

# SAGINAW COUNTY VISION 2020

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## *PREFACE*

### **Historical Perspective**

Saginaw County Vision 2020 is a community betterment project which began over six years ago. It was determined that Saginaw County had a disjointed approach to planning. While many organizations had done some planning, those plans did not fit into a total plan of development.

In 1999 the Saginaw County Chamber of Commerce introduced the concept of creating a vision plan for Saginaw County called the “Saginaw County Vision 2020 Community Betterment Project.”

While the Chamber introduced this project to the community, it sees itself as the organizing body or catalyst for a larger initiative that encompasses the totality of Saginaw County. It took leadership to advance the goals of this project.

In 1999, the Chamber of Commerce Board of Directors appointed a committee called the **Founding Vision Partners** to serve as the organizing body for this project.

It must be understood that this project is not an inanimate study of the problems of Saginaw County. Nor is the project a naive treatise of youthful opportunities. This project is designed to develop a clear vision, a series of goals, expectations and actions which leaders can follow and measure success and results. The expectation is that those leaders in Saginaw County will have a comprehensive plan that will reshape the future of Saginaw County.

It has been said that if you do not have a destination in mind then any road you take will get you there. This project is a process to help shape a unified directional plan for Saginaw County. We intend to get there by including many community leaders of the county in a dynamic process to shape a new direction for Saginaw County.

In comparing Saginaw County to other successful communities, it is clear that the county lacked a common vision and specific strategies to propel the county into a new globally competitive community. The Founding Vision Partners agreed that Saginaw County lacked the specificity of projects, programs, plans and ideas. One civic leader, former Mayor Henry Marsh, stated that “Saginaw County lacks a specific menu of community choices.” If given free choices, “we wouldn’t know what to order.”

### **Goals Of The Vision 2020 Project**

- 1) Establish a common vision and direction for Saginaw County.
- 2) Involve citizens of all walks of life throughout Saginaw County to establish common priorities for the county.
- 3) Develop priority strategic actions which will address the following areas of interest:
  - Education
  - Life Quality including the elderly, health, children, art, culture, recreation, etc.
  - Industrial and economic job growth
  - Countywide infrastructure
  - Government
  - Private Sector and Community Leadership
- 4) Unite citizens throughout the region to openly discuss problems as opportunities for change.
- 5) Create a structure to ensure that plans developed are implemented.
- 6) Establish a series of public benchmarks with specific, measurable results that are annually published for public review.
- 7) Develop an intense communication campaign throughout the county that will allow for total citizen participation.

### **Phase I - The Vision 2020 Project Planning Process**

The Vision 2020 Planning Process was unique in that it was a return to the concept of “citizen participation.” In this planning process citizens were involved through direct participation in the process. This process took six months to complete.

The Founding Vision Partners selected a **Steering Committee** to begin putting in place the organization for the project. The Steering Committee is composed of 45 members, which includes a Chairman and six Co-chairs. The Steering Committee was selected from a wide variety of interest and stakeholder groups in the county.

The Founding Vision Partners have employed the services of **Luke Planning Inc.**, located in Jacksonville, Florida. Luke Planning will be the principal process consultant used for the project. Its principal, Henry Luke, has developed this process through over 20 years of experience and in over 40 communities around the United States.

Liana Bachand, Executive Director/Vision Coordinator was hired in July 2000.

The Steering Committee selected 173 citizens throughout Saginaw County who served as **Task Force** members in the Vision 2020 planning process. These individuals represented corporate, labor, homemakers, students, city and township officials, medicine, law, public safety, minorities, and many other groups. The Task Force was responsible for developing the **DRAFT VISION DOCUMENT**.

The Phase I process, ending January 2001, involved over 2,000 people. Citizen input was an essential element in the planning phase.

In early September 2000, 180 individuals, divided into twelve **Focus Groups**, were interviewed with citizens geographically throughout the county. On September 18<sup>th</sup> a **Citizens' Summit** included the involvement of over 620 individuals. The Vision 2020 web site ([www.saginawcountyvision2020.org](http://www.saginawcountyvision2020.org)) has allowed thousands of individuals the opportunity to share their voice all along the way.

The 174-member Vision Task Force met during October, 2000 and reached consensus on a draft Vision document with Community Core Values, Key Benchmarks, Visions and Strategies. The draft was edited and available for distribution on November 14, 2000.

Organizations and individuals throughout the community were urged to review the draft document and provide comments at a Town Hall meeting held on January 18, 2001.

Vision Task Force members made over 200 presentations, with over 1500 county residents in attendance, on the draft Vision to community organizations between November 14, 2000 and the January 18, 2001 Town Hall meeting.

