



City of Saginaw

2017 Strategic Plan
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Background

- With progress on fiscal management, Saginaw is ready to “focus forward” on initiatives increasing the quality of life in the community
- This year’s planning focused on:
 - Economic Development of the Urban Core
 - Neighborhood Revitalization
 - Arts, Culture, and Recreation
 - Police and Fire
 - Utilities Infrastructure

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Process

- Agreement to focus on big picture, strategic issues to carry the City forward
- Concentrated on initiatives that impact policy-making and moved away from micro goal-setting
 - City Administration completes detailed action plans with its knowledge of operations
- Identified “Assumptions” that underscored decision-making, i.e. no significant new revenue, *prioritize*
- Internal SWOT interviews completed for “Current Situation”
- Retreat on January 21, 2017
 - Council, Key Staff, Community Members

Retreat: *Why are we here?*

We will use strategic planning as a tool critical for effective management, board governance, and realizing a vision for the City.

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Setting the Stage

- 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.

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“If You Can’t Agree on the Problem, You’ll Never Agree on the Solution(s)”

- **Key Problems Facing Saginaw**

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

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Image Added to Core Initiatives

- Perceptions of Saginaw
- Lack of positive branding
- Lack of networking
- Lack of community supported purpose and goals
- Communications to grassroots citizens

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What's our Vision?

We envision the Saginaw Riverfront as an Entertainment District and Event Venue where our citizens enjoy the effects of place making, 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.

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Economic Development of the Urban Core

- In five years, Saginaw will be...
 - A diverse economy including medical, manufacturing, government, and agri-business industries
 - Engaged in place making & 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

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Neighborhood Revitalization

- In five years, Saginaw will have...
 - More code enforcement and community policing which will equal higher property values and better quality of life
 - 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

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Arts, Culture, and Recreation

- In five years, Saginaw will be...
 - 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 Ojibway Island Saginaw’s “Central Park” or “Belle Isle”, or even “Dow” gardens.
 - Administratively: Developing stronger promotion and cultural identify for entire Celebration Square and surrounding attractions

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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

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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

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Utility Infrastructure, con't

In five years, Saginaw will have...

- 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.

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Utility Infrastructure, con't

In five years, Saginaw will have...

- Treatment, Collection, Distribution, and Transmission!
- Improved revenue stream for infrastructure
 - Act 51 – Roads – millage possible
 - Water and Sewer rates – possible state and/or federal monies?
 - Possible more funds with new tax redo and President's speech on guaranteeing improvements to infrastructure nationally

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Image

In five years, Saginaw will be...

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

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Critical Success Criteria for Goal-Setting

- Lowest cost for biggest bang for the buck – value
- Shortest period of time to implement
- Impact on as many vision areas as possible

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Goals to Accomplish Vision Elements

- 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.
- Build initiatives into 2018 budget and future budgets.
- Complete Form-Based Zoning. Explain and promote to the public and investors.
- Develop a committee to identify key stakeholders; develop a conceptual plan including costs and alternate resources available.

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Goals to Accomplish Vision Elements, con't

- Make better use of SEDC funds available for small businesses.
- Engage with Saginaw Future to create a small business “how to” packet
- Highlight success stories.
- Engage our community.
- Council engages in outreach to the community for input, i.e. Parent groups...
- Downtown Development Authority – secure millage for arts and entertainment
- Focus on Ojibway Island

Secondary Goals to Accomplish Vision Elements

- Identify the best partners for each of development. Communicate benefits to partners and public
- Coordinate Riverfront stakeholders
- Support local and state incentives to support local development (transformational incentives).
- Council Resolution to support Central City Initiative
- Safety statistics promoted. Private companies to endorse downtown area.
- Support community ventures program.
- Market affordability of housing in Saginaw. Market quality of life in Saginaw compared to other communities.
- Educate public about the amount of information available on the city's website (arts, entertainment, business investment, etc.)

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Next Steps

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.

Next Steps

- Plan is a “work in progress”
 - Give due consideration to more definitive goal language
- 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.
- Such reporting should include:
 - Progress
 - Identification of barriers early in the process to mitigate obstacles
 - Reports of continued collaboration with the public in gathering data, creating strategic partnerships, and sharing successes.
- 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

Next Steps

- Largely Uncontrollable?
 - Lack of resources
 - Unfunded mandates
- Don't forget *Innovation and Collaboration*
- Already doing it!
 - DPW with street lights, Fire with rescue boat, volunteers for parks, State/Local police collaboration, SCENIC, HR benefits consolidation for retirees, Saginaw Future, Riverfront Development Commission...

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Leverage MEDC's Redevelopment Ready Communities Efforts: Best Practice 2

EVALUATION CRITERIA 1

The governing body has adopted a zoning ordinance that aligns with the goals of the master plan.

EXPECTATIONS

- The community has evaluated the master plan's recommendations to determine if changes to the zoning map or ordinance are needed.

EVALUATION CRITERIA 2

The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.

EXPECTATIONS

- The ordinance allows mixed-use by right in designated areas of concentrated development.
- The community has reviewed the ordinance to consider how **form-based zoning** could help achieve community goals.
- The ordinance requires one or more of the following **elements** in areas of concentrated development:
 - Build-to lines
 - Open store fronts
 - Outdoor dining
 - Minimum ground floor transparency
 - Streetscape elements (trees, seating, pedestrian-scale lighting and signage)
- The ordinance allows for preservation of sensitive historic and environmental features.

Leverage MEDC's Redevelopment Ready Communities Efforts: Best Practice 6

EVALUATION CRITERIA 1

The community has an approved **economic development strategy**.

EXPECTATIONS

- The economic development strategy is part of the master plan, annual budget or a separate document.
- The economic development strategy connects to the master plan and capital improvements plan.
- The economic development strategy identifies the economic opportunities and challenges of the community.
- The economic development strategy incorporates **recommendations for implementation**, including goals, actions, timelines and responsible parties.
- The economic development strategy coordinates with a regional economic development strategy.
- The economic development strategy is accessible online.

EVALUATION CRITERIA 2

The community annually reviews the economic development strategy.

EXPECTATIONS

- Progress on the economic development strategy is reported annually to the governing body.

Leverage MEDC's Redevelopment Ready Communities Efforts: Best Practice 6

EVALUATION CRITERIA 1

The community has developed a marketing strategy.

EXPECTATIONS

- The marketing strategy identifies opportunities and outlines specific steps to attract businesses, consumers and real estate development to the community.
- The marketing strategy strives to create or strengthen an image for the community.
- The marketing strategy identifies approaches to market priority development sites.
- The community coordinates marketing efforts with local, regional and state partners.

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Questions?

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trainer / facilitator / coach / speaker