



# SAGINAW CAP MASTER PLAN

A COMMUNITY- FORWARD  
FRAMEWORK FOR OUR CITY

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Summary

# SAGINAW

## COMMUNITY ALLIANCE FOR THE PEOPLE

### **Mission Statement:**

Community Alliance for the People is a local, community-driven organization that works to benefit the lives of City of Saginaw residents by advocating for issues that support the principles of equity and justice. We strive to make local government accessible and accountable, and educate and empower individuals to affect meaningful change.

### **Vision:**

Saginaw CAP wishes to grow its capacity and breadth by formalizing into an official 501c3 nonprofit organization, and eventually form a 501c4 as well. We believe that having an organization to host direct electoral engagement work is a tool that Saginaw desperately needs. No other organization currently serves Saginaw residents that actively engages the community on political advocacy. Over the next year we wish to grow our capacity to reach a point of sustainability that actively engages our partnership networks, trains new Saginaw leaders, and continuously advocates for the needs of our community.

### **History:**

Saginaw CAP formed in February 2021, first as an outreach and education tool to reach Saginaw residents around the city's American Rescue Plan Act dollars. Since then, we have worked with statewide civil rights groups and advocacy organizations to accomplish several goals: in 2021 we conducted citywide surveys and meetings to educate and inform the community on Saginaw's ARPA dollars, and also pressured the City to adopt a water shutoff moratorium that halted water shutoffs for 750 households. In 2022, we successfully advocated for the creation of a city ARPA commission, stopped a city effort to rezone a Northside Saginaw residential area as 'industrial,' and we continue to build and grow our education and organizing campaign around ARPA. Our CAP board includes our founders President Jeff Bulls, Secretary Nyesha Clark-Young, and Treasurer Carly Rose Hammond. Other core members are Pastor Hurley Coleman, Jr., Denita Dorsey, and Rosemary Dugan. CAP convenes weekly via digital conference call on Wednesdays at noon.

# INTRODUCTION

At this moment, the City of Saginaw is standing at the threshold of enormous opportunity. Transformational investments, brought about by federal and state aid that is turning away from austerity and neoliberal ideologies, are available to Saginaw through countless grants and programs. The American Rescue Plan Act provided \$52 million directly to the City, \$60 million to the Saginaw Public School District, and \$37 million to the county government.

**This plan is meant to present a community-forward framework that successfully meets this new era of public spending.**

In order to capture these opportunities, Saginaw must take proper stock of their community's needs and assets. Too often, the process for determining the public interest has been extremely limited and narrowly focused.

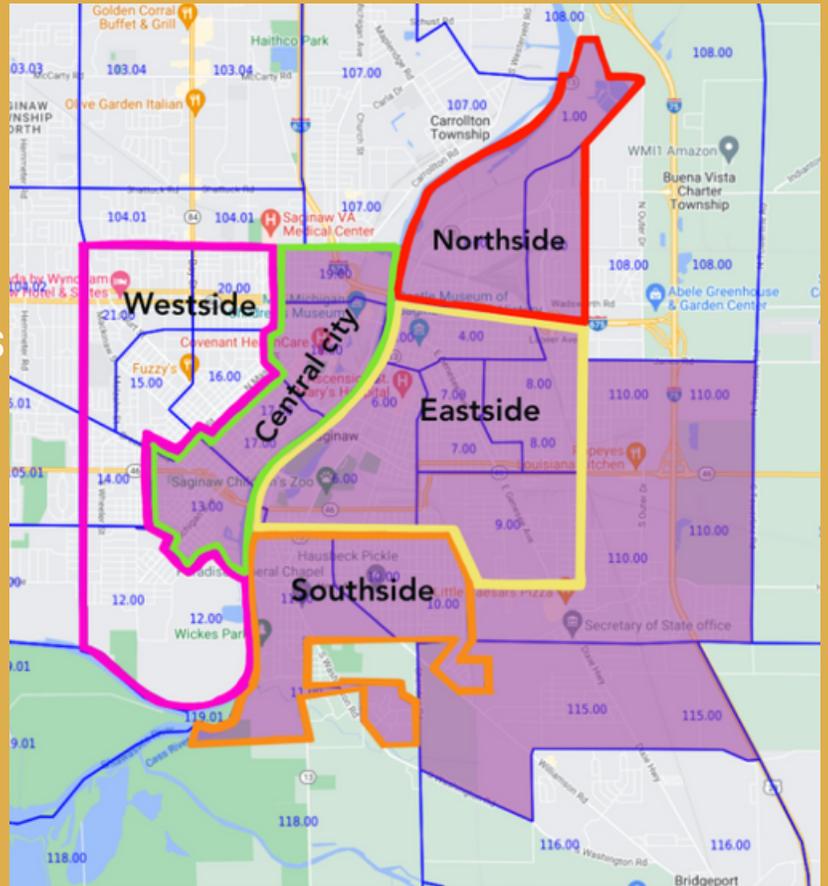
**Too often, Saginaw has been left out of receiving funds supposedly targeted at communities that meet our demographics. In the spirit of addressing these issues, this document will confront the immediate ARPA funding opportunity as well as lay the foundation for successful, community-centered city planning.**

Saginaw Community Alliance for the People (CAP) has compiled this information and drafted this document as a trusted liaison for the residents of the City of Saginaw. This work represents a year and a half of research, observation, and community dialogue around ARPA.

City documents reviewed in the process of this document include HUD/CAPER reports 2011-2022, Master Plans 2011-2022, the 2014 EPA report for the Green Zone, City zoning documents, the City Charter, and various meeting minutes of the Planning Commission, City Council, and Housing Commission.

# OVERVIEW

Throughout this document, defining and prioritizing “equity” is the key goal. Saginaw has plenty of data points to measure disproportionate coronavirus impact that align with US Department of Treasury guidance, as well as Department of Housing and Urban Development “Qualified Census Tract” zones. These census tracts were used to develop five residential neighborhood designations: Northside, Eastside, Southside, Central, and Westside. These correspond with the latest available HUD data as well as historical considerations.



From there, each neighborhood is assessed for its needs: economic, environmental, cultural, health, space, and wellness. There are unique characteristics and previously-existing development plans in each area; however, these are not addressed comprehensively throughout the City planning documents, like CAPER reports and Master Plans.

To invest in its future, the City of Saginaw needs to hire a grant liaison to follow this framework and capture available funding for our city. All of the needs outlined in this document are quantifiable and reflect the most common themes from citizen comments. Other cities like Jackson, Wyoming, Benton Harbor, and Portage are vastly outpacing Saginaw in receiving matching state and federal funding for their projects. Saginaw is certainly not less deserving.

The main focus of Saginaw's current spending model is in our Downtown Development Area. The DDA area, or the "Downtown Development Diamond" has received the bulk of grant funding and aid monies. Whether into facades, historic buildings, subsidizing construction, offering tax breaks to wealthy inhabitants, or policing these areas, the business district is given the vast majority of attention in the city. This model is NOT equitable and is NOT a sustainable growth model. Continuing to ignore the needs of the residents (except in Westside, whose needs are usually met,) will only continue the trend of neighborhood decay and residential flight.

There is no city plan that is currently published that addresses the very real needs that the Saginaw public has, especially those areas designated in the qualifying statistical basis (QCTs) for ARPA funding. In each neighborhood, Saginaw CAP has outlined area-specific issues. While many of these needs are echoed across neighborhoods, they should be treated individually and separately as a regional need. There needs to be a Northside-specific environmental remediation plan and there needs to be an Eastside-specific environmental remediation plan. The solutions need to be individualized, detailed, and specific to each area's character.

In addition, there are many needs that all of the Qualified Census Tracts need that could be serviced in a citywide program. Again, these needs are not met by investing in businesses, but must be targeted towards residents.