The Saginaw News distributed 44,225 Draft Vision documents to tri-county subscribers.

A Town Hall meeting was held for citizen input on January 18, 2001 with over 400 in attendance.

Every item of input received from November to January 2001 was carefully reviewed and 76 changes were made to the document. In addition, 35 action steps were identified and referred to the appropriate foundation team and over 20 potential vision partners were identified with strategies that they may anticipate adopting.

The Steering Committee approved the final Vision document and print copies were available for distribution on January 31, 2001.

### **How Will Actions and Plans Be Implemented?**

The Founding Vision Partners recognized very early in the planning stage that implementation of recommendations were critical in order to satisfy the concerns of funding sources and community leaders. The Founding Vision Partners have taken this into consideration in selection of a consultant and in structuring the process.

It must be understood that while goals and objectives are set in the early stages of the planning process, actions and implementation of actions are established in years two through five. Luke Planning stated that in many

communities, actual implementation is long range and often takes 10 to 15 years. This is why a leadership organizational structure must be formed to keep advancing the implementation goals and plans.

In careful examination of the planning model created by Luke Planning for this project, it should be stressed that implementation is 80 to 90 percent of the man-hours spent on the Vision 2020 process. In addition, over 80 percent of the budget will be spent on implementation.

### **Case for Change**

During the Phase I process, the case for change was defined by the following needs:

1. The per capita income (as a percent of the United States per capita income) declined 1% per year between 1977 and 1997.
2. The average annual earnings per job, adjusted for inflation, declined 1% per year between 1977 and 1997.
3. In Saginaw County 75,000 young people reached age 18 between 1977 and 1997, but the county created only 17,000 jobs during that 20 year period.
4. There is racial disharmony and community fragmentation in Saginaw County.

The Key Benchmarks, six Visions and 106 strategies are a response to the problems identified in the Case for Change, ten priority issues identified at the Citizens' Summit and other needs expressed during the process. All of the vision elements are interdependent. Phase II Implementation will require alignment of these elements to achieve the community of excellence Saginaw citizens desire.

### **Phase II-COLLABORATIVE IMPLEMENTATION**

The Saginaw County Vision 2020 Steering Committee will be diverse and community based to provide leadership during the implementation process.

### **Vision Partners**

Private and public sector organizations of all kinds and individuals will be asked to endorse the Vision document and become Vision Partners. (February-April 2001)

### **Benchmarks and Action Steps**

Vision Partners who endorse the Vision will be asked to identify those Strategies they can incorporate and effectively implement within their normal mission, purpose and scope of operations or within a Strategic Alliance with other organizations. Each Vision Partner or Strategic Alliance will establish Strategy Benchmarks to facilitate annual measurement of progress and develop Action Steps for the specific Strategies they adopt. The Steering Committee will approve all Strategy Benchmarks before their adoption as official Saginaw County Vision 2020 Vision Benchmarks. (April 2001-January 2002)

Strategy identification and acceptance by Vision Partners will be reviewed by the Steering Committee to ensure that the priority Strategies have been covered within the time frames for effective implementation. Progress on every Strategy cannot begin immediately, but will be phased in over a 5 to 10 year period as applicable.

### **Communication and Accountability**

Progress on Strategies will be communicated on a regular basis. There will be an annual update of the Key Benchmarks and the Strategy Benchmarks measuring progress for each strategy adopted by Vision Partners and Strategic Alliances.

### **Leadership**

The leadership of the Saginaw County Vision 2020 implementation process will continue to be diverse and community-based with management support and coordination provided by the Saginaw County Chamber of Commerce staff for at least a five-year period.

**VISION *driven* STRATEGIC PLANNING  
Language**

**Long-term**

**20 years**

- **Core Values**
- **Key Benchmarks**
- **Visions** for each of the foundations for a comprehensive Saginaw County Strategic Plan
  - + Economic Development
  - + Education
  - + Government
  - + Quality of Life
  - + Infrastructure
  - + Private Sector Leadership

**Mid-term**

**5 to 10 years**

- **Strategies** for each of the six foundations
- **Priority Strategies**

**Short-term**

**1 to 5 years**

**Developed by Vision Partners and Alliances for individual strategies**

- **Strategy Benchmarks**
- **Action Steps**

**CITIZENS' SUMMIT**

The participants in the Citizens' Summit on September 26, 2000 selected their Top Ten Priority issues to be addressed in the Vision Process.

