



# REPORT FROM THE VISIONING EXERCISES

## SAUGATUCK TOWNSHIP: A COMMUNITY WITH A VISION

Prepared for the Saugatuck Township Board of  
Trustees and the Township Manager

Submitted: February 3, 2021  
Accepted: February 10, 2021

Prepared by Larry Nielsen  
Larrynielsen6619@gmail.com

# TABLE OF CONTENTS

Part A: Overview	Page 2
Part B: Participants	Page 2
Part C: Review of Prior Plan	Page 2
Part D: Assessment of Current, Settings, Situations, and Opportunities	Page 6
Part E: Consensus Development	Page 14
Part F: Magic Wands	Page 18



## APPENDICES

Appendix A: Value Statements	Page 19
Appendix B: Priority Area Statements	Page 20
Appendix C: Mission Statements	Page 21

## Part A: Session Overview

In December 2020 and January 2021, members of the Saugatuck Township (hereafter referred to as the “Township”) Board of Trustees (hereafter referred to as the “Board of Trustees,” “Board,” or “Trustees”) and their Township Manager (hereafter referred to as “Manager”) participated in a multi-year strategic planning process. Due to COVID19 concerns the normal live, one-day, interactive session was scrapped in favor of a virtual meeting and email exchanges. During the initial virtual meeting, planning facilitator, Larry Nielsen, gave a brief discussion of the process, and expected outcomes. The review of the past strategic action plan took place during the meeting. Over the next several weeks, Trustees responded via email to a series of exercises. Participants were provided with some preview to each of the exercises.

Following a return of all the exercises Nielsen prepared this draft report from the exercises.

## Part B: Participants

Participants included all five (5) members of the Board of Trustees and the Township Manager. It was clear in the initial virtual meeting that this body respects, appreciates, and listens to each other. Citizens and businesses of Saugatuck Township benefit by having a governing board not fraught with conflict or division. This was apparent during the meeting and in the two surveys distributed following the initial the meeting. The surveys confirmed there are no divisions among participants, no conflicting ideologies, or roadblocks to working as a team for the betterment of all in Saugatuck Township. Saugatuck Township residents and business are fortunate this team is in place.

## Part C: Review of Prior Plan

The prior plan included 16 different goals which the Township Board and Manager were committed to working on in the past year. This briefly recaps those goals and the status of each.

A more detailed assessment has been prepared by Township Manager.

### **Goal 1: Reformat Budget**

The Township will research alternative budget formats and adopt a reformatted budget for the FY 2020-2021 budget process. **Status:** Accomplished.

### **Goal 2: Millage Planning**

The Cemetery and Road millages are set to expire. The Manager was to prepare summary information regarding options and a calendar of millages the Board can use when discussing and preparing for renewals. **Status:** Ongoing. With the passage of the county-wide millage the Township is looking to next steps. The Board will consider Cemetery Millage ballot language soon. Still to be addressed are the Road Fund millages and the General Fund Millage rates.

### **Goal 3: General Fund/Operating Budget Planning**

The Township's general operating millage is low. The Township's general fund budget is approximately 5 times greater than the millage generates. This necessitates consideration of increasing revenues, cutting expenses, or depleting fund balances. More information was desired. **Status:** Information has been provided. The County wide millage proposal has passed. The Township Board is considering its impact on their revenues, millage rates, and services. Additionally, general taxpayer information is needed so taxpayers understand which entity is taxing their property and where their tax dollars go. During the initial virtual meeting methods of educating taxpayers were discussed. Work on this goal will continue.

### **Goal 4: Review Connection Fees and REU Schedule**

Water and sewer connection fees are a part of the Township's funding structure for its public water and sewer system. Yet, REU rates and connection fees have not been updated for 22+ years. The Township Board and Manager were to address the situation and determine how the Township will proceed. **Status:** In progress. The Township's first Capital Improvement Plan is in the works and a rate/connection fee study has begun.

### **Goal 5: Reduce Pension Liability**

The Board desired to improve the level of funding for its pension plan. The goal was to increase the level of funding from 44% to at least 60%. **Status:** Significant gains have been made. Changes to the plan have already been made and the Board has been increasing its contribution to the pension plan. Additional contributions will continue to be needed to further reduce the unfunded liability.

