with key stakeholders, the Consultant gathered assumptions or "givens" that participants would need to consider in strategic planning decision-making.

Assumptions carried into the strategic planning retreat included: No significant new revenue. • Balance resources • Operate and live within our means. • We have good management • We are not in the business of owning property. Real market demands should take over. • Provide the best service we can with the resources we've got • Failure is not an option. • Cooperate within the Tri-Cities; not on an island • Reality of multi-million dollar needs with pennies to spend on them. • Minimal road repairs and cemeteries upkeep in the near term • Everything we do revolves around real estate, an address. Code enforcement, taxes, where citizens want to live in relation to the school system. • More needs than we have resources so we will need to prioritize. • Saginaw can survive anything if we keep our heads down and keep working.... look for unique solutions for Saginaw; we are not Flint, Pontiac, Detroit • Our

citizens are something special and smart. They deserve credit for electing and hiring decent people. • Resources concentrated in the city instead of spreading out those resources. You need the density to make a difference. City focusing on Riverfront stretch; primary focus is creating density around urban core. • Consider collective bargaining agreements, local, and national models for staffing police and fire. Current minimum manpower is five officers for the city with thirteen firefighters on duty at all times in Saginaw. • We can work with but can't direct other local support, i.e. State Police, Saginaw Future, School System.

The Current Situation

A SWOT analysis was conducted through individual interviews with key stakeholders in order to identify perceptions of internal strengths and weaknesses/challenges (considered within the City's control/influence) and external opportunities and threats (considered outside of the City's direct control but may be influenced by the City). While a complete account of SWOT comments is available through the city, the following is a summary table of common perceptions gathered:

Internal Strengths	Internal Weaknesses
Dedicated City administration, department heads and staff; over and above in efforts	Tax cap
Awards for fiscal responsibility	Lack of funds in general
Good balance on Council; knowledgeable; well respected; on the same page	Green zone
Leadership both with City Manager, staff, and Council	Declining property values
Interdepartmental cooperation	Distrust of local government spending
Focus on efficiency	Lack of a City Planner and lack of planning in general
Innovation for savings, i.e. Public Works with LED streetlights, Fire with rescue boat, Police with staffing...	Aged infrastructure
Capacity in water operation	Relationship with land banks
Blight removal impacting crime rates	Some zoning, ordinances and impact on crime
"Riverfront Saginaw"	Internal communication
Art and Entertainment District	SAFER grant impact on funding Fire
County Seat	Staffing for police and fire and number of temps, part time employees among all staff, employees aging out and with that, institutional knowledge
Right off I75 Corridor. Location, location.	Vacant land that needs maintaining with limited funds
Neighborhood Associations	Declining population with impact on HUD funding
Police, Fire, Zoning, Council outreach to neighborhood associations	Poverty
Crime reduction	Legacy costs
Volunteers stepping up to maintain parks	Asset management
Good flow of communication to citizens; citizens helping whenever asked, i.e. Arson Watch	Property values for revenue
Community amenities and assets	Streets -- \$200 million problem
Regrowth with younger investment in City, i.e. Hamilton Street and Downtown areas.	Form based zoning not understood by public
Inexpensive cost of living	Lack of a broad vision
Our Water and Wastewater system and people	Public safety's ability to maintain service level with decreased staffing and limited budget
	Reputation – even good things like "Arson Watch" put a negative image in people's minds.
	Try to tackle too many issues at once