| <b><u>Priority Issues</u></b> | <b><u>Number of Points<br/>out of possible 200</u></b> | <b><u>Addressed In</u></b> |
|-------------------------------|--|----------------------------|
| 1. Economic Development       | 163  | Economic Development       |
| 2. Education                  | 148  | Education                  |
| 3. Government                 | 118  | Government                 |
| 4. Quality of Life            | 108  | Quality of Life            |
| 5. Community Self Image       | 55   | Quality of Life            |
| 6. Housing                    | 48.5   | Infrastructure             |
| 7. Racial Issues              | 33   | Quality of Life            |
| 8. Environmental Concerns     | 31   | Infrastructure             |
| 9. Downtown Development       | 30   | Infrastructure             |
| 10. Infrastructure            | 27.5   | Infrastructure             |

The facilitator used this list during the Vision facilitation process during October 2000. These issues are addressed throughout the Vision and Strategies for the six interdependent foundations required to provide a comprehensive Strategic Plan for Saginaw County and specifically as noted above.

# SAGINAW COUNTY VISION 2020

## OUR VISION

### **By 2020 Saginaw County:**

- will be a globally competitive area for economic development that is business friendly; advocates and supports entrepreneurship; aggressively recruits target industries to the county; successfully retains and grows existing business and industries with the support of business, labor and government.
- will have a comprehensive, coordinated system of lifelong learning including liberal arts and technical education to enhance the ability of all citizens to succeed and prosper, while meeting the needs of business, industry, labor, agriculture and government.
- will have governments that reflect a significant level of shared/committed cross-jurisdictional leadership which improves the efficiency and effectiveness of planning and decision making aimed at meeting the needs of county residents and private sector.
- residents will have a quality of life that provides for the intellectual, financial, emotional and physical security for all including: equal opportunity for all race and ethnic groups; support of the family structure; abundant arts, culture, recreation and entertainment; sense of well being and pride in our community.
- will develop its downtowns, neighborhoods, infrastructure and natural resources in a manner that enhances quality of life for all residents and development of the county's economic life.
- will have highly engaged private sector leadership that will partner with governments in executing Saginaw County Vision 2020.

## **CORE VALUES**

Saginaw County citizens wish to become a united community of excellence. We will develop and use these core values as guideposts to pursue the interdependent Visions and Strategies. Core values are character traits that guide in daily decisions.

Positive Attitude  
Faith in God  
Integrity  
Commitment

Diversity  
Entrepreneurism  
Accountability  
Creativity

## **KEY BENCHMARKS**

The Key Benchmarks will be used to measure Saginaw County Vision each year. There will be some 30 Strategy Benchmarks developed by Vision Partners that will also be measured on an annual basis. Achieving the benchmarks will require working together in an unprecedented way on the strategies in the six interdependent foundations: Economic Development, Education, Government, Quality of Life, Infrastructure and Private Sector Leadership. Vision 2020 will identify the future desired by Saginaw County residents. Each year the benchmarks will tell a) when we are successful and can celebrate; or b) when we fall short of the benchmarks and the Vision Partners need to review, revise and refocus their Action Steps to accomplish the strategies.

1. **Net New Job Creation** - Saginaw County will create net new jobs each year at the rate of 2% of total full-time and part-time jobs compounded annually. In the first year of implementation, (2001) this will be about 2,400 new jobs.  
*History: Between 1991 and 1998, an annual average of 1,658 full and part-time jobs<sup>1</sup> were created.*
  
2. **Income Growth** - The average earnings per job for Saginaw County will increase at an annual rate 0.5% higher than the U.S. annual rate. The percentage of individuals living in poverty will be reduced by 1% of the Saginaw County population each year. (about 2,000 individuals)  
*History: The Saginaw County average annual % change in earnings per job between 1991 and 1998 was 3.6% compared to 3.9% for the US. In 1989, 36,014 individuals or 17.2 %<sup>2</sup> of Saginaw County population were living in poverty and in 1995, the US Census Bureau estimated 35,844 or 16.9%, and in 1997 - 32,154 or 15.3%. This is a reduction of 1845 per year from 1995 to 1997.*
  
3. **Quality of Life** – All quality of life Strategy Benchmarks will serve as a KEY Benchmark. Vision Partners or Strategic Alliances will establish the quality of life Strategy Benchmarks beginning February 2001.
  
4. **Racial Harmony** - Strategies throughout the six foundations will impact racial harmony over the long term. These individual strategies will have Strategy Benchmarks for measurement and Action Steps for implementation. We will measure the change in attitudes resulting from the implementation of these many strategies by having a regular (at least annual) scientific attitude survey that will be the measurement for changes in racial harmony. (*After the initial survey in 2001, an expected annual increment of improvement will be established.*)
  
5. **Education** – Strategy Benchmarks for Education Strategies A1, B1 and C1 as a group will be the Key Benchmark.