## ALL QCT NEEDS

### **Affordable Housing**

- NEW public housing and NEW affordable housing stock

### **Youth development programs**

- Free and open to residents

### **Affordable bills**

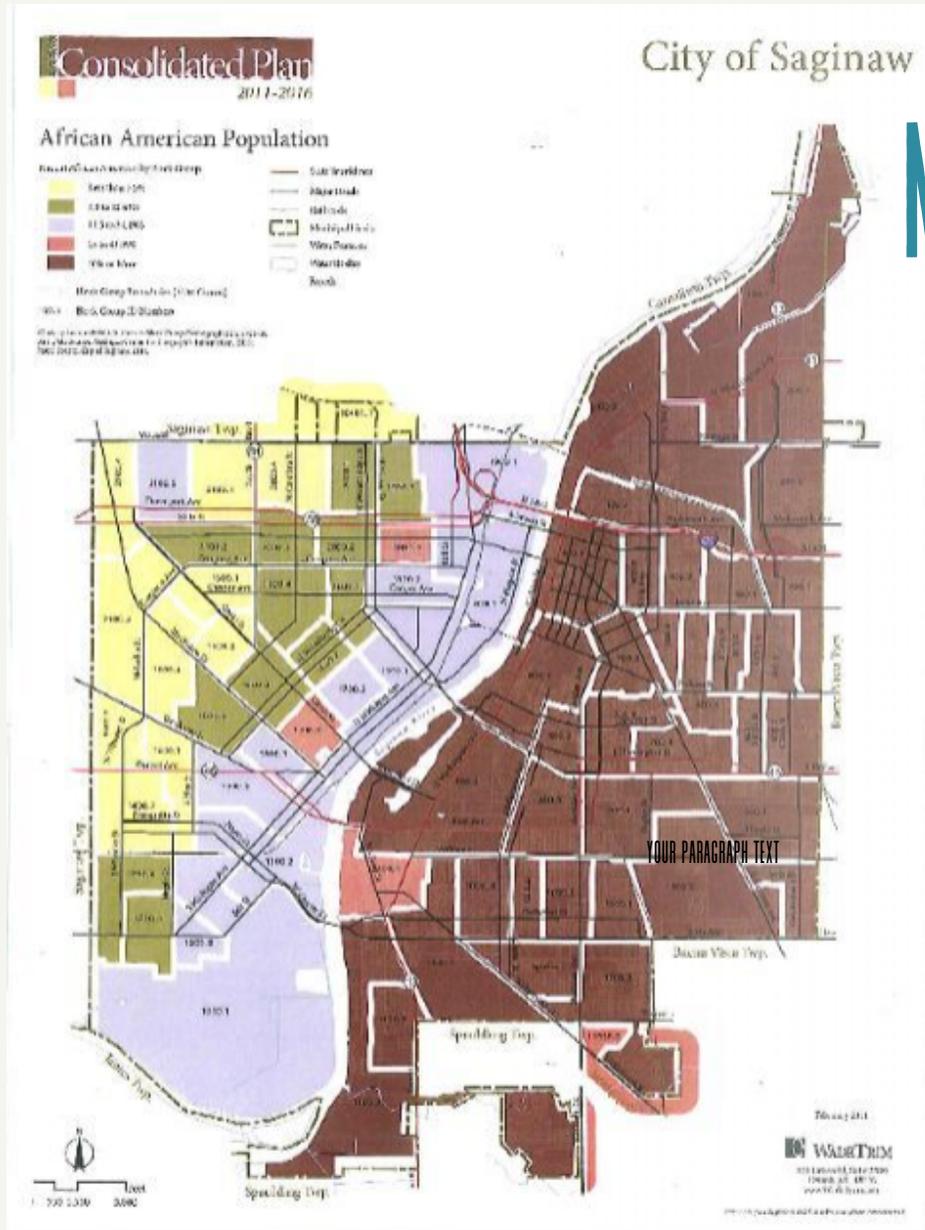
- Affordable water/sewer rates, lower garbage fees

### **Overarching infrastructure projects**

- Water and lead line replacement
- Complete/Smart Streets
- Fiber optic/broadband

### **Services Improvements**

- Policing/Civil reform
- Tenancy assistance
- Better maintenance of lots owned by city/landbank



# OUR NEIGHBORHOODS

This map, compiled in 2011, visualizes the racial makeup of Saginaw. It is included in this document to demonstrate clearly the rampant segregation that persists to this day.

Any plan for generating equity for the City of Saginaw requires a recognition of this current reality and must explicitly state how racial segregation and inequities will be addressed.

## African American Population

### Legend

- Yellow: Less than 7.5%
- Green: 7.5 to 13.49%
- Purple: 13.5 to 24.99%
- Pink: 25 to 43.99%
- Brown: 44% or more

# NORTHSIDE

## Background

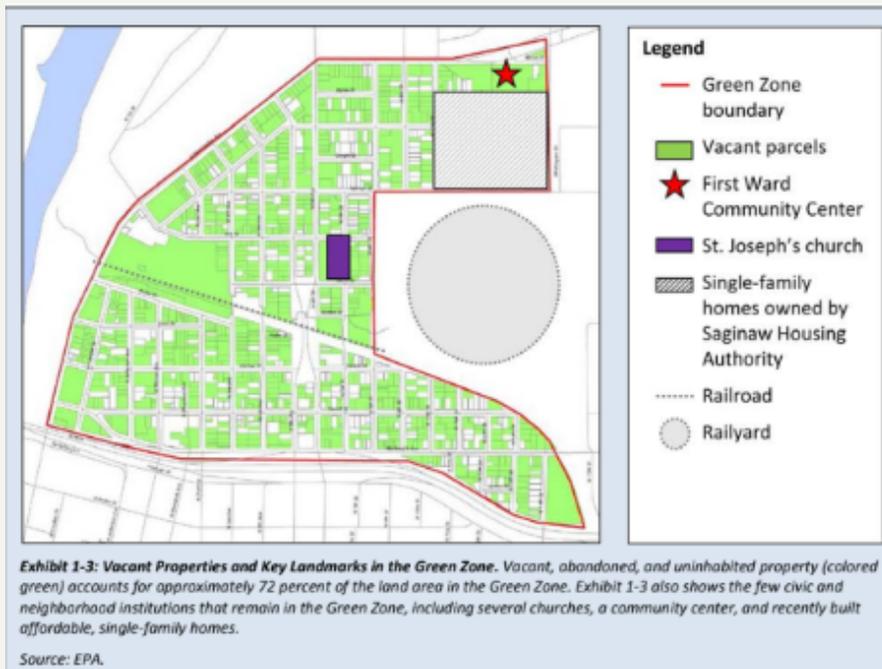
The “Northside” of Saginaw comprises census tracts 1.0 and 2.0, bordered by the city limits to the east, the river to the west, and I-675 to the south. Within census tract 1.0 resides the most infamous of Saginaw’s “neighborhood redevelopment zones,” called the “Green Zone.”

The Northside of Saginaw has historically been some of the least-desirable housing in the city. Its riverside qualities were quickly handed off for industrial uses. This area is the home of many industries that create pollution hazards and cause significant environmental degradation.

## NEEDS

- Clearance of blight & wilderness into functional community spaces
- Environmental testing and remediation
- Developing proper infrastructure, green or otherwise for neighborhood revitalization
- Basic amenities: grocery store, pharmacy, core businesses
- Supporting churches that provide community services
- Targeted home rehabilitation

Notably, the Northside includes the 350-acre “Green Zone,” entirely encompassed in census tract 1.0. The Green Zone was written into planning documents by the Land Bank and City of Saginaw, beginning in 2009. It was one of three areas across the city that Saginaw received HUD funds for, identifying them as NSP (neighborhood stabilization program)-eligible areas. In 2010, the city requested assistance from the EPA to “identify options for managing land use and infrastructure in the Green Zone.” (EPA Report, 2014).



Initially, the plan for the Green Zone as envisioned by Saginaw officials was to bulldoze as many vacant properties as possible, push out residents, and discontinue services, allowing the area to “return to nature.”