Ability to work with our unions	Land bank the city's largest land owner
External Opportunities	External Threats
Roads and streets/Act 51 funding	Inability to get tax cap removed
Infrastructure could support 70,000 population	Generational poverty
Medical hub, educational hub	Unfunded mandates
Thriving healthcare industry	Declining population
Food processing industry with agricultural base?	Property values
Small business and entrepreneurship	Stock of developable properties
Downtown and Old Town becoming attractive place for young people	Stalled development by land bank
Saginaw Future	High unemployment rate
Dredging analysis on river that could make Saginaw a port	School District
Riverfront loop	Hopelessness and violence go hand in hand
Form based zoning	Diminishing state shared revenue
Conventions bringing in people	Unfunded liabilities
Lots of industrial zones with light rail and highway transportation available	Regionalism – GLBR forget about Saginaw
Delta College coming to downtown	Saginaw crime rates
Arts and entertainment center	Drugs (heroin issue) and hopelessness lead to gangs
Bancroft and Savoy	Historical context of East Saginaw
RRC designation	Only a few older buildings left downtown which impacts us both historically and in terms of rentals to entrepreneurs
Public/Private partnership collaborations	Not cost effective to develop neglected old buildings downtown
Citizen groups that don't hesitate to step up	SAFER grant and State Police support can't be counted on for the long term
Reinvent ourselves with opportunities	Infrastructure
Large influx of young professionals moving into Saginaw	Opportunities for manufacturing but when close to the river may be inhibited by regulatory environment
SEDC	Vacant land not ready for agricultural development
City/County partnerships?	
Could Neighborhood Associations impact a vote on the tax cap?	
Parks from Wickes Park to Ojibway Island	
Millennial involvement in local government	

Strategic Planning Retreat

On January 21, 2017, Saginaw's City Council, key staff, and members of the public participated in a full day retreat at Saginaw's Castle Museum to set a five year vision for the City in the focused areas of Economic Development of the Urban Core, Neighborhood Revitalization, Arts, Culture, and Recreation, Police and Fire, and Utilities Infrastructure. The agenda for the retreat can be found in Appendix A.

Setting the Stage

The question of “Why are we here?” provided focus on strategic planning as a tool critical to effective management, board governance, and realizing a vision for the City. Council agreed that long range planning will:

- Help assure that the City remains relevant and responsive to the needs of the community
- Contribute to organizational and community stability and growth through these times of change
- Provide a basis for monitoring progress, and for assessing results and impact
- Facilitate new initiatives and consistent policy
- Enable the City to project resource needs and budget for them
- From a governance perspective, enable Council to set policies and goals to guide the organization, and provide a clear focus to leadership.

Current Situation Overview

Staff Updates

City staff provided updates to bring participants up to date on progress and challenges from the perspective of City Administration, Water and Wastewater, Public Works, Economic Development, Redevelopment Ready Communities, Ordinances and Code Enforcement, Community conversations through Neighborhood Association involvement, Police, and Fire. There were opportunities for clarification following each update and participants honored the groundrule of not delving into problem-solving.

Problem Identification

Before participants could agree on vision/solutions for the City, they needed to look beyond the initial five key areas of focus and determine whether we had adequately defined the scope of issues facing the City. A group brainstorm was conducted with all participants (See Appendix B) and followed by a prioritization and root cause identification of issues.

Key Problems facing Saginaw

- Lack of resources
- Decrease in population
- Unfunded mandates
- Aged infrastructure
- Housing
- Image
- Diversity in employment
- Transparency
- Re-purposing empty buildings

Even though “Lack of Resources” had resounding agreement that it was a key problem facing Saginaw and the root cause of many of the City’s problems, it was also agreed that that lack of resources, as well as unfunded mandates, and to some extent decrease in population were largely outside the control of

the City. Due to the number of problems associated with “Image” such as perceptions of Saginaw, lack of positive branding, lack of networking, lack of community supported purpose and goals, and communications to grassroots citizens, participants agreed to include “Image” as a sixth area of vision focus to the original five categories.

Visioning

Once the key problems/issues for the City were identified, participants were ready to move into five year visioning. Key subject matter experts for each of the six vision focus areas were identified with the remainder of participants deployed to round out each of the vision small groups. Participants were charged with reflecting upon the SWOT analysis and assumptions identified prior to the retreat, considering the key problems facing Saginaw, and then focusing five years out for visioning. A positive, future-focused mindset was to be held while envisioning Saginaw’s future.

Brainstorming was done within each of the six teams utilizing affinity maps to complete the rest of this statement: “In five years I see...” relative to their vision focus. Initially, post-its with one vision statement each were completed individually and then combined into “like” categories for organization. Lively discussion and advocating for ideas was engaged in before polling groups for those vision elements that resonated with the group.

Following are the key vision elements with complete brainstormed lists found in Appendix C.

Economic Development

In five years, Saginaw will be...

- A diverse economy including medical, manufacturing, government, and agri-business industries
- Engaged in placemaking & development around the riverfront
- Increasing in small business support and development
- A community that embraces underserved populations (*chronically unemployed as well as prisoner re-entry*) to create pathways to prosperity

Neighborhood Revitalization

In five years, Saginaw will...

