



CITY OF FLINT



Economic Development Strategy December, 2022

The following document is intended to provide progress updates on the implementation of the City of Flint's Economic Development Strategic Plan, which began in January, 2020.

In recent years, the community has come together to demonstrate what "Flint Strong and Proud" means.

From new entrepreneurs opening shops in the urban core to established manufacturers wanting to leverage our talented workforce, Flint is emerging as the destination for businesses, individuals, and families that want to participate in an unparalleled economic comeback and restored quality of life.

Thanks to a grant from the W.K. Kellogg Foundation, the City of Flint was able to add capacity to