The EPA and HUD were misled about this plan, and their funds for “stabilization” and “green use” that were allocated to Saginaw were thus misspent. The 2014 EPA report identifies the “absence of a consistent vision” and called for community involvement in a new planning process that would develop the Green Zone into enjoyable, usable, and productive spaces; which is what the City initially promised.

Now, the Green Zone exists as severe blight. The EPA report recommendations were not heeded, and currently the City has no clear plan for targeting specific funds to the area for any purpose. Citizens feel a sense of abandonment, fending off the encroaching wilderness with their own time and on their own dime. The city’s answer so far has been to attempt, first through ordinance and then through its Master Plan process, to rezone the area as “light industrial,” claiming that it is the only way to get rid of the Green Zone designation. This is inaccurate. The City has no legal obligation to not spend funds developing, maintaining, or servicing the Green Zone. In fact, HUD and EPA would very likely encourage and fund projects that address the issues that residents have raised.

# SOUTHSIDE

## NEEDS

- Basic amenities: grocery store, pharmacy, community center
- Park upgrades: infrastructure, services, and accessibility
- Environmental testing and remediation
- Neighborhood-based infrastructure
- Community/youth center
- Targeted home rehabilitation
- Restructured policing mode

### Background

Saginaw's "Southside" includes census tracts 10.00 and 11.00, bounded by the river to the west, Bridgeport to the southeast, the Shiawassee Reserve to the south, the rail line that cuts across Treanor St to the northeast, and Webber Street serves as the boundary between the Eastside and the Southside. Within the Southside exists densely-populated townhome communities, the Neighborhood House, Mt Olivet and Forest Lawn Cemeteries, and Wickes Park.

The Southside has been losing population, much like the Northside, but enjoys slightly better services, likely because it is a much-used gateway from Bridgeport and southern Saginaw county. There has been more of an effort to rehabilitate homes, but much of the infrastructure remains outdated and in need of repair. The Southside, also as a gateway, experiences much over-policing, especially from State police through the Secure Cities Partnership (SCP) program, which only does traffic stops and does not respond to 911 calls.

The Southside feels desolate, empty, and with a similar abandoned quality that the Northside has, although there is better maintenance overall of empty lots, and there are not whole blocks that are devoid of houses. Notably, the Southside consistently has the lowest voter turnout rate of the entire city. The lack of public investment is thus mirrored by the public by a lack of interest in government. In addition, Wickes park is a huge community asset that is underutilized and, due to recent official decisions, inaccessible. There now exists a dog park, but the long access road is completely blocked off to vehicular traffic. A park does not benefit the public if it is inaccessible.

# EASTSIDE

## Background

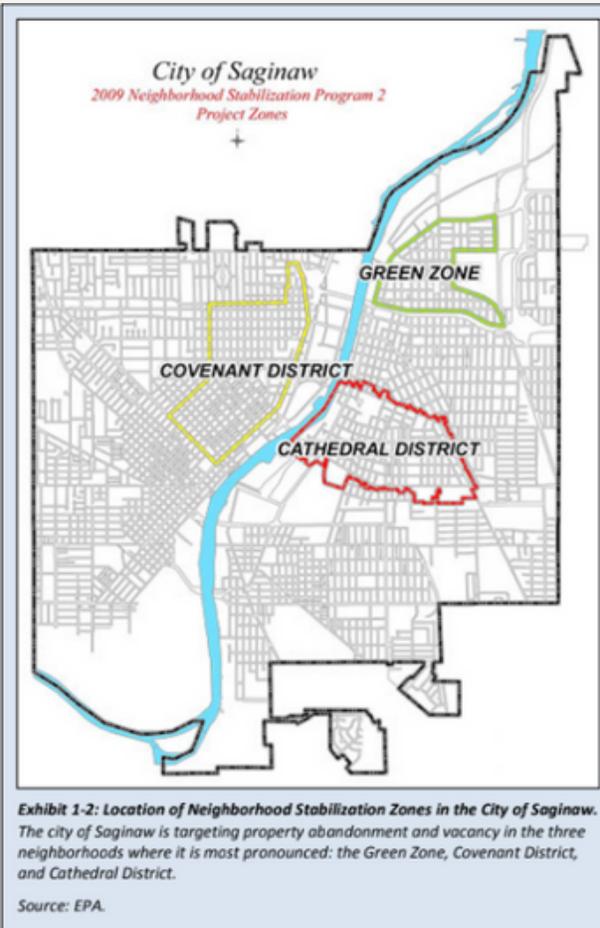
The “Eastside” of Saginaw includes census tracts 4.0, 6.0, 7.0, 8.0, and 9.0. The area is bounded by the river on the west, I-675 to the north, Buena Vista to the east, and Webber Street on the south. It includes Saginaw High School, Dow Event Center, the Castle Museum, Ascension St. Mary’s Hospital, Hoyt Park, Ojibway Island, Celebration Park, the old Fairgrounds, the YMCA, SVRC Marketplace, the Children’s Zoo, and the Japanese Cultural Center.

The “Cathedral District” is also in the Eastside, running around Remington Street, S Washington Avenue, East Genesee Avenue, and Hoyt Avenue. Much like the Central City’s “Covenant District,” this supposed “Neighborhood Revitalization Zone” has historically been more about giving businesses investments and tax relief rather than investing in residents. The disparity between the business district infrastructure and the historic district infrastructure (along S Washington) versus the neighborhood infrastructure is incredibly stark.

## NEEDS

- Accessible parks and youth programs; community centers
- Basic amenities: grocery store
- Environmental testing and remediation
- Neighborhood-based infrastructure; especially Fairgrounds
- I-675 Restorative Justice
- Restructured policing model
- Reopened Schools
- Targeted home rehabilitation

The “Riverfront Loop” commonly referred to in city planning documents is well maintained and glossy, with nicely paved streets. The neighborhoods running throughout the Eastside are anything but. Many empty lots and abandoned houses populate once-dense neighborhoods, and crumbling roads are the norm. Abandoned and current industry dot the landscape, presenting environmental hazards and pollution.



There are many abandoned and closed schools throughout the Eastside Saginaw. Frustratingly, some of those schools are in phenomenal physical shape. A series of school bonds were passed in the 2000s that upgraded the infrastructure at Houghton Jones and Longfellow/Reuben Daniels schools. Rather than invest in these buildings, they are closed, locked, and often fenced off. The citizens paid to refurbish their schools, and instead have to send their kids to a charter school or out of town for their education.

Maintaining this divide is also a constant police presence, both of the Saginaw City Police and the aforementioned State Police through the Secure Cities Partnership. The containment and protection of the “Downtown Development Diamond” appears to be high on the City’s priority list. Recently, Ojibway Island has been closed to vehicular traffic, limiting accessibility purposefully to discourage residents from enjoying the park due to claims of high crime. This goes against every federal program guideline, and residents are understandably upset. The character of the Eastside, therefore, is one where officials are planning to create a shiny castle on the hill, surrounded by barbed wire to prevent the outside peasants from enjoying what their tax dollars paid for.

Pockets of the Eastside continue to resiliently maintain a neighborhood character. However, there has been no significant development to revitalize or renew any residential area, mirroring the purposeful neglect of the Northside and Southside.

# CENTRAL CITY

## Background

Central City encompasses the easternmost part of the west side of the river, in the qualified census tracts 13.0, 17.0, 18.0, and 19.0. It is bordered to the north by Carrollton, and generally follows Mason Street as its western border with Westside. Central City follows the river on the east, and the south end curves through Elm Street and Vermont Street.

Central City has most of the City's restaurants in the Old Town district, which is situated between Williams Street and Holland Street along Hamilton Street and North Michigan Avenue. Central City is home to the Saginaw County Courthouse, Covenant HealthCare, and the Mid-Michigan Children's Museum. There is dense residential housing and apartments throughout the area. Fordney Park and Bliss Park are located in Central City, and includes the major thoroughfares of M46, M84, M58, and the on and off ramps to I-675 utilized by commuters to and from Shields and Saginaw Township.