- More code enforcement and community policing which will equal higher property values and better quality of life
- Have a plan developed for housing in the City
- Fewer vacant homes
- Funding to adequately enforce our crime-free lease addendum
- Valuable use of vacant land created by blight removal
- Larger neighborhood associations for increased transparency

Arts, Culture and Recreation

In five years Saginaw will be...

- 1) Structurally: Focusing on improvements to a Central park area. i.e. Ojibway Island – to create a preeminent attraction that highlights and draws people into the City. i.e., Make Ojibwa Island Saginaw’s “Central Park” or “Belle Isle”, or even “Dow” gardens.
- 2) Administratively: Developing stronger promotion and cultural identify for entire Celebration Square and surrounding attractions
- 3) Goal: Integrate promotion of Arts, Culture, and Recreation available in Saginaw into the City’s promotional materials.
- 4) Policy: Revamp City’s promotional materials to do so.
- 5) Complete the Riverwalk Loop
- 6) Find a means to financially support and staff as necessary to accomplish above #'s 1 & 2

Goals: Near future –

Develop a resolution for Council to adopt that commits city to this central park development, and conveys this to the public.

Police and Fire

In five years Saginaw will have...

- More public safety resources for the future to better serve the community resulting in more cases investigated and helping make people feel safe in their homes
- Funding to stabilize Public Safety workforce. This stable workforce will improve levels of service to the community.
- Night life safety
- Stability of jobs to make people want to work/live here
- More diversity in the fire department
- A high level of service

Utility Infrastructure

In five years, Saginaw will have...

- Available resources and capacity to support development WWTP, WTP
- Feasibility of rehab or new water plant established.
 - 1) Conceptual plans with budget needs
 - 2) Possible funding mechanisms researched
 - 3) Public support
 - 4) Plan and build
- Wastewater improvements been being made and sustained!
- Continued maintenance on WWTP to keep operation
- Established Asset Management Plans

- 1) Educate public & stakeholder involvement
 - 2) Better understanding of condition, criticality and needs of our water and sewer systems.
 - 3) Will be able to better plan for and budget for maintenance of each to avoid issues related.
- Treatment, Collection, Distribution, and Transmission!
 - Improved revenue stream for infrastructure
 - a. Act 51 – Roads – millage possible
 - b. Water and Sewer rates – possible state and/or federal monies?
 - c. Possible more funds with new tax redo and President’s speech on guaranteeing improvements to infrastructure nationally!

Image (Brand, Perception)

In five years Saginaw will be...

- Destination for entertainment and event venues
- Promoting & marketing the city through outside entities – public/private ventures

Vision Insights

After presenting vision elements, participants agreed that there was more opportunity for a common mission and vision for the City of Saginaw. Since the day’s agenda did not have flexibility for accommodating this discussion on the 21st, it was agreed to note vision statements drafted in the room for future discussion as well as to put an internal team on drafting the City’s mission statement for future discussion and approval. Those vision elements follow:

- If we focus on Ojibway Island, it can be key for government venue.
- Saginaw becomes “place” for place-making, enhancing cultural collaborations achieved through Public/Private collaboration and making the city more attractive to small business.
- ***We envision the Saginaw Riverfront as an Entertainment District and Event Venue where our citizens enjoy the effects of placemaking, we attract more small business development, and diversify our economy through stronger cultural collaborations and private/public ventures. In particular we will place strong focus on improvements to the central park area, particularly Ojibway Island, and servicing the underserved in our community.***

Critical Success Criteria for Goal-Setting

In order to set broad goals for reaching Saginaw’s vision elements, assumptions were reviewed and critical success criteria for decision-making were assigned. Participants agreed upon these criteria:

- Lowest cost for biggest bang for the buck – value

- Shortest period of time to implement
- Impact on as many vision areas as possible

Goal-Setting

Goals focused on policy and outcomes to be achieved in our five year timeframe and not action plans for attaining those objectives. Participants agreed that when drafting goals for Police and Fire as well as Utilities Infrastructure, we would be better served by subject matter experts drafting those goals, then subject to discussion and approval by Council.