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<sup>1</sup> Jobs and earnings data is from “Bureau of Economic Analysis” June 2000 REIS data series. Employment and earnings data is for all jobs including 2nd or 3rd jobs, and military, and is located by place of work. This employment definition is broad and includes wage and salary workers, proprietors, private household employees and miscellaneous workers. Because of the broad definition and place of work counting, the number of jobs is frequently larger than other employment data series. Population data is for July 1 of each year. Employment and income data are averages for the year.

<sup>2</sup> The poverty data is from the “County and City Data Book-1994 12th Edition” from the US Department of Commerce and the estimates for 1995 and 1997 poverty by the US Census Bureau.

# I. ECONOMIC DEVELOPMENT

## VISION

Saginaw County will be a globally competitive area for economic development that is business friendly; advocates and supports entrepreneurship; aggressively recruits target industries to the county; successfully retains and grows existing business and industries with the support of business, labor and government.

## STRATEGIES

- 1. Promote<sup>3</sup> the creation of high paying jobs that bring outside dollars to Saginaw County through retention and expansion of existing business, creation of new business enterprises and recruitment of other businesses to the county. Target the following businesses: medical, technology, communications, manufacturing, agriculture and tourism to achieve the Key Benchmarks. Cooperate with tri-county economic development and the state of Michigan.**
- 2. Create a business climate and competitive cost structure that will allow Saginaw County businesses to compete in Michigan, the U.S. and globally. This will include: a) business friendly tax and regulatory policies and services, b) providing competitive incentive programs, skills training and ready to build sites, c) a positive partnership between management, labor, education and government, d) public safety and e) adequate availability of childcare that meets community quality standards.**
- 3. Advocate and encourage the creation of jobs through entrepreneurial startups and small business expansion. Develop an entrepreneurial attitude, environment and support mechanisms including financial resources, networking opportunities, training and education, business incubator and one-stop assistance.**
- 4. Focus on the creation and attraction of high technology firms in Saginaw County. Determine technology infrastructure capacity and deficiencies, pursue a Michigan Smart Zone designation, develop Smart Sites for high-tech business locations, market Saginaw and the tri-counties based on high-tech resources, investigate high-tech business location opportunities and provide education infrastructure to support high-tech firms.**
- 5. Expand Saginaw County's health delivery systems and the St. Mary's, Covenant, and Michigan State University Medical schools' partnership for physician training in Saginaw County. Develop a linkage with the Michigan Life Science Corridor, become a center for clinical trials and commercialize medical research and development.**
6. Promote Saginaw County as a destination for visitors.
7. Focus efforts on under-employed and unemployed individuals to help them move up the pay scale ultimately to family sustaining jobs and home ownership. This assistance will include skills training, education on credit management, purchasing a home and assistance, where required, with mobility, including transportation and child care.

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<sup>3</sup> The highest priority strategies within each foundation are indicated by bold type.

8. Encourage development in those areas targeted by local communities for business development or industrial parks. Focus redevelopment efforts in those areas with existing infrastructure capacity and/or incentive programs such as Renaissance Zones and Brownfield Redevelopment Authorities. Preserve agricultural districts.
9. Create a strategic alliance of business, labor, government, and education to help encourage future investment at Delphi Automotive, General Motors & their suppliers in Saginaw County. Model efforts after the successful partnership developed in Lansing.
10. Develop a theme or name for Saginaw County that can be used to link all parts of the county together and serve as a marketing theme for business and tourism. This theme should fit in to regional marketing efforts.
11. Develop an understanding of the best practices for community and economic development. This will be accomplished by an annual visit to a selected city that includes a diverse group of Saginaw County individuals from the government sector, the business sector and the private sector (profit & non-profit) and by bringing in speakers to Saginaw County.
12. Strive to increase the profitability of the farming community through technology, education, addition of value-added products, and ag processing plants. Farmland real estate tax value should be limited to its value as a part of a farm operation.
13. Recognize and communicate the value of all work. Create an understanding of the value of lower paying entrance level jobs that provide opportunities for development of transferable skills, training and advancement.

## II. EDUCATION

### VISION

Saginaw County will have a comprehensive, coordinated system of lifelong learning including liberal arts and technical education to enhance the ability of all citizens to succeed and prosper, while meeting the needs of business, industry, labor, agriculture and government.