## NEEDS

- Infrastructure upgrades
- Environmental testing and remediation
- Accessible streets and walkability features
- Park facilities and upgrades; accessibility
- Basic amenities: grocery store
- Targeted housing rehabilitation

Central City has a character of a neglected and aging downtown, with lots of potential but little transformational investment. Along the river, there are many current and former industrial sites that require environmental testing for harmful toxins and pollution. There are many historic buildings and tax-free zones that are enjoyed, but not by the residents struggling in the neighborhoods within Central City. The infrastructure is generally poor, and while some houses have enjoyed rehabilitation, most languish and are ever-increasingly bought by landlords to be divided into rental units.

Central City includes most of the Covenant District “Neighborhood Stabilization Zone,” as identified in previous planning documents (Covenant District appears to lapse into Westside slightly). Instead of using targeted investments to benefit residents, however, the City’s imperative has been to develop the “Covenant Corridor” along N Michigan Avenue, literally paving the way for Covenant HealthCare to cheaply and easily eat up residential neighborhoods for its facilities and parking lots. The businesses that have benefitted include chains like Burger King and McDonalds that service Covenant employees rather than Saginaw residents.

Central City existed as a firewall against the black residents of Saginaw for most of its history, and was painstakingly integrated over decades. However, the white flight from this area and resulting disinvestment leaves a bitter emptiness to the successful integration. The racial dividing line merely shifted further to the west and blurred somewhat. Central City remains, despite millions in investments and Downtown Development funds, anemic.



# WESTSIDE

## NEEDS

- Basic amenities: grocery store
- Some targeted housing rehabilitation
- Some infrastructure improvements

### Background

Saginaw’s “Westside” encompasses the westernmost portion of the city of Saginaw, and is comprised of all of the non-Qualified Census Tracts (QCTs). It is bordered by Saginaw Township on the north and west, and generally follows Mason St through the southeast and east. The Shiawassee Reserve is directly south, and the Westside curves around Central City, using Elm Street and Vermont Street as a dividing line. It includes Arthur Hill High School, Michigan Lutheran Seminary, the Butman-Fish Library, Deindorfer Woods Park, Greenpoint Nature Center, and Thompson Middle School.

The Westside enjoys the most neighborhood/suburban-like character and atmosphere of all the city. While nobody would describe these neighborhoods as “affluent,” they certainly appear more strongly middle-class. It would be rare to find an abandoned home or unmowed lot on the Westside. That being said, most of the homes are at least somewhat outdated and infrastructure could be better, and there is still lacking a sufficient grocery store with consistently-available produce.

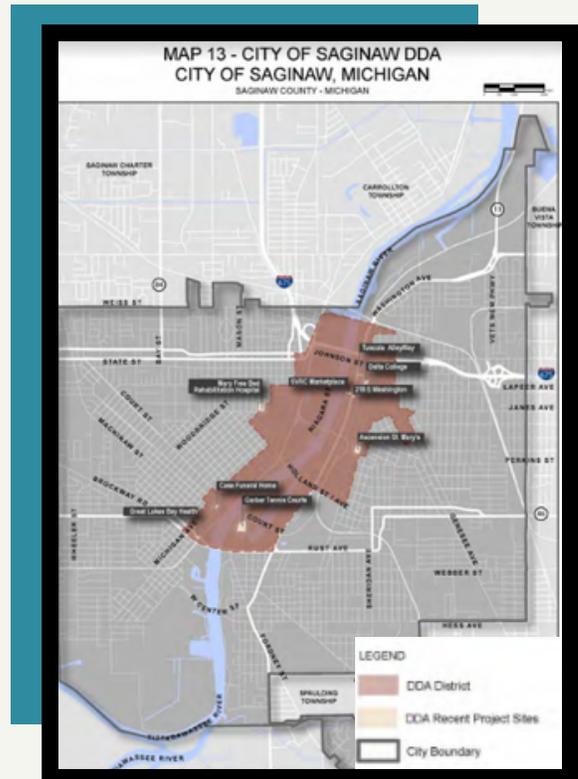
The city’s Westside, while modest, enjoys the vast majority of political power in the City. It consistently has the highest voting turnout, and most surveys that have geographic data pinpoint their source to the Westside. It is also the whitest of all the Saginaw neighborhoods, unsurprisingly. That being said, there is still a stark difference when crossing over the township line on M46 or Brockway Road. Well-maintained suburbs transform instantly to gated communities and the Saginaw Country Club. These non-residents who live in the Township enjoy easy access to the desirable features of the City of Saginaw, and support the isolated business investment.

# DOWNTOWN DEVELOPMENT DIAMOND

It is worth noting the distinctive “Downtown Development Diamond” that contains the vast majority of the City’s attention from federal, state, and local aid funds. The needs that are constantly centered are of businesses who reside in this targeted area. Of the “Neighborhood Stabilization Zones,” only the Green Zone does not correlate with this business designation; therefore, it has been neglected altogether, rather than having its resources diverted to businesses in the area.

This DDA district overlaps with Central City and Eastside, and a portion of Northside. However, funding must not be considered as addressing any disparity or resident need if it is spent on for-profit businesses located in this area. To restate: investing money in Riverfront or Great Lakes Bay Health or Covenant is NOT equity. It is NOT addressing the needs of impoverished or “low-mod” income residents to police these areas more heavily or improving the facades of historic buildings. Those investments are not necessarily unworthy of any funds; however, it should be incredibly clear that they are “development diamond” funds and generally do not benefit the poor of Saginaw.

With exacting clarity, Saginaw CAP will say: ZERO HUD funds or ARPA funds should be routed to these interests, unless there is very clear servicing requirements and plans to address systemic inequalities and the immediate needs of residents from these funds. Currently, that unfortunately also includes Ojibway Island. As long as that park is restricted and inaccessible to residents, it cannot be considered an equitable investment.



# PROPOSAL RECOMMENDATIONS

The proposals described below are a list pulled from the City of Saginaw/Guidehouse Consulting ARPA proposal submittal that was presented to the ARPA Planning Committee. These items reflect proposals that likely address the targeted needs of the community and are from trusted partners who have a history of serving the residents of Saginaw.

This list is not intended to be exhaustive or comprehensive. This should be the beginning of the conversation around these spending proposals, and there are other very necessary projects that should be funded and needs that have to be addressed that do not have a corresponding proposal, like the hiring of a Grant Liaison that could 100% be compensated through ARPA funds. There absolutely has to be more conversations and further details provided by recipients that proves their project's feasibility and sustainability. Ideally, these projects will be assessed on a matrix that evaluates how they will meet identified Neighborhood needs previously outlined in this document.

# NORTHSIDE

## REINVESTMENT INITIATIVE

# 1

### Project 61 - \$75,000

(Bethel A.M.E. Church) - Bethel Community Gardens began last year. We are seeking to expand on what we have already begun and sustain it for years to come and share it with our community. Our neighborhood(s) are considered food deserts, lacking access to grocers offering fresh produce. We are teaching our community to garden and to share what is produced. Simply stated, we are meeting need(s) in our community. The pandemic uncovered many of the health issues that plague people of color (heart disease, diabetes, high blood pressure, etc.). The Community Garden promotes a healthy lifestyle of both proper eating and exercise, as we have a walking track surrounding the garden. Produce from the garden reached up to 800 households last year and we anticipate that the number will increase as we continue to expand on what we have begun.

# 2

### Project 181 - \$2.75M

(Civitan Recreation Center) - Revitalize the recreation facility using currently established programs. Power of Dad, Pride Basketball and the Eugene and Joyce Seals Family Foundation will team up to provide summer programs, after school, motivational, community and literacy programs while partnering with other local businesses and non profit organizations.

# 3

### Project 292 - \$100,000

(Guided Grace Family & Youth Services) - Proposal to provide life skills to youth grades 9-12 incorporating unique mental wellness modules that include virtual reality, technological sensory and music therapeutic interventions that promote social emotional learning and help youth identify ways to cope with depression, suicidal ideation, bullying, and many other challenges they face. Violence in Saginaw and lack of mental health services and programs available to youth deem this project necessary. The mental health of families and children are in jeopardy and although other organizations are providing services unfortunately the demand for services has increased post pandemic. This program provides mental health options and services with professional expertise unique to the city.