### **Goal 6: Blue Star Trail**

The Township adopted a resolution stating its desire to move the development of the Blue Star Trail forward by working with its partners in the project, The City of Saugatuck, The City of the Village of Douglas, and the Friends of the Blue Star Trail (FOTBST). A Joint Study Committee (JSC) presented an updated proposed route. Some delays due to COVID19 were experienced and the JSC met recently to continue work on the BST. **Status:** Needs attention as new Council members in the City of Saugatuck take their seats and the Tri-Community group focuses on the plan. Board members are confident, when reconvened, will agree the plan from the FOBST deserves to be pursued.

**Goal 7: Kalamazoo Lake Harbor Authority**

The Township had been a non-voting member of the Kalamazoo Lake Harbor Authority (KLHA) but was invited to join as a voting member. The Board adopted a resolution of intent to join with conditions. The other parties were on board with the resolution and the Interlocal Agreement is being codified to reflect the Township's voting status and concerns. **Status:** In progress as membership is to come in 2021 and the Board considers committing funds, if any, to the KLHA.

**Goal 8: Ambulance Service**

The Township's Emergency Services Committee studied, reviewed, and recommended long-term ambulance service in the Township. **Status:** Accomplished. A new multi-year agreement with the new service provider was adopted in 2020.

**Goal 9: Host Tri-Community Meeting**

The Township desired hosting a Tri-Community meeting and taking the initiative to invite officials from the City of Saugatuck and the City of the Village of Douglas to attend a meeting. **Status:** In progress. Delayed due to COVID19. When possible to meet face-to-face a date will be pursued.

**Goal 10: Upgrade Facilities**

The Board desired exploring upgrades to Township Hall. **Status:** Needs attention as background information has been provided but any plan or upgrade remains a budget and priority matter. A Draft maintenance and replacement plan was presented. Desires to visit other facilities is on hold due to COVID19 concerns. A good start has been made but upgrading Township Hall will take staff time and money.

**Goal 11: Review Tri-Community Master Plan**

The 2016 Tri-Community Master Plan (Plan) needs review and updating. Further, the Board desired to increase their knowledge of the Plan and how they may support the Plan. **Status:** Ongoing. While a Tri-Community Master Plan has been presented, there is still much to do with reviewing, discussing, and arriving at a consensus with Tri-Community partners. Coordination with the two cities is needed.

**Goal 12: Rebid Professional Services and Contractors**

The Board desired to review their professional service agreements and to consider other options that may be available. **Status:** Accomplished. A multi-year review and evaluation process for contractors and professional services is now in place.

**Goal 13: Administrative Policy Handbook**

The Board sought development of a comprehensive Administrative Policy Handbook. **Status:** Accomplished. The Board adopted the policy.

**Goal 14: Evaluate the Township’s position on the Northshore of Saugatuck Development**

The Township wanted to learn more about the Northshore of Saugatuck PUD that was previously approved by the Township. **Status:** In progress. The Board, Manager, and legal counsel continue to be engaged on this matter.

**Goal 15: Establish a Wellhead Protection Ordinance**

The goal for a Wellhead Protection Ordinance involved the Township Board working with the Wellhead Protection Team to finalize and present an ordinance for the Township Board to consider and adopt. The Wellhead Protection team consists of the Township, the City of Saugatuck, the City of the Village of Douglas, the Kalamazoo Lake Sewer and Water Authority, Saugatuck Township Fire District, and the Allegan County Health Department. **Status:** A draft ordinance is in progress. And is being considered by the Planning Commission. While lots of progress has been made a caution was raised that some property owners still have concerns.

**Goal 16: Lakeshore Drive Short- and Long-Term Planning**

The Township seeks to work with residents and other partners to find an acceptable solution to the threatened segments of Lakeshore Drive. This stretch of Lakeshore Drive shoreline, as most shorelines along Lake Michigan, experienced erosion from high water levels, wind driven wave action, and severe storms. **Status:** In progress as sections remain threatened. The Township and the County Road Commission continue to pursue avenues for resolution. An engineering firm has prepared a temporary design which the Road Commission will consider. The urgency is lacking as some stakeholders are not residents, access is available, emergency routing is still possible, and the cost estimates are high. This matter was briefly discussed in the initial Zoom meeting.

## Part D: Assessment of Current Setting, Situations, and Opportunities

Participants were led through a series of exercises assessing the Township's current setting, situations, and opportunities regarding a variety of topics. Responses could be broadly stated (macro in sense) or narrowly stated (micro in sense). These exercises provide an assessment of those topics as they relate to the Township's strategic planning. These also uncover existing challenges and opportunities facing the Township.