### STRATEGIES

#### **A. Birth to Grade 12**

- 1. Expect all students to graduate from high school with a quality education, ready to go to work, seek vocational training, attend a community/technical college or a 4-year university. The administration and staff will have high expectations and students will be stimulated to have high aspirations. Social promotion will be eliminated. Accountability will be provided at the school level and for students at the end of each marking period. This includes charter, technical, parochial and home schooling.**
- 2. Increase the collaboration between parents, students, K-12, all higher education institutions, employers and labor to provide a seamless education system from kindergarten to work. The collaboration will meet the needs of each individual student (including learning styles) and prepare the student to transition from school to work at the right time in his/her educational experience. This collaboration will provide an opportunity to make better use of the Saginaw Career Complex and other existing technology training programs.**
- 3. Empower and hold parents accountable for the education of their children. Provide a mentor for every student whose parents are either unable or unwilling to provide guidance. Mentors will be provided by churches, community organizations, and employers.**
4. Ensure that curriculums result in problem solving, character development, communication skills, economic, social and team skills.
5. Ensure that every young person comes to kindergarten ready to learn in advance. (This strategy will have a series of Action Steps that identify and monitor children who will need assistance from birth to kindergarten.)
6. Consider parents, children and Saginaw County employers as customers of the education systems.
7. Increase the number of businesses in the business-education partnership. Encourage employers to invite teachers into their businesses to develop an understanding of the workplace for their students. Increase quality co-op experiences for students.
8. Ensure efficient and effective school administration that includes collaboration between school districts when appropriate.
9. Provide superior teacher in-service training that prepares educators to teach based on the best current technology and issues.
10. Develop seminars for school counselors and parents to acquaint them with job requirements and skills needed for entry into the work force and the possibility of high incomes from technical and skilled trades.

**B. Higher Education**

- 1. Encourage the development of Saginaw Valley State University as a comprehensive university that is funded on a per student basis in the upper third among Michigan public universities. All of the higher education institutions will collaborate in providing the required education and training needs of Saginaw County. This will include the technology and on-line education required to meet Saginaw County's job creation and income growth Key Benchmarks.**

**C. Life-long Learning**

- 1. Provide skills training that meets the growth needs of existing employers and is competitive with other communities in recruiting and relocation of businesses. Ensure the success of individual programs offered by training providers (including Delta College, Davenport University and others) through careful collaboration with the user community in program development. Maintain a job data bank and a worker data bank that are aggressively used by training providers and employers to provide advancement opportunities and better matching of potential employees and employers. Include appropriate apprentice programs.**
2. Provide assistance in childcare, transportation, restrictions in "Work First" and other impediments that limit the ability of individuals taking advantage of training opportunities that result in an initial job or job advancement.
3. Encourage the development of alternative methods of paying for training, including employers, employer tax credits, government programs, foundations, and individual responsibility.
- 4. Support life-long learning for all age levels through libraries, availability of computers, cultural institutions, and other community education programs.**

**D. General**

1. Inventory all available programs and assess needs in the strategic planning process, Phase II, that will lead into development of Strategy Benchmarks and implementation Action Steps for each strategy.
2. Ensure that agriculture training and education is provided at all levels of education that meets the needs of students and the farm industry.
3. Develop a sense of community that results in qualified workers being hired, trained and promoted without regard to race, religion or gender. Increase job training opportunities for women. Recognize strength in workers for job advancement.

### III. GOVERNMENT

#### VISION

Saginaw County will have governments that reflect a significant level of shared/committed cross-jurisdictional leadership which improves the efficiency and effectiveness of planning and decision making aimed at meeting the needs of county residents and private sector.

#### STRATEGIES

- 1. Develop additional services that are provided either on a countywide basis or through a combination of municipalities. This would also include the opportunity for sharing in administrative functions and group purchasing.**

*(Examples of existing countywide services include: mosquito control, senior citizen services, solid waste management, 911 emergency dispatch, mobile data terminals for all county police agencies, crime prevention program, jail, prosecutor, health department - including food inspections, friend of the court, community mental health, circuit and district courts, part of the park system, Brownfield Authority,.....)*

- 2. Establish regular meetings among top governmental officials in Saginaw County that will result in operating government more cooperatively, efficiently and effectively with accountability to the citizens. Report publicly to the citizens on progress, achievements and results.**
- 3. Encourage all levels of Saginaw County government to endorse Saginaw County Vision 2020 and actively work to make the Strategies, Visions and Key Benchmarks reality and use the Core Values as guides in decision making.**
- 4. Develop an annual Saginaw County legislative agenda that includes the issues that are agreed upon by the municipalities, county, education and private sector. Aggressively lobby this consensus agenda in Lansing and Washington. Hold an annual report session with our legislators for a report on progress.**
- 5. Become a customer responsive government.**
6. Consider countywide consequences when there is tax abatement approved by a single municipality.
7. Enhance and create multi-county partnerships that reduce cost and enhance service.
8. Develop a proactive and aggressive approach to applying for all available grants from government and foundations that will benefit Saginaw County.
9. Provide the community with accurate and current information about financial incentives, grants, tax breaks and credits offered through local, state and federal governments.