# 4

## Project 178 - \$221,000

(Daniels Den Ministries) - Roaring Lions Learning Center Summer/After School Program. The program goal is to provide afterschool and summer academics and personal enrichment to approximately one hundred (100) families with students in K-8 grade attending school in the city of Saginaw. The program will provide a secondary curriculum to align and support the learning, which is taking place during the school day. The overall goals are to (1) Improve academic achievement in reading, math, and science, (2) Increase motivation to learn and dedication to the educational process, (3) Improve knowledge and application of visual and performing arts (4) Improve physical fitness and healthy behaviors, (5) Enhance desires to pursue college, skilled trades, and careers, (6) Improve parenting skills and literacy among adult family members, and (7) Mental health awareness and drug and violence prevention. By collaborating and sharing resources, we will be able to provide diverse offerings to families.

# 5

## Project 326 - \$2.75M

(First Ward Community Center) - First Ward Community Service is a 91-year-old institution in the city of Saginaw that has valiantly served the community for decades. We have programming for youth, adults, and senior citizens, that addresses four of the five priorities identified by the Saginaw City Council. We are requesting financial support that will allow us to make capital improvements to our 31,000 square foot facility. These updates, repairs and renovations will allow First Ward Community Service to continue to serve the community we were founded to assist. We are also requesting financial support to temporarily cover cost associated with an Executive Director and support staff, who will be responsible for the implementation of programming associated with our organization. Finally, we are requesting financial support for building utilities.

The resources requested in the application would benefit several populations: a) children who participate in our after school and summer programming; b) youth who are employed through our Summer Youth Employment Program; c) high school students who participate in our H.I.R.E. programming; d) senior citizens; e) Saginaw Community as youth are more fully integrated into the culture as a result of programming. Overall, investment in First Ward Community Center is an investment in the city of Saginaw.

# 6

## Project 408 - \$474,000

(Ashrat Co.) - Cultural Entrepreneurship Center & Cultural Tourism (Juneteenth) Annex . "We are requesting funding for expansion of services for our Cultural Entrepreneurship Center & Cultural Tourism (Juneteenth) Annex Addition. This project is a one-time investment and will be sustained through fundraising , tourism of the building and on-site ongoing and seasonal series of ticketed events. The requested funds will be used to purchase historical artifacts in representation of African American and minority decent culture, (3) Full-time employees, (5) Part-time employees, equipment and other project related expenses directly associated with the expansion of the Cultural Entrepreneurship and Tourism Center."

**TOTAL**  
**\$6,645,000**

# 7

## Project 28 - \$200,000

(Restoration Community Outreach) - Restoration Community Outreach has been apart of this community since 1991, operating as the only all male homeless shelter in the City of Saginaw. We are in need to expand our Emergency Shelter so that we can serve more men in our area. Our shelter currently sleeps 30 men, and due to our capacity issues; we have only enough space for cots in a open area for those men. Restoration Community Outreach has been apart of this community since 1991, operating as the only all male homeless shelter in the City of Saginaw. We are in need to expand our Emergency Shelter so that we can serve more men in our area. Our shelter currently sleeps 30 men, and due to our capacity issues; we have only enough space for cots in a open area for those men.

# 8

## Project 16 - \$75,000

(Saginaw Northside Community Development Corporation) – Blight Removal. There are an extreme number of blighted structures in the City. One time expense. Ongoing maintenance would be covered by partners. Removing blighted structures will impact the community by beautifying and preserving the City, which can have positive effects on physical and mental health.

# SOUTHSIDE

## REINVESTMENT INITIATIVE

1

### Project 224 - \$2.5M

(The Neighborhood House) - The project will address the crime and poverty in the distressed South Side of Saginaw neighborhoods. The funding we are requesting will be used for the following projects: to complete urgent capital improvement projects to the facility, to expand to operating capacity of the organization, to establish after-school programs including: wrap-around programming for the entire family. This includes Health & Wellness & Life Skills and Career Training, On-Site Day Care Center, Artificial Intelligence & Coding, Technology Center offering free wireless internet & charging stations. We are asking the City of Saginaw to make a substantial, one-time investment in the community. The investment we are asking you to make will deliver immediate returns and continue to do so over the long term.

TOTAL  
\$4,500,00

2

### Project 114 - \$2M

(Saginaw ISD) - Community Building and Innovative Early Childhood Programming. This project will renovate, upgrade, and transform the historic Jerome Elementary school site located on 1515 Sweet Street (built in 1976) into the birthplace of an innovative, community resource STEM preschool. This site provides Early Head Start (EHS), Head Start (HS), and Great Start to Readiness Programming (GSRP) for children from birth to age 5 as well as pregnant moms. The scope of this entire project will include renovating/updating the current infrastructure, including; the parking lot, roof, lighting, windows, updated playground equipment, painting, and secure entry points while also exploring possible benefits of geothermal energy (HVAC). It will also include construction of a greenhouse, "green" hydroponic living vegetation walls, community gardens, adult laundry facilities, and space for conferences and/or training for community members. The new and improved Jerome campus will be a one stop shop for families in regards to a variety of services including workforce development (resume building, training, etc.), GED preparation, and routine health services for families and children. We are partnering with colleges and universities such as Delta College, Saginaw Valley State University, and Central Michigan University by providing space for instructional classes and university student work place symposium practice, as well as one way observation rooms for early childhood training. We have and will continue to actively seek partnership with community agencies/organizations such as the Saginaw Health Department, Central Michigan University (Colleges of Education and Medicine), Saginaw Valley State University, Community Mental Health, Mid-Michigan Health Services for walk-in clinics, and the Saginaw County Department of Health and Human Services.

# EASTSIDE

## REINVESTMENT INITIATIVE

# 1

### **Project 82 - \$65,000**

(Mission In The City) - Operation Gazebo provides a designated area in our fitness park for weddings, poetry reading, literacy training, veteran rallies, small music concerts, evening movies and parenting training. We have existed since 2006. We evolved around concerns about drugs, gangs, high crime, poor housing, lack of safe, lack of places to do family centered-activities, lack of healthy foods, lack of adequate child care and more.

# 2

### **Project 180 - \$125,000**

(Mission In The City) - Replace asphalt and concrete in and outside the park. To upgrade a 1/4 mile walking track, basketball/volleyball courts and sidewalk that have deteriorated over the years. A park on the East side would fall within a QCT. One time cost. Maintenance costs may need to be added to the City's budget.

# 3

### **TProject 185 - \$2M**

(Fairgrounds Neighborhood Association) - "The members of the Fairground Neighborhood Association are requesting the 54 acres of wasteland located at 2701 E. Genesee, also known as the "Old Saginaw County Fairground" to be developed into a community park. The park will provide access to Educational, Cultural, Social, and Recreational growth for its residents and visitors. We envision a two-phase project; phase one as listed below and phase two as a continuous growth and development. Our precise request is for ARPA funds to complete phase one with a design to accommodate phase two.

# 4

### **Project 267 - \$1.5M**

(Community Action Center) - Saginaw County Community Action Center is seeking funding to renovate our location on 801 S. 20th Street which is current not operating. We would like to repurpose this site as a Family Resource Center to provide temporary emergency housing, food, technology, and day care for families who are in need. The location of this facility sits within the boundaries of the City of Saginaw in the Unity in the Community Neighborhood Association District adjacent to the old Heavenrich Elementary School.