Therefore, goal-setting focused on the convergence of Economic Development, Image, and Arts & Entertainment. Following is the brainstormed list of potential goals to help realize these vision elements:

- a. Downtown Development Authority—millage to support arts and entertainment.
- b. Develop a committee to identify key stakeholders, develop a conceptual plan including costs and alternate resources available.
- c. Coordinate Riverfront stakeholders.
- d. Focus on Ojibway Island.
- e. Support local and state incentives to support local development (transformation al incentives).
- f. Identify the best partners for each of development. Communicate benefits to partners and public.
- g. Council Resolution to support Central City Initiative.
- h. Build Initiative into FY 2018 budget and future budgets.
- i. Develop plan to market to investors, know who we are targeting. Create informational tools for investors. Target local financial partners.
- j. Better use of SEDC funds available for small businesses. Create a small business “how to” packet. Highlight success stories.
- k. Highlight “Business of the Month” on the website.
- l. Safety statistics promoted. Private companies to endorse downtown area.
- m. Complete form-based zoning. Explain and promote to public.
- n. Market affordability of housing in Saginaw. Market quality of life in Saginaw compared to other communities.
- o. Support Community Ventures Program.
- p. Engage the community. Council outreach to community for input. Parent groups.
- q. Educate public about the amount of information available on the city’s website (arts, entertainment, business investment, etc.)

Goals Prioritization

It was agreed that in order to give due consideration to goal priorities, participants would step away from the process and respond with their priorities given the critical success criteria via electronic polling to be completed by end of business 1/27/17. Top results of that polling are in the following table with the remainder of those goals considered following (Note: (_) Numbers indicate number of times each goal was prescribed by respondents). Following are the results of that polling:

Goal 1 (10)

Develop plan to market to investor with targeted approach to who engage. This will involve creating informational tools for investors as well as targeting local financial partners.

Goal 2 (9)

Build initiatives into 2018 budget and future budgets. (Note from Consultant: This will involve clearly defining the vision for these initiatives and success criteria)

Goal 3 (8)

Complete Form-Based Zoning. Explain and promote to the public and investors.

Goal 4 (7)

Develop a committee to identify key stakeholders; develop a conceptual plan including costs and alternate resources available.

Goal 5 (6)

a) Make better use of SEDC funds available for small businesses.

b) Engage with Saginaw Future to create a small business “how to” packet. (Note from Consultant: It was noted during retreat that Saginaw Future is already working on this. Please **check for accuracy of this assumption with Saginaw Future**)

c) Highlight success stories.

Goal 6 (6)

Engage our community.

Council engages in outreach to the community for input, i.e. Parent groups...

Goal 7 (5)

Downtown Development Authority – secure millage for arts and entertainment

Goal 8 (5)

Focus on Ojibway Island

- 4 f. Identify the best partners for each of development. Communicate benefits to partners and public
- 3 c. Coordinate Riverfront stakeholders
- 3 e. Support local and state incentives to support local development (transformational incentives).
- 3 g. Council Resolution to support Central City Initiative
- 2 l. Safety statistics promoted. Private companies to endorse downtown area.
- 2 o. Support community ventures program.
- 1 n. Market affordability of housing in Saginaw. Market quality of life in Saginaw compared to other communities.

1 q. Educate public about the amount of information available on the city's website (arts, entertainment, business investment, etc.)

****While high priority boldfaced goals are those to be acted on first, please consider that lower priority goals may be able to be implemented quickly or at a low cost, and therefore can add momentum to the City's efforts.***

Future Consideration for Goals

While objective polling gives the City of Saginaw its first pass at goal-setting for its vision elements, given time to consider these goals, several participants added rationales for decision-making. They are encouraged to share their perspectives before agreeing on these goals as a definitive course of action for the City.

Next Steps

The Consultant recommends that the plan as currently formulated be considered a "work in progress" given follow-on comments by Council members and giving due consideration to more definitive goal language. Following adoption of the strategic plan, City Administration and City Council should strongly consider setting a "Mission and compelling Vision Statement" that will engage all stakeholders in realizing the future of Saginaw as well as being the hallmark for decision-making, marketing, and communications for future initiatives.