## IV. QUALITY OF LIFE

### VISION

Saginaw County residents will have a quality of life that provides for the intellectual, financial, emotional and physical security for all, including: equal opportunity for all race and ethnic groups; support of the family structure; abundant arts, culture, recreation and entertainment; sense of well being and pride in our community.

### STRATEGIES

#### **A. Positive Image and Sense of Community**

- 1. Develop a positive attitude about Saginaw County and a Saginaw County sense of community.**
  - **Identify and market Saginaw County's positive aspects. Celebrate Saginaw County. Respect Saginaw County.**
  - **Develop countywide foundational initiatives that promote and renew positive influences, attitudes, quality of life in our education, political, social, and religious initiatives.**
  - **Expand our sense of community beyond the neighborhood to the county.**
  - **Eliminate the term "political correctness" and say what you think, but "say it with a smile."**
  - **Look for the goodness that is present in all of us and reach out in a positive way.**
- 2. Improve the socio-economic levels, quality of life, health and the acceptance of personal responsibility of all citizens, such that they will want to work, live and play within the Saginaw County community.**
  - **Use a holistic community development concept to advance the assets of Saginaw County.**
  - **Focus on creating a better community, not just saving the old community.**
  - **Redefine the approach to problem solving from trying to repair our weaknesses to building on our assets.**
  - **Educate and inform to eliminate cultural ignorance... .. focusing on solutions vs. faults.**
  - **Expand the number of life choices and opportunities available for all citizens.**
  - **Increase the financial, emotional and physical security for all residents.**
  - **Appreciate and recognize the value resulting from the dedication of people providing human services.**
- 3. Beautify Saginaw County and eliminate blight. Develop a neighborhood clean up system.**
4. Encourage high levels of citizenship in Saginaw County.
5. Increase home ownership.
6. Highlight the buildings, places, and landforms that tell about the history and growth of Saginaw County communities.

**B. Racial Harmony**

**1. Increase appreciation of diversity in the community and elevate feelings of self worth.**

- Educate people on the different cultures that make up our communities and county. i.e., eliminate ignorance about other ethnic backgrounds through education in the schools and the workforce.
- Maintain honest, open dialog in the community about race including discussion about key stereotypes, perceptions and systematic racism.
- Respect all individuals based on the belief that "all persons are created equal."
- Internalize "One country under God with liberty and justice for all."
- Offer worksite training about dealing with insensitive actions and words.
- Reach out to other people and get to know them.
- Develop a roaming group of diversified citizens to share the value of diversity in Saginaw County in schools, workplace, etc.

2. Eliminate social, economic and educational disparity in urban and rural areas.

3. Encourage churches to help implement Saginaw County Vision 2020 Strategies. Develop programs where groups visit from one church to the other on a regular basis. Utilize each other's resources such as language and culture.

4. Consider the implication of race relations in infrastructure development.

5. Use the arts and humanities to increase appreciation of the rich cultural heritage of our diverse neighborhoods. Use the visual arts to increase dialog.

6. Encourage churches to move out to the community, Monday through Saturday, to empower people to develop new solutions.

7. Increase the number of minorities at Delta College and Saginaw Valley State University.

8. Improve race relations "by thinking as children" who begin life with no prejudices.

9. Look for blessings each person brings into the room.

**C. Family, Youth and Elderly**

**1. Support the family structure.**

**2. Reduce the number of out-of-wedlock births.**

3. Foster strong, safe families and communities in a cost-effective way.

4. Strive to eliminate substance abuse.

5. Recognize and celebrate youth.

6. Strive to eliminate domestic violence, child and elder abuse and neglect.

7. Create opportunities for all Saginaw County parents to meet together and learn about raising children.

8. Encourage accessibility opportunities for disabled persons and the elderly in all facilities throughout the county.
9. Encourage all people to prepare for their retirement years through financial planning, savings and insurance. Stimulate and support programs that provide essential services for those that are not financially secure or their relatives are not able to provide for them.

**D. Recreation, Arts, Culture and Entertainment**

**1. Develop and implement a master plan for recreation, arts, cultural and entertainment facilities.**

1. Make the Saginaw Civic Center successful.
3. Support local art organizations with our attendance. Aggressively promote all arts and cultural opportunities in Saginaw County.
4. Develop a countywide organization that focuses on parks and recreation.
5. Prioritize individual programs (strategies) through their adoption, funding and implementation on a volunteer basis by individual organizations or Vision Partners.