# 5

## Project 140 - \$2M

((Community Action Center) – Healthy Affordable Homes Project. Our studies show from our Community Needs Assessment that Affordable Housing is major issue in Saginaw County. Rising rent costs have began to displace families and caused an uptick on homelessness in the city of Saginaw. We also have an issue with safe and adequate housing that is affordable to those who may be income constrained. Data from the Census on housing trends suggests that the majority of the population in the Saginaw County (72%) own their homes. In focus group discussions, the question of "identifying the greatest barriers for Housing" in the Saginaw County addressed key concerns such as lack of finances to purchase houses, not having positive credit ratings, income limits making access of credit problematic, and getting money for the initial deposit for the home purchase (even if monthly payments could be made.) COVID-19, has also played a major role in people's ability to maintain good financial habits. Providing opportunities for individuals to seek financial counseling, while maintaining low-cost affordable rent will better prepare them for the home-buying process and/or strengthen their ability to maintain and balance budgets.

# 6

## Project 121 - \$415,000

(Houghton-Jones Neighborhood Association) - We are very focused on what our organization needs to continue servicing the residents of our community. We desire to maintain the Christina Jones Resource Center (through which much of our programming flows), as well as continue current programs and develop new programs that meet the needs of all our residents, youth, adults, and seniors. We have prioritized those needs that are "capital" in nature and can be maintained creating no further expense to the city.

# 7

## Project 251 - \$110,000

(Saginaw Full Gospel Holy Temple) - Saginaw Full Gospel Holy Temple (SFGHT) has operated comprehensive family ministries for more than 15 years. Our goal is to strengthen families by strategically building a solid foundation. SFGHT plays a significant role in transforming the lives of our congregation and community beyond the Sunday theological experience. We unite with families purposefully teaching the importance of honoring parents, loving spouses, singleness, health, financial empowerment, parenting and more... to alleviate the cultural disparities for a successful life. We Are Family is a wraparound project that is necessary for the advancement of our community. The church is a haven for those who are lost and a bridge connecting them to community resources. The demographics of our Census Tract is: 70% single mothers, 85% families of color, less than \$25,000 earnings annually (41.3% Blacks, 25.8% White, 34.1% Hispanics residents of Saginaw live in poverty) Saginaw is a distressed community!

**TOTAL**  
**\$6,215,000**

# CENTRAL CITY

## REINVESTMENT INITIATIVE

# 1

### Project 38 - \$75,000

(Great Lakes Bay Health Centers) - Great Lakes Bay Health Centers would appreciate the opportunity to create a welcome to downtown Saginaw green space area/welcome center located at at 322 N. Jefferson using some remnants from the church. Green spaces have positive effects on mental health, physical fitness, social cohesion and spiritual wellness. The new green space would be a welcoming, relaxing, mindful space for community members as well as tourists visiting our city. It can also be a meeting place for community members to enjoy while waiting for entertainment activities at the Dow Event Center and Jolt Credit Union Event Park. The green space may include bench seating, pavilion, brochures showing points of interest and maps of the downtown area, music/event venues, museums, restaurants, hotels, history markers and more.

# 2

### Project 364 - \$1.5M

(Youth Development Corporation) - We propose to work with opportunity youth ages 16+ who have dropped out of high school, and help them obtain a high school diploma/GED, teach them a skilled trade and place them in an apprenticeship program. This program is necessary because it targets a neglected population, builds affordable housing and puts young adults to work in high-demand jobs.

# 3

### Project 138 - \$78,000

(READ Association Saginaw County) - The Family Literacy Center will provide reading assistance to children and parents in the community through our family literacy program, Raising Readers Academy; free mentoring and tutoring (using the Barton Reading & Spelling System); parent workshops; volunteer trainings; and connections to community resources to assist with individual learners (such as speakers, trainings, contact and program information, etc.) Proficient reading is essential for students to learn, grow, and achieve throughout their lifetime. Prior to COVID, there was already an overwhelming number of students who struggled in reading. Due to a variety of reasons surrounding COVID, students needed to adapt to different learning platforms and deliveries that yielded lags in reading instruction and learning in many cases. By providing free, direct, individual, and explicit assistance to not only the reader but the support systems surrounding the reader (parents, caregivers, etc.) at the Family Literacy Center, children will increase their reading skills to learn in all areas, build confidence, increase motivation to stay in school, and lead them to successful lives as they move through each grade and into their future. The long-term effects increase the likelihood of future employment, financial security and stability, and positive life options.

# 4

### Project 294 - \$2M

(Wolverine State Baptist Headquarters) – Opportunity Resource Center. Our opportunity center will be a community hub for entrepreneurs, senior care, STEAM programming, mental health counseling, daycare, art therapy, workforce development, financial literacy classes and community events. This program will serve everyone: babies, toddlers, children, families, seniors, opportunity youth, returning citizens, veterans, unemployed. Our individual churches have always served and had a presence in this community, and collectively as an organization we have been serving this community for over 50 years.

# 5

## Project 289 - \$685,000

(ROOTED in Hope) - I read, I lead, I succeed, and I believe I can achieve" is the affirmation that every K-5 child says at the beginning and end of each tutoring session sponsored by the I Read, I Lead, I Succeed Literacy Initiative (RLS). The project trains community tutors to teach K-5 children foundational reading skills that reinforce what they are learning in school. RLS uses books, materials, and animated videos with contemporary music to share interesting stories that relate to the lives of children and families in our community. The stories capture the attention of children and motivate them to read during out-of-school time. RLS tutors build close relationships with children and families and discuss the importance of reading. Tutoring sessions are conducted online and face-to-face to increase the digital literacy skills of students, parents and tutors. Connecting with parents is a critical part of any successful effort to reach children. RLS provides family/parent sessions to teach at-home activities that will reinforce what children are learning in school. Additional family/parent session topics also include: family goal-setting, building home-school connections, and healthy minds and bodies.

**TOTAL**  
**\$4,558,000**

# 6

## Project 28 - \$200,000

(Major Chords for Minors) - Major Chords provides free music lessons to kids in Saginaw. We lost funding, instructors, and students during the pandemic. We are working to build back to (and then exceed) pre-pandemic levels of this vital service to the children and families in the community. Major Chords for Minors needs this ARPA boost in our budget in order to increase staff and programming with the goal of increasing our band program, increasing community engagement, and increasing our presence in the community at small businesses and local events -- all of which will connect us to more funding opportunities in the future. Ongoing funding will additionally be provided by new and current sponsors, donors, and grantors such as MACC, Morley Foundation, Saginaw Community Foundation and others. ARPA funding for instructors, students, equipment, and band rehearsals will help Major Chords serve more families, which in turn will allow for greater community engagement through performance opportunities and special programs, which will create increased opportunities to connect with new sources of funding.

# 7

## Project 28 - \$200,000

(St. Mary's Center of Hope) - Washing for Wellness. The "Washing for Wellness" program is an existing program. Participants are able to wash and dry 3 loads of laundry a week for free. In return, participants are asked to exercise, watch a video on healthy eating, or living a healthy lifestyle for 45 minutes. Participants are required to bring their own laundry soap, dryer sheets and wash and dry their own laundry. At present we have 2 working washing machines and 2 working dryers, one washing machine takes approx. 45 minutes for one load. We would like to purchase 4 new light industrial washing machines, dryers, and provide laundry detergent and dry sheets for participants. This would allow us to have machines that are more reliable and faster which would allow us to serve more participants per day.

# WESTSIDE REINVESTMENT INITIATIVE

## 1

### Project 257 - \$500,000

(Gideon Boxing Gym) – The target beneficiaries are youth and young adults ages 8 to 25 from moderate to low income households facing mental and emotional health challenges. Additionally, our target area are Saginaw's promise zones located primarily in 48602 and 48603 area codes.