Please note: Responses in this section do not necessarily reflect a consensus thought of the whole Board of Trustees as all responses are noted in this section.

### Overall Focus on the Township

First, participants identified some overall impressions of the Township. They follow:

- Citizens are largely retired, educated, and with strong opinions. They can be a good asset.
- The Township is stratified based along income and property values.
- Many residents believe they are part of the City, not the Township.
- The Township has lots of open land and potential for growth.
- Affordability – cost of living and available residences – is an issue of concern.
- The most prideful assets of the Township are its location, natural beauty, and corresponding parks and trails.
- The Township's low tax rate presents numerous challenges.

### 1. Living in the Township

- While many residents love the Township's rural lifestyle, access to high-speed internet and a major grocery store are challenging.
- While the Township enjoys a great location on Lake Michigan, with beauty all around, and being close to larger Cities of Grand Rapids and Chicago, there is little diversity.
- While the Township has lots of open land and the potential for growth, threats of inappropriate development is concerning.
- While the natural beauty of the rural setting and trails attract many, there is a big city mentality that wants more services.

- While taxes are low, expecting more services, such as, yard waste pick-up and recycling, street lighting, sidewalks, etc. are unrealistic.
- While one can enjoy our setting, privacy and safety, Winters present challenges and a feeling of isolation.
- While access to high-quality amenities (i.e., parks, trails, schools, downtown Saugatuck and Douglas) is available, the cost of living in the Township is high.
- While the Township has decent ordinances, enforcement could be strengthened which necessitates consideration of adding staff or service agreements.
- While the Township has a Master Plan, adherence to the plan could be improved.

## **2. Township Parks**

- While the Township owns property and has rustic parks, they are largely unknown and underutilized.
- With the 2 cities, the County, the State, and the Township all having parks, it begs the questions if 1) They compete with one another and 2) If more are needed.
- While the township has quality parks which providing something for everyone, the Township has no long-term plan to provide funding for their maintenance or development.
- While the Township has a dedicated Parks Commission, with no support staff, they are reliant on volunteers for routine maintenance and upkeep. (It is noted the volunteers are currently doing a good job.)
- While the Township parks and trail are accessible and beautiful, there is limited cell service, no porta-potties, and poor signage which reduces use, particularly from single users.
- While River Bluff Park has a great trails and views, the park would benefit by bathrooms, playground equipment, and a covered eating area.
- While the Township benefits from parks and trails, increasing/expanding them would benefit residents and the Township.

## **3. Business Climate**

- While there are no business licenses and there are new businesses, the Township is reactive but could be proactive in fostering new business activity.
- While there are more locations with affordable rents presenting entrepreneurial opportunities, finishing the sewer and water utility systems would help accommodate development.
- While the new marijuana businesses draw people, getting their customers to make 2<sup>nd</sup> and 3<sup>rd</sup> stops is challenging.



- While the Township Board is supportive and office staff are professional, friendly, and accommodating to businesses, they are short staffed and have little time to dedicate to business development.
- While there are new businesses and a variety of businesses in the Township, businesses are scattered and not necessarily open year-round.
- While the Township has a decent number of businesses, there is room and opportunity for more.
- While this is an affluent area with property available for development, young professional cannot afford to live in the Township making it difficult for new entrepreneurs.
- While the tourist season is awesome, it is just that, a season.
- While the Township has much going for it, a solid economic development plan would be a great addition.

#### **4. Township Finances**

- While the Township is in good financial shape with a healthy fund balance, funding for major changes and additions are inadequate.
- While taxpayers have high expectations for Township services and programs, taxpayers lack understanding of Township tax revenues.
- While the Board is fiscally diligent and conservative and the Manager has done good job, the Township would benefit by additional full-time professional staff.
- While reformatting the budget added clarity and better investing should bring more returns, also known is the shortfall between what the Board wants to do and what it currently has in the way of financial resources to achieve.
- While there are new millage opportunities, there will likely be more pressure to first use current high fund balances.
- While there is a decent tax base, there is property value stratification and volatility.
- While the State has provided revenue sharing payments, the Township should recognize the potential for less State Shared Revenue.

#### **5. Township Taxes**

- While Township taxes are lower than nearby Cities and other townships, tax revenues do not cover our general fund expenditures or provide adequate money for improvements, staff, or projects.
- While we have been responsible and accountable, most residents do not understand which entity is levying the tax and the Township's role in collecting taxes.
- While the new flexibility with millages exists and is encouraging, the Board will need to consider this opportunity as well as our existing high fund balances.