If the City is to realize its vision elements, it is important that this strategic plan become a regular tool utilized in Council and Administration meetings for decision-making and deployment of budget/resources. Council is charged with setting policy that supports implementation of this strategic plan while Administration and staff are charged with developing action plans with definitive metrics to achieve their goals. It is recommended that goals and milestones for action plans be drafted by the appropriate departments/governing bodies within the next six weeks with regular progress reporting back to City Council. **Particularly important is the inclusion of goals for Police and Fire as well as Facilities Infrastructure which did not have the full measure of the entire retreat team in setting priorities.** Such reporting should include progress, identification of barriers early in the process to mitigate obstacles, and reports of continued collaboration with the public in gathering data, creating strategic partnerships, and sharing successes. This information is critical to maintain the momentum garnered in this process.

Many of the key goals identified actually have resources available for implementation through MEDC's Redevelopment Ready Communities which Saginaw is currently pursuing. The beauty of utilizing these tools is that the City may actually accelerate its progress in becoming Redevelopment Ready, a collateral benefit of achieving these goals.

While it was determined that "lack of resources" and "unfunded mandates" were key problems facing Saginaw, but to a large extent outside of the City's control, the Consultant would suggest that the City engage in more strategic thinking around its ability to effect change regarding these issues at both a local, state, and national level.

The Consultant thanks those participants in the January, 2017 strategic planning process for their attention to both the process and their thoughtful consideration of the citizens and partners, both private and public who contribute to the City's future success. Any questions about the process utilized for strategic planning are welcomed by Nancy Ohle (nancy.ohle@gmail.com). Questions about conclusions reached in the visioning and goal-setting process should be directed to the City of Saginaw.

Appendix A

Groundrules for Strategic Planning Retreat

Participants will:	Participants will NOT:
<ul style="list-style-type: none">• Come prepared to engage in the process• Focus on the future -- three to five year “big picture” vision elements and goals• Focus on policy rather than day to day procedures• Listen carefully to one another• Focus on agreement rather than disagreement and yet in the spirit of being open, <i>respectfully</i> disagree where differing views present themselves• Trust the process• Work to represent the needs of the citizens they serve.	<ul style="list-style-type: none">• Talk over one another• Engage in the “details” of problem solving• Hesitate to address difficult issues• Engage in negativity• Criticize by words or non-verbals the questions and opinions of others• Engage in side conversations

Appendix B

Problems Facing Saginaw

Following is the brainstormed list of problems facing Saginaw by all Retreat participants with associated polling of “key” issues utilizing an N/3 method of prioritization.

- Lack of resources (27) *Largely uncontrollable*
- Decrease in population (15) *Marginally controllable*
- Unfunded mandates (12) *Largely uncontrollable except for addressing legislature*
- Aged infrastructure (12)
- Image including perceptions (11), re-branding (8), networking (1), lack of community supported purpose, (goals endorsed) (3), communications to grassroots (2)
- Housing (9) *Largely uncontrollable due to housing values vs. availability of loans*
- Recreation (year around) (9) *Largely uncontrollable due to tax cap and need for mandated services*
- Repurposing empty buildings (8)
- Transparency across City of Saginaw (8)
- Diversity in employment (8)
- Education (7)
- Citizen involvement (7), Engaging youth in government (4)
- Improved partnerships (7)
- Generational poverty (6)
- Solution to fight crime (5)
- Managing decline – managing growth (4)
- Code enforcement (4)
- Grass on vacant lots (4)
- Safe environment for children (3)
- Investing in capital needs (3)
- Diversity in general (3)
- Workforce needs in the city (2)
- Transportation, 7 days/week (1)

Appendix C

Vision Elements

Following is the complete list of brainstormed vision elements based on affinity maps drafted by the six key areas: Economic Development of the Urban Core, Neighborhood Revitalization, Arts, Culture and Recreation, Police and Fire, Utilities Infrastructure, and Image. Respondents answered, “In five years, Saginaw will or will have...” Duplicates or similarities represent more than one respondent sharing a similar vision.