## 2

### Project 336 - \$800,000

(McDowell Healing Arts Center) - This project is needed for several reasons: With the onset of Covid-19, the need for mental health services has increased nation-wide. The level of loss, grief, transition, and uncertainty has left people with increased experiences of trauma, depression, and anxiety. Everyone from small children, to middle-aged adolescents, to emerging adults, and the elderly populations, have all found themselves having to live much different and secluded lives. Additionally, due to the increase in mental health concerns, there is also an increase in primary health concerns, and longer waiting periods before someone can be seen for mental and psychiatric challenges. This project is also necessary because just like adults, young people too are seeing and experiencing an increase in mental health concerns. Trauma in the form of domestic violence, community decline, lack of access to basic needs and other common situations, have only been exacerbated by the pandemic. The pandemic has impacted students in the Saginaw Public School District in similar ways as have been reported nationally and globally. Research indicates that nearly 81% of individuals aged 13-17 have experienced stress related to the pandemic, specifically with school (Hussong, 2021; Panchal et al., 2021; Rao & Rao, 2021; Thacker, 2020; Vestal, 2021). Addressing mental health and substance use issues is necessary to achieve success in education. The isolation teens experienced during the pandemic shrank the interactions they had with adults who might recognize signs or symptoms of emotional distress."

# 3

## **Project 386 - \$190,000**

(Solutions Behavioral Health) - Chin-Up (Changing Headlines In Neighborhoods with Upward bound People. Solutions Behavioral Health seeks assistance to implement programming titled Chin-Up that provides mental health support, physical activity, and mentoring services to residents in public housing complexes to curb the violence in our community. The program promotes healthy living and self-awareness by providing on-site services. It is hoped the City of Saginaw, in conjunction with SBH, becomes socially innovative in addressing the problems that plague us.

Our program, Chin-Up will include informational sessions on education and career opportunities, budgeting, and finances to name a few. Programming is facilitated on-site in the complex's gathering space. Many individuals are interested in these topics, and when trust and rapport are established, SBH's mental health practitioners can address the core issues with intensive mental health services and remaining on-site. By SBH bringing the benefits to the locations strengthens participation and completion of programming due to eliminating one of the main barriers to seeking assistance, which is transportation.

Solutions Behavioral Health would like to become a catalyst for bringing mental health services disguised as community engagement inside apartment complexes known for high crime rates. SBH believes we must invest in interventions that reduce community violence and are essential to improving our city's way of life. SBH wants to address domestic violence or intimate partner violence. Based on a relationship with Bridgton Townhomes, we know that intimate partner violence is prevalent. The Centers for Disease Control and Prevention defines intimate partner violence as "physical violence, sexual violence, stalking and psychological aggression by a current or former intimate partner. SBH has provided services for many women who experienced IPV in the past or we connected them with local resources designed to assist. In addition, SBH noticed a recurring theme of the couples reconnecting even after physical abuse.

# 4

## **Project 316 - \$170,000**

((Youth Protection Council) - "The Youth Protection Council has been delivering critical services for youth and young parent families in the City of Saginaw since 1962. We have three key areas of service: runaway and homeless youth; parenting and early childhood supports for young parents; and substance abuse prevention and resiliency skill building for school age youth. The proposal is for \$170,000 to purchase four vehicles, two for the young parent program and two for the substance abuse prevention program. This is a project with significant sustainability. We have the grants funds to cover staffing, operating expenses, and travel expenses (gas, maintenance, and insurance for the vehicles). We need ARPA funds to purchase the vehicles, the grants we have do not allow for vehicle purchase.

The vehicles we will purchase will be used to make home visits, take parents and their children to socializations, take the parents and their children to medical and other important appointments, to apply for jobs, and for personal errands (e.g., grocery shopping). All families enrolled in Early Head Start are low income and have other established risk factors (we serve families where the parent is a young adult 17 – 24 years old).

# 5

## **Project 44 - \$120,000**

(Mid-Michigan Children's Museum) - Since 2008, the museum has served children and their families, schools, and more. The galleries are designed to teach children as they play.

# 6

## **Project 122 - \$30,000**

(Sister to Sister Empowerment Program) - "Research has shown that youth benefit from having the support and guidance of a mentor. The connection to an effective mentor has been shown to decrease high school dropout rates, improve teens relationships with their peers, parents and teachers, improve interpersonal skills and decrease participating in unhealthy behaviors such as misusing drugs and alcohol or fighting. The funds provided by ARPA will allow us to pilot the Sister to Sister Empowerment program. During the piloting phase we will collect data to demonstrate the effectiveness of this program and the impact on the teen girls. Using this data we will be able to apply for grant funding. The data will also enhance our fundraising potential by allowing us to demonstrate results and obtain community buy-in.

**TOTAL**  
**\$2,050,000**

# 7

## **Project 154 - \$240,000**

(SWAG Magazine) - S.W.A.G. Magazine (Students With A Gift) is a media publication whose purpose is to present news in a format that teaches young readers to become critical thinkers and informed citizens. As an educational publication, the mission of S.W.A.G. is to engage students with the world around them and inspire kids to join the conversation

about current events. We have created a high-impact tutoring program to address student learning loss and unfinished learning due to the presence of the COVID-19 pandemic in Saginaw. Our focus will be on increasing literacy, which is the ability to read and write, and these skills are important at school, at work, and at home.

Students in our after-school program will produce a monthly printed magazine powered by S.W.A.G. The magazine will be titled R.O.A.R., an acronym for Respectful, Optimistic, Ambitious, Resilient. Our community partners for this program include MLive Media Group, Riverfront Saginaw, Saginaw Career Complex, Delta College and The Jackson Project. These partners will provide training and instruction in our program. The students will be responsible for all the content in the magazine. In addition to learning reading and writing, students will be instructed in marketing, branding, social media management, photojournalism, copy editing, coding, website management and development, videography, reporting, and public relations.

# CITYWIDE INVESTMENTS

## 1

### Project 207 - \$3M

(Community Development Block Grant) CDBG funds have decreased and the community needs have grown. The programs are beneficial to the entire community. With ARPA CDBG programs can be offered to all city residents. CDBG Division has been serving the community since 1974. Current staff has over 60 years of experience. (we'd like to see \$1M for housing - \$1M for small businesses - \$1M for nonprofit organizations for social programming)

## 2

### Project 365 - \$25,000

(Skate-O-Rama) Painting the local skate park with lead artist and local volunteers. To beautify the city of Saginaw's skatepark by offering a highly saturated design to an already existing structure. And also offers an opportunity for artists and the community to have fun and create something beautiful together.

## 3

### Project 395 - \$30,000

(Black Board Committee) A collective of young Black individuals who strive to highlight the Saginaw Urban Community through arts advocacy, community service events, and fellowship. To amplify young, marginalized voices, to create a space for young leadership, to revitalize the community in Urban neighborhoods affected by lack of resources.

## 4

### Project 328 - \$200,000

(CWhatWorks STEM) - The objective of the proposed program is to offer students a way to participate in authentic, hands-on experiences designed to engage young minds in STEM subjects and challenge them beyond the classroom environment, and help all students enhance their literacy skills so that their interest in STEM is peaked at a young age. The ultimate goal is for these children, our Saginaw children to grow up to pursue further education and/or jobs within the field of science, technology, engineering, and/or math and In addition will continue to prepare students for science and engineering fairs.

Many children who reside in the City of Saginaw are labeled as at-risk students who are underperforming in reading, science, and math with a high percentage shown to be at least two years behind their current grade level. As the pandemic enters its third year, new studies now show the pandemic has had devastating impacts on learning.

# 5

## **Project 364 - \$1.2M**

(Saginaw YEARN) - This project is necessary to address and combat the negative impact of the COVID-19 pandemic on the children, youth and families of this community. Multiple studies have confirmed nationwide and global increased levels of child abuse/neglect, domestic violence, depression, poverty and homelessness. In a city already combatting the challenges associated with high levels of violence, ATOD use/abuse and struggling school systems, the two-year COVID-19 shutdown resulted in heightened degrees of trauma, further isolation, economic hardship, and is now experiencing an increased intensity in violence as well. The proposed YEARN project will serve this community well through education, much needed youth employment opportunities for a substantial number of youth (proven to reduce youth violence and school drop-out rates) and very importantly, will support efforts to build resilience in families through becoming and sustaining a trauma informed presence in the city of Saginaw.