**E. Public Safety**

**1. Make Saginaw County safe for all residents and visitors.**

2. Maintain community policing and neighborhood watch activities.
3. Reduce reliance on jails.

**F. Health/ Social Services**

1. **Become a “healthy community” by pursuing wellness, prevention, creating equal access and coverage to health care while increasing our good reputation of health care. Increase the involvement of the medical and dental community in improving health care. Ensure that public health and medical services are available countywide and that citizens know what is available.**

## V. INFRASTRUCTURE

### VISION

Saginaw County will develop its downtowns, neighborhoods, infrastructure and natural resources in a manner that enhances quality of life for all residents and development of the county's economic life.

### STRATEGIES

#### A. Planning

1. **Create a countywide land use plan to serve as a framework for dialog and decisions by cities, townships and villages. The plan will include elements for residential, commercial, retail, industrial, agriculture, education, public safety, transportation, parking, recreation, government facilities, water, sewer, solid waste, storm drainage, electricity, communications, historical, environmental and preservation. The interdependent elements of the land use plan will support the Strategies, Visions, Key Benchmarks and Core Values of Saginaw County Vision 2020. The initial draft of the elements will include alternative locations of land uses so that cities, townships and villages can exercise judgement within their boundaries. Development nodes will be designated throughout the county and development concentrated around these nodes. This will result in less expensive infrastructure and allow preservation of agriculture land and open space.**
2. **Develop or reallocate countywide funding sources for infrastructure construction and operations.**
3. Develop a positive attitude throughout the county of working together in the provision of infrastructure.
4. Provide opportunities for farmers to retire without having to sell their land to developers including the possibility of the purchase of development rights and a green belt law that allows agriculture land to be taxed as agriculture land.

#### B. Downtowns, Neighborhoods & Facilities

1. **Target a limited number of neighborhoods for intensive revitalization resulting from the concentration of all government departments, social service agencies, education and the private sector. Develop an accelerated time schedule for the neighborhoods reaching sustainability and then move to additional neighborhoods.**
2. Provide competitive offices and industrial parks with sites ready to be built on to support economic development. Provide speculative buildings so that businesses can move in and be up and running quickly.
3. Encourage private sector business and developers to provide the leadership to revitalize neighborhoods in partnership with the government.
4. Rebuild our historical neighborhoods.
5. Develop more recreational and entertainment outlets for youth that encourages them to take more pride in their community.

**C. Riverfront Development**

- 1. Redevelop the Saginaw River from the Saginaw Bay to the Shiawassee National Wildlife Refuge and its tributaries as a focal point for Saginaw County. Target the area 1/2 mile wide on both sides of the Saginaw River between the GM Powertrain plant on the south and the GM Powertrain plant on the north for intensive revitalization and development, for recreation, housing, open space, commercial.**

**D. Housing**

- 1. Ensure that new or rehabilitated housing is available at prices for all earning segments of Saginaw County resulting in home ownership and increased neighborhood home values.**
- 2. Enforce the uniform code for abatement of dangerous buildings on an accelerated time schedule to keep from further destroying the value of adjacent property. If the law creates a time problem, move immediately to have the law changed.**
3. Develop pride in home ownership that will result in an increase in home ownership and increase in property values.

**E. Environmental Concerns & Utilities**

1. Clean up the Saginaw River and Saginaw Bay while expanding their availability for recreational use and to create a linkage throughout the county.
2. Provide adequate water and sewer service within development nodes throughout the county.
3. Ensure that on an expedited basis the entire county is linked with broadband telecommunications capacity (or any other state of the art telecommunications including wireless) that will provide competitive advantage for businesses and individuals.
4. Beautify all entrances to the county, to development nodes within the county, the airport and our virtual nodes (our web pages).
5. Achieve the Key Benchmarks and all Strategies while not sacrificing the environment.
6. Promote and maintain our abundant energy resources.

**F. Transportation**

1. Provide accessible mass transit throughout Saginaw County to move workers to jobs and back.
2. Make travel throughout the county more efficient through adequate road maintenance, resurfacing and restructuring, capacity increases and elimination of traffic bottlenecks (including I-75 and I-675).
3. Consider additional river crossings including the 6<sup>th</sup> Street bridge.
4. Increase traffic through the MBS Airport by improving the road connections to the airport and development an Air Park for distribution and other office and industrial uses.
5. Provide biking and hiking paths, boating opportunities, and recreation railroads.

## **VI. PRIVATE SECTOR LEADERSHIP**

### **VISION**

Saginaw County will have highly engaged private sector leadership that will partner with governments in executing Saginaw County Vision 2020.