Arts, Culture, and Recreation

Initial Affinity Map Results:

- County Parks and Recreation helps in recreational opportunities.
- Youth employment program for younger kids’ recreation
- Recreation leagues for youth – appropriate
- Create an events web page – one stop to book events, get permits, find proper entity to deal with, i.e. DDA, Saginaw Arts & Enrichment Comm, etc.
- Continue “Arts” calendar and communication (scheduling)
- Revive SCERT – Saginaw Cultural Enrichment Round Table
- Center of Arts & Recreation in GLB – 1st choice Detroit, 2nd choice G.R, 3rd choice – Saginaw!
- Assist providers with venues and publicity
- Arts, culture, and recreation is about partnerships and stewardship
- So vital we are an attractor for talent & investment in arts and culture (We have a scene people join)

5 Goals/Policy Statements

Structurally:

- 1) Focus on improvements to a Central park area. i.e. Ojibway Island – to create a preeminent attraction that highlights and draws people into the City. i.e., Make Ojibwa Island Saginaw’s “Central Park” or “Belle Isle”, or even “Dow” gardens.
- 2) Administratively: Develop stronger promotion and cultural identify for entire Celebration Square and surrounding attractions
- 3) Goal: Integrate promotion of Arts, Culture, and Recreation available in Saginaw into the City’s promotional materials.
Policy: Revamp City’s promotional materials to do so.
- 4) Complete the Riverwalk Loop
- 5) Find a means to financially support and staff as necessary to accomplish above #'s 1 & 2

Goals: Near future –

Develop a resolution for Council to adopt that commits city to this central park development, and conveys this to the public.

Police and Fire

- Stability of Jobs
 - To make people want to work/live here
- Funding to stabilize Public Safety workforce.
 - A stable workforce will improve levels of service to the community. Stable, motivated employees are more productive.
- Night life safety
- Need more public safety resources for the future to better serve the community
 - Investigate more cases
 - To help make people feel safe in their homes
- More diversity in the fire department
- More revenue for Police & Fire from state and feds.
- Providing a high level of service
- No reduction in service

Neighborhood Revitalization

- Increase in property values
- Have demand created for housing
- Fewer vacant homes
- More code enforcement
- Community policing program
- Funding to enforce our curfew
- Funding to adequately enforce our crime-free lease addendum
- A greater presence of community policing
- Valuable use of vacant land created by blight removal
- More code enforcement and community policing = higher property values and better quality of life
- Plan developed for housing in the City
- Larger neighborhood associations = transparency

Economic Development

- Increase in small business support and development (1)
- Placemaking & development around the riverfront (2)
- Diverse economy including medical, manufacturing, government, and agri-business(3)
- A community that embraces underserved populations (chronically unemployed as well as prisoner re-entry) to create pathways to prosperity (4)
- A place for mechanized manufacturing
- As a Medical hub
- Increased education opportunities
- Increase lending opportunities from SEDC
- A variety of businesses to attract all citizens
- New urban core developed, to include addressing transportation
- Placemaking around Riverfront
- Boutique hotel

- A competitive environment that competes for a shrinking regional population
- A place where young professionals in the area live and recreate
- Active night life
- Festivals on the Riverfront
- Adequate parking
- Increase housing opportunities for young professional and starting families in the downtown corridor
- An increase in small business in the downtown and old town area
- I see the presence of Delta Downtown aiding in economic development with new businesses to support the population.
- Small business increasing
- Increased # businesses in the City
- More downtown business expansion
- That those businesses succeed with our help & community support
- Small business assistance and development
- A clear path on how to become a small business owner.

Utility infrastructure group

- Available resources and capacity to support development
WWTP, WTP
- Feasibility of rehab or new water plant established.
 - 1) Conceptual plans with budget needs
 - 2) Research possible funding mechanisms
 - 3) Public support
 - 4) Plan and build
- Wastewater improvements been being made and sustained!
- Continued maintenance on WWTP to keep operation
- Established Asset Management Plans
 - Educate public & stakeholder involvement
 - Better understanding of condition, criticality and needs of our water and sewer systems. Will be able to better plan for and budget for maintenance of each to avoid issues related.
 - Treatment, Collection, Distribution, and Transmission!
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 - a. Act 51 – Roads – millage possible
 - b. Water and Sewer rates – possible state and/or federal monies?
 - c. Possible more funds with new tax redo and President’s speech on guaranteeing improvements to infrastructure nationally!

Image (Brand, Perception)

In five years Saginaw will be:

- Destination for Entertainment and event venues
- Promoting & marketing city through outside entities – public/private ventures