# 6

## **Project 349 - \$200,000**

(Saginaw Valley Tech Park) Saginaw Valley Tech Park will provide the latest technology and mentorship, servicing underprivileged youth in our community. To provide pathways to careers and create a safe alternative learning environment for youth with an interest in the arts. While STEM has its merits, there is no outlet for creatives. This will provide alternative learning for careers in the art field, ranging from photography to media and graphic design.

# 7

## **Project 30 - \$150,000**

(Saginaw STEM) - Saginaw STEM seeks to expose students to STEM based programs and a network of professionals where they benefit from expertise of scientists and engineers as mentors and advisors which ensures opportunities for long-term student success. STEM skills are in high demand in today's rapidly changing world. These skills are, and will continue to be, the tools necessary to address the complex challenges of today and tomorrow. Unfortunately, many students from minority and low-income communities have been underserved in STEM education and underrepresented in STEM careers. Saginaw S.T.E.M. is committed to expanding high-quality (STEM) education and opportunities to all students, regardless of race, socioeconomic status, or zip code. We offer an array of cost-free programs for students designed to build interest in and knowledge of STEM, including all ages and experience levels, to develop a diverse STEM-literate workforce.

# 8

## **Project 136 - \$30,000**

(Champions Read) - Champions Read is a program that includes community volunteers, culturally imersive literacy lessons and hands on activities to encourage a love for reading. This targets students who are struggle with reading and a sense of belonging. It can be done with any group and tailored to honor the strenghts and needs of different communities. Our goal is to create a curriculum that groups can utilize with their current staff/volunteers and youth. Young Champions has community partners to sustain the project on a small scale (less than 20 children a year) and has maintained most of those partnerships for the 25 year that we have served the city of Saginaw. This request is to be able to expand the program so that other groups can see the model in action with their students/youth.

# 9

## **Project 233 - \$227,000**

(Saginaw Art Museum & Temple Theatre) - The Saginaw Art Museum Youth Engagement Project will include Family Memberships for all Saginaw Public School District students K-12 for the duration of their school careers. It will also include extended hours at the museum on Saturdays for general museum admission and art-related programming. This will also include funding for field trips. This project is necessary because the youth in our community have a need for enrichment and education opportunities during after-school hours, especially considering the absence of such opportunities available to K-12 students in the 2+ years of COVID-19. Memberships to the Saginaw Art Museum will provide the students with free access to arts, culture, and programming. Not only does this project encourage student engagement with arts and culture, but it also promotes family engagement so that their immediate family members will be able to join them as part of their family membership. It was noted at the ARPA meeting on April 7th during Dr. Roberts' comments that SPSD students spend most of their after school time within a 4 block radius of their house, and we feel that this project provides the opportunity for kids to expand their horizons outside of that four-block radius. We also see a necessity to open the museum for extended hours on Saturdays so that we can accommodate students and families outside of the traditional work and school hours. The project will also include providing funding for field trips, so that there are minimal financial barriers for the school district as they use the Saginaw Art Museum as an educational resource. This project is about art and cultural enrichment and after-school education opportunities for students and their families. This project offers a great benefit to our community, especially our youth as we seek to recover from the COVID-19 pandemic.

# 10

## **Project 228 - \$325,000**

(Saginaw Arts & Enrichment Commission) – Restart the Arts. Arts programming provides meaningful opportunities for community engagement, creativity and togetherness- something we all value more than ever. We would focus on equitable distributions of grants and community centered programming which could lead to transformative change.

# 11

## **Project 247 - \$384,000**

(Women of Colors) - The Women of Colors (WOC) Program Expansion Project will help sustain and expand existing WOC services to better serve the vulnerable population of youth, adults, and families in the City of Saginaw. WOC would add new programs such as, Dress with Purpose that will empower young women ages 16 to 25 to achieve economic independence by providing professional attire and development tools needed to thrive in their future work experiences and life. Women of Colors (WOC) offers programs and services principally to Saginaw residents. The target population is low to moderate income families, elementary to high school students, and adults in Saginaw. WOC seeks to expand our services through direct outreach, collaborative initiatives, community events, training, and other activities. Our prevention programs currently offer weekly training to numerous students and adults. WOC places priority emphasis on helping youth and families learn the benefits of adopting a lifestyle free of drugs, alcohol, and other unforeseen barriers that could prevent them from being productive citizens.

# 12

## **Project 257 - \$1.2M**

(Blactiquing) - Blactiquing™ seeks support to identify, build, and/or renovate a space for A Museum of Black Experiences (AMusBE), a newly proposed cultural institution for Saginaw, MI that promotes, supports, and incubates Black art, artists, and the histories that they represent and inspire. Additionally, Blactiquing™ seeks to establish AMusBE as an independent, nonprofit organization and produce 8 exhibits that feature the works of local residents and artists. The term “Blactiquing” was coined in 2020 by Kevin T. Jones, and reflects the intentional effort to collect, preserve, and share stories about Black people and American history. Since July 2021, Blactiquing™ has launched successful gallery and museum-level exhibits that incorporate art and history in creative, mesmerizing, meaningful, and engaging ways.

# 13

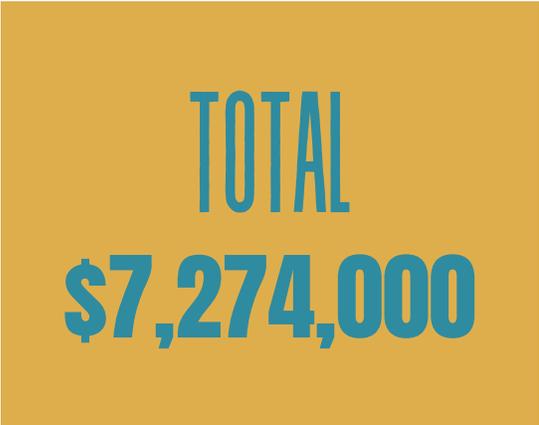
## **Project 196 - \$228,000**

(Saginaw African Cultural Festival) - The festival is an ongoing project. The project will continue to be funded by community sponsors. The festival would use ARPA funds to purchase items instead of renting the items annually. This will allow the festival to use sponsorship funds to directly impact the enrichment of our community.

# 14

## **Project 341 - \$75,000**

(Lawn Chair Film Festival) - Lawn Chair Film Festival is a staple in Old Town Saginaw. In 2019, the festival underwent a complete overhaul in leadership and organizational structure. During this transition, it became very evident that there are many updates that need to be made, and after the festival was canceled in 2020 due to COVID-19, funding from local businesses became increasingly difficult. We want to re-energize the festival with a number of major upgrades that will bring new life to a summer event that the citizens of Saginaw have enjoyed for nearly two decades. Funding requested is for one-time investments, such as banners, marketing materials, awning, and screen upgrades, and improvement of AV equipment to improve the overall experience. Lawn Chair Film Festival has been running for 19 years on the support of the community.



**TOTAL**  
**\$7,274,000**

TOTAL ARPA  
FUNDS

\$31,242,000



# SUMMARY

This Master Plan identifies the needs of our community's neighborhoods and presents a framework for bringing equitable funding solutions to Saginaw. In addressing the needs of Saginaw's QCTs, we are executing **a vision that puts residents first:**

- Safe, affordable homes in clean neighborhoods where every child has the opportunity to attend free programs that educate, invigorate, and empower them.
- Low fees for garbage collection and reasonable water rates that eliminate the source of dumping and ensure that clean water is a right to all our residents.
- Accessible, beautiful parks that bring together all parts of the city.
- Streets and neighborhoods that are welcoming, unique, and encourage community.

## **A Saginaw that people are proud to call their home.**

The future of Saginaw can be bright, inclusive, and equitable. The power is in our hands to shape this city into one that promotes the health and wealth of its residents, and provides a safe, holistic environment to raise families and build community. We can direct transformational investment that changes lives. In order to accomplish this vision, we have to commit the City of Saginaw to serving its residents and being accountable to the needs that are so desperately evident in our neighborhoods. This is our attempt to tell that story.

**REAL CHANGE**  
AND POSITIVE IMPACT WILL  
ONLY BE HAD WHEN  
**CITIZENS ARE HEARD.**