- While the Board has existed on its current general operating millage, the Board knows maintaining the current level of services – let alone adding added services – is not sustainable; hard choices lie ahead.
- While most taxes are paid promptly and there is a high rate of return, even with COVID19 hardships, tax receipts are still not able to meet the service expectations new buyers have when moving here.
- While we have special millages for roads and the cemetery, they are at a ‘maintaining level’ not enough for improving quality or services.
- The Township benefits from good assessing and software which allows residents to access their tax records, permits and forms.

## **6. Township’s Online Presence**

- While the Township has a simple website, it is an old website and could use freshening up to make it more user friendly.
- While the Township Board packets, news, and minutes are all available, full utilization of BSA online awaits as does online interactive applications/forms and a repository for Board packets.
- While improvements have been made and there are E-Blasts/E-Newsletters, there is room for improvements.
- While virtual participation is high and we have an online presence, there is little staff and time to dedicate to social media.
- While notices and news are updated regularly on the site, the site is not aesthetically appealing and could be more user friendly.
- While we make a concerted effort to be ‘online’, the Township would benefit by engaging a professional media person or hiring a support staff person with strong social media capabilities.

## **7. Communications with Residents and Businesses**

- While I am frequently engaged by residents, I frequently provide information, or I get answers from the office when needed.
- While our Board and staff are responsive to all, some organizations think the Township staff is their secretarial staff.
- While meetings are recorded, the loss of the local print news publication hurts our effort.
- While the Manager and Board Members have a good pulse on the community and make great efforts to communicate, we are currently a bit limited because of COVID19.

- While we have a variety of communication tools, we are hindered by a lack of time to dedicate to social media.
- While the Township has gotten better and stronger at this, more staff support would improve and make it stronger.
- While Board and staff are approachable, helpful, and make great effort at communicating with residents and business, we may have unreasonable expectations as it is hard to engage everyone all the time.
- While communications between Board members is excellent as all are respectful, listen to each other, and work together to on Township matters, COVID19 has presented challenges.

## **8. Township Roads**

- While the Township has a good relationship with the Allegan County Road Commission, some residents lack an understanding of the role and responsibilities of a county road commission in a township.
- While roads are very well maintained and considered the best in Allegan County, Winter concerns are just that, Winter.
- While snow removal is generally good throughout the township, some areas are difficult for snow removal.
- While the Township has extra voted millage for roads, the Township has no Department of Public Works to assign work tasks. The Township does have a good fund balance in our road funds.
- While roads are generally good, ongoing threats to Lakeshore Drive, better traffic control around the Blue Star round-a-bouts, and the culvert on Riverside Drive near Newport seek some resolution.
- While relations with the County are generally good, Blue Star Highway is another matter; needing attention/resolution are stop lights and enhancing safety at round-a-bouts on Blue Star Highway.
- The Township listened to residents regarding keeping gravel roads for horse riding, wide shoulders, fresh striping for night driving,

## **9. Wireless/Broadband**

- While there are some areas of the Township that enjoy good cell coverage and high-speed internet (broadband) service, large areas do not.
- While the Township has great opportunities for business and work-from-home residents, the lack of quality internet service is a detriment to capitalizing on this asset.
- While schools in the area are generally excellent, some students do not have access to quality, high-speed internet service or cannot afford connection fees.

- While high speed internet service is spotty at best in the Township and the County, there appears to be some local and County wide interest in improving service whether by millage or other means.

## **10. Sewer and Water**

- While some of the Township is served with sewer and water via the Kalamazoo Lake Sewer and Water Authority (KLSWA), much of the Township benefits from sandy soil for their septic systems.
- While the area depends on well water, well head protection ordinances are needed to protect the ground water supply as well as the environment.
- While the township has opportunities for business and residential development, the limits on water and sewer services (capacity and location) presents a challenge to this opportunity.
- While the Township does not have to manage the systems or bill customers, the Township needs to study KLSWA operations, review master meter reports, and to make sure it is organized to function optimally.
- While the joint system authority keeps rates low, sewer and water services are not everywhere necessitating capital improvement planning.
- While the Township enjoys good relations with other entities and authorities, the relationship with KLSWA could be improved.

## **11. Housing**

- While the Township enjoys a great diversity in home styles, ADU's (accessible dwelling units) are not allowed.
- While housing in the Township is more affordable than the City, more affordable housing and senior housing is needed.
- While the Township enjoys high property values, there is a lack of housing options as most are high value homes and are single-family large-lot homes.
- While the Township enjoys nice homes, there is a need for code enforcement and enforcement of short term-rentals.
- While the Township has a need for code and short-term rental enforcement, there is no time to dedicate to such enforcement.
- While the housing market is strong and growing (new builds and sales), there is not enough affordable housing, mixed housing, or rental housing options.
- While the area is growing with some sectors continue to need employees such as service industries, school employees, etc., there is little housing options in the Township which is affordable to these employees.

- While there is some variation between housing on the east and west sides, the east side is experiencing more housing decline/deterioration.

## **12. Township Facilities**

- While Township Hall is centrally located, provides meeting space, and is accessible, the space is outdated, doesn't allow space for privacy, and is not efficiently designed.
- While the building needs improvement, options for paying for improvements needs resident input.
- While improvements are needed, low-cost design/layout options need to be explored such as college/university architectural students.
- While the facility is currently functional and economical, it is old, outdated, and not ergonomically sufficient.
- While there is no debt on the existing facility, it does not present the image we want for our township.

## **13. Service Agreements**

- While the Township enjoys cost-conscious contracts and good relationships with service providers, the Township needs to be cautious when renewing or rebidding service agreements.
- While our agreements have helped build relations, we need to be cognizant of not 'rocking the boat' with one or more of them.
- While the service agreements have been stable, one has deferred property maintenance (but the Township is getting a handle on that).

## **14. Township Cemetery**

- While the Township enjoys beautiful and well-maintained cemeteries, privatization could be explored.
- While the Cemetery Fund has a healthy fund balance, the cost of plots may be too low which necessitates a review and updating.
- While plots are affordable, demand on staff (the sexton) is high.
- While the special voted millage helps secure the funding for the cemeteries, a long-term plan for funding and expansion to meet the demand is needed
- While we do a good job with the cemeteries, the relationship with Saugatuck and Douglas regarding them could be better.

## **15. Blue Star Trail**

- While the Township enjoys broad support for the Blue Star Trail (BST), the trail is not well connected to the cities or other trails.
- While portions of the BST in the Township are well maintained, continuing maintenance costs is challenging and puts stress on the Township budget.
- While the BST is a great asset, the politics and drama surrounding can be tiring and draining.
- While the Township has provided funding for the trail, a parks/trails millage would relieve much of the funding stress.
- While many people use portions of the BST, others do not choose to walk or bike along the highway. (Also noted: More serious bikers use the traffic lanes; the Douglas exchange can be dangerous; and more people seem to want to walk/bike to Saugatuck rather than out along the highway.)
- While trail construction and maintenance are expensive, trails are a good draw and appear well supported.

## Part E: Consensus Development

Participants were asked to offer positive statements regarding their vision of what Saugatuck Township could do, could achieve, or could become by completing the phrase "We Could..." After there were no more completed statements offered, participants were asked to think whether implementing the statements would be hard or easy. They were directed to select their 12 highest priority statements from all those given and mark them with an 'H', an 'M', or an 'L', depending on how hard it would be to implement the statement. 'H' designated that the statement would be Hard to implement. 'M' was used when the participant believed that implementing the statement would be of Medium difficulty. 'L' represented a Low degree of difficulty was perceived needed in order to implement that particular statement. In doing so, they were to consider the time, materials, the expertise, communications, and financial resources needed to achieve their selected statements.

In all, 44 different statements were offered by the participants. 37 statements were selected by at least one participant as one of that participant's highest priority statements. The selected statements reflect those which Trustees believed would benefit Saugatuck Township if it were to be achieved. The statements were placed in 10 groupings.

It is important to remember that all statements have value. However, some statements gained more consensus than other statements.

NOTE: My difficulty in providing written directions led to some marking more or less than 12 statements.

<b>We Could... (#of Statements)</b>	<b># of Participants Selecting</b>	<b>Difficulty Ranking</b>
<b>PARKS and TRAILS (8 statements)</b>	<b>7</b>	
Pursue a Parks/Trail millage	2	H M
Fund Blue Star Trail through tri-community millage and/or authority	2	H M
Have more bike and walking trails	1	H
Create & Connect a public bike and trail system	1	H
Establish continued bike trails/lanes along Blue Star Hwy	1	H
Be more earth friendly; plant trees in parks; use high efficiency appliances		
Support Jon Vanderbeek & others in adding and connecting trails		
Protect dune lands		

**HOUSING (8 statements) 18**

---

Support Planning Commission in decreasing lot & sq. footage requirements in order to support more affordable housing	4	M M M L
Have more/Build affordable housing	3	H H H
Get a better handle on short term rentals & not miss out on that revenue source	3	M M L
Allow ADUs without allowing short term rentals	2	M M
Enforce short term rental rules	2	H H
Enforce property maintenance & appearances	2	H M
Encourage development of senior/retirement village	2	M M
Enforce outdoor lighting ordinance		

**NEW OR EXPANDED SERVICES (7) 16**

---

Coordinate & improve trash, waste & recycling efforts	4	H H M L
Explore expanding Broadband internet service throughout the Twp.	4	H M M M
Have an awesome recycling program	3	H H H
Survey residents on potential new services	2	M M
Advocate for a single trash hauler	1	M
Help spearhead county-wide Broadband (COVID hi-lited need)	1	H
Continue to expand on the projects identified in our last round/plan, we did great on most	1	M

**BUSINESS SUPPORT AND DEVELOPMENT (5) 4**

---

Have cool businesses that locals and tourists would enjoy	1	H
Bring in new businesses	1	H
Encourage Green Energy, solar panel farms, windmills...	1	M
Encourage purchase of the Padnos/Dennison property	1	H
Financially support local businesses during COVID/times of great need		

**ROADS (5) 6**

---

Add safety stop lights on Blue Star Highway interchange	2	H H
Improve street lighting		
Upgrade appearance at Blue Star Hwy & Hwy interchange	2	H H
Beautify our 2 Interchange districts; we are the welcome center for area	2	H H
Adopt the updated Road Maintenance Plan		



**COMMUNICATIONS AND ENGAGEMENT (3) 6**

Educate citizens about tax distribution	3	M M L
Further engage local talent that exists in the community	2	L L
Conduct Town Hall/Open House/Meet & Greet type events to engage and educate public about Township and its roles/services	1	L

**COLLABORATIONS (3) 9**

Build a fabulous collaboration with Tri-Communities	4	M L L L
Establish a Trustee visiting schedule where we would attend meetings of Saugatuck Douglas, Planning Commission, Parks Commission in ongoing effort to foster more/better collaborations	3	L L L
Increase Tri-Community projects	2	M M

**STAFFING (2) 6**

Add professional staff at the Township	4	M M M L
Raise enough funding with millage opportunity to have full time administrative support	2	M M L

**TOWNSHIP HALL (2) 5**

Reconfigure office space or build an addition to our building	3	H H M
Take first steps in renovating our building	2	M M

**CHARTER TOWNSHIP (1) 0**

Explore the potential of becoming a Charter Township

**SUMMARY: A Review of Individual Statements and Groupings follow.**

Such a review helps determine the consensus priority of individual statements and of statement groupings.

**Review of Individual Statement**

**5 statements were selected by 4 Trustees. They are:**

- Support Planning Commission in decreasing lot & sq. footage requirements in order to support more affordable housing.
- Coordinate & improve trash, waste & recycling efforts.
- Explore expanding Broadband internet service throughout the Twp.
- Build a fabulous collaboration with Tri-Communities.
- Add professional staff at the Township.

**6 Statements were selected by 3 Trustees. They are:**

- Have more/Build affordable housing.
- Get a better handle on short term rentals & not miss out on that revenue source.
- Have an awesome recycling program.
- Educate citizens about tax distribution.
- Establish a Trustee visiting schedule where we would attend meetings of Saugatuck Douglas, Planning Commission, Parks Commission in ongoing effort to foster more/better collaborations.
- Reconfigure office space or build an addition to our building.

**Review by Groupings**

Another way to gauge the general interest in going forward is to consider the statements by Group. The general interest in a group of similar statements can be considered by dividing the number of respondents selecting statements in the group by the number of selected statements in that grouping. For example: Assume there were 5 statements in Group 1 with 13 people selecting statements in that group. The math:  $13 \div 5 = 2.6$ . Another example: Group 2 has 7 statements with 19 people selecting 5 of statements in that Grouping. The Math:  $19 \div 5 = 3.8$ . It may, therefore, be reasonable to assume people wish to pursue Group 2 before they pursue Group 1. Using this method, the rankings by group indicate this level of interest.

Collaborations	3.00
Staffing	3.00
Housing	2.57
Township Hall	2.50
New or Expanded Services	2.28
Roads	2.00
Communications and Engagement	2.00
Parks	1.40
Charter Township	0.00

Regardless of the ranking method, the nominal ranking of statements selected provides a great basis for development of a Strategic Action Plan.

## Part F: Magic Wands

Participants were asked to suppose they had a MAGIC WAND and could wave it to grant only one wish for the Township. If they had such a magic wand, why would they wave it? The purpose of this exercise is to generate a gut level response from the participants. MAGIC WAND responses follow:

### **I would wave my Magic Wand to ...**

*... change current zoning to offer more affordable housing and ADUs ...*

*... to keep our area pristine and make thoughtful improvements ...*

*... everybody would have broadband ...*

*... every citizen would attend meetings and tell us what they think ...*

*... fund the hiring of additional full-time professional staff to help the Manager ...*

*... make the community more family friendly. . .*

### **I would wave my Magic Wand ...**

*... over the Padnos/Dennison property to protect the dunes and the river mouth ...*

These responses reflect interests selected in the We Could statements and in a grouping of those statements. Again, they help in the formation of a Multi-Year Strategic Action Plan.

# Appendix A

## VALUE STATEMENTS

**These are presented as a Reference/Resource to the Board of Trustees.**

### **Values of the Township Board of Trustees of the Saugatuck Township, Michigan**

Trustee responses to the various exercises can be used to create a set of 'Values' for the Township. Values become a part of the 'box' known as the Township. Having a set of Values lets everyone know for what the Township and its officials stand. Values can also guide the operation of the Township and its decision-making process.

#### **The Saugatuck Township Board of Trustees' Value Statements Include:**

- We value sound fiscal policies and management that is transparent and known to all.
- We value our location, its natural beauty, and our rural atmosphere.
- We value our natural environment and our parks and trails that attract visitors and residents alike and provide all opportunities to lead healthy lifestyles.
- We value collaborations with residents, other governmental units, and agencies.
- We value our potential for thoughtful residential and business growth.

## Appendix B

### **Priority Area Statements**

Trustee responses to the exercises identified five areas of priority. Goals and Actions are grouped with a corresponding Priority Area Statement. In no particular order, they are.

#### **Priority Area: Commitment to Excellence**

Saugatuck Township shall be known for its pursuit and adherence to excellence in all it does.

#### **Priority Area: Collaboration and Engagement**

Collaborations and engagement undertaken by Saugatuck Township grow trust and partnership with its residents.

#### **Priority Area: Parks and Nature**

Saugatuck Township shall be known for its natural beauty and its commitment to providing quality parks and trails.

#### **Priority Area: Financial Stability**

Sound fiscal management practices assures long-term stability which secures a bright future for the Township and all its services.

#### **Priority Area: Growth and Development**

Thoughtful growth and development will preserve the qualities people love about Saugatuck Township.

## Appendix C

### Mission Statement

A Mission Statement for the Township may be helpful. Based on all the input provided by the participants during the initial virtual meetings and the exercises, a Mission Statement began to form. The Board of Trustees may wish to consider the Mission Statements below.

As of the Special Meeting held February 2, 2012, Trustees and the Facilitator were still engaged in developing a final draft of a Mission Statement. A final draft may be presented and adopted at the February 10, 2021 regular meeting of the Board of Trustees. Below two draft Mission Statements provided by the facilitator and which are not necessarily the final Mission Statement.

#### **Township Mission: Draft 1**

*Within the constraints of fiscally responsible government, Saugatuck Township shall use visionary leadership to provide high quality services, enhance the quality of life for all, and reach the Township's development potential.*

#### **Township Mission: Draft 2**

*Within the constraints of fiscally responsible government and using visionary leadership, the Mission of Saugatuck Township shall be to provide the highest quality of services; enhance the quality of life for all; and reach the Township's development potential.*

#### **A Resource: Board of Trustees Mission**

In addition to the Township Mission Statement, as a resource, a Board of Trustees Mission Statement is offered. While the Township Mission Statement covers the Township in totality, the Board of Trustees Mission Statement covers members of the Board of Trustees.

*It shall be the Mission of the Board of Trustees to provide visionary leadership in policy making that respects the Township's values and provides quality services within its financial abilities.*