### **STRATEGIES**

1. Encourage all levels of Saginaw County private sector leadership (for profit and non-profit) to endorse Saginaw County Vision 2020 and actively work to make the Strategies, Visions and Key Benchmarks reality and use the Core Values as guides in decision making. Expect the private sector to mobilize the leadership, volunteers and resources to make the vision reality.
2. Encourage private sector community enhancing investment and revitalization throughout the county.
3. Build a strong public/private partnership that works together to create the future we want.
4. Expand, enhance and create leadership development programs in all sectors, ages and geographic areas in Saginaw County.
5. Identify and mentor young adults who can move into leadership positions.
6. Reduce the overlap and duplication of not for profit services and share the resources where possible.
7. Develop partnerships and cooperative relationships between for profit and not for profit organizations that advance the interest of both.
8. Understand the needs of people living in poverty and help develop leadership among them.
9. Support the existing leadership, develop and nurture an expanded leadership that represents all segments of the community.

**Saginaw County Vision 2020 Vision Task Force & Steering Committee**  
**Chair: James O’Neill; Co-Chairs: Gregory Lubben, Hery Marsh, Mary Pringing,**  
**Gary Shepherd, Kenneth Untener, James VanTiflin**

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**Albosta, Donald J.**  
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Goschka, Mike  
Grauf, Gary  
Grefe, Tamara  
Grimshaw, Matt  
Hall, Jon  
**Hall, David**  
Hamilton, Eugene  
Hampton, Renee  
Harper, Bill  
Hidalgo, Ana  
Hoover, Charles  
Isquierdo-Smith, Bridget  
Jackson, James  
Jones Webb, Edna  
Jury, Anne  
Kahn, Roger  
Keenan, Michael  
Kheil, Habib  
Kleman, Lyle  
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**Kraych, Mark**  
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O’Dell, Dick  
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O’Neill, Jr., James  
**Olson, George**  
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Perry Thurin, Roma  
Peterson, Charles  
Peterson-Owens, Valerie  
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Poston, Thelma  
Pratama, Yudha  
**Pringing, Mary**  
**Pruitt, Terry**  
Pugh, John  
Pussehl, Jr., Donald

Redman, Sheila  
Renne, Leo  
Riggins Thomas, Yvonne  
Rivette, Deborah  
Rock, Terry  
**Rodarte, Larry**  
Rosales, Minnie  
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Sarmiento, Judy  
**Saunders, P. David**  
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**Sims, Linda**  
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Stark, John  
Stewart, Dennis  
Strong, Marcia  
Tany, Tany  
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Tinney, Tim  
Turnwald, Leon  
Ulrey, Jerry  
**Untener, Kenneth**  
**VanTiflin, James**  
Verdoni, Vinicia  
Warner, Nancy  
Washington, Mary  
Wegner, Michael  
Weise, Bob  
Wendler, Paul  
Werdel, Joanne  
White, Dinah  
White, Troy  
**Williams, Betty**  
Williams, Calvin  
**Wolgast, Lynn**  
Wolgast, Judy  
**Wolohan, James**  
Wright, William  
**Zehnder-Grossi, Amy**  
Zelle, Robert

**Vision 2020 Steering Committee members are shown in bold type**  
Vision Facilitation by Henry Luke – Jacksonville, Florida  
Executive Director - Liana Bachand



## Invitation to become a **VISION PARTNER**

### What is a VISION PARTNER?

Any organization, business, civic group, government entity, church, etc. who has decided to collaborate with other community members to make the Vision reality.

**Vision Partners are responsible for making individual strategies reality.**

### What are the Vision Partners' responsibilities?

Become a supporter of the Vision process by endorsing the Vision document. A Vision Partner will:

- Adopt strategies (*list will be available upon approval of the Final Vision Document, January 25, 2001*)
- Form strategic alliances where appropriate
- Create strategy benchmarks
- Develop Action Steps to accomplish the strategy with realistic deadlines.
- Develop/allocate resources for implementing action steps.
- Generate progress reports
- Include Vision 2020 logo in printed and advertising material and create links to the Vision 2020 web-site ([www.saginawcountyvision2020.org](http://www.saginawcountyvision2020.org))
- Review, revise and refocus Action Steps when progress reports are negative  
*(Action Teams and a Benchmark Task Force will be available to assist you in these steps.)*

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Yes, please include us as a Saginaw County Vision 2020 Partner!

Organization/ Business/Agency/ Club/ Church:

\_\_\_\_\_

Representative: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_ Zip code: \_\_\_\_\_

Telephone: Day \_\_\_\_\_ Evening \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

*(A list of Vision Partners will be included in all Vision 2020 materials and on our web-site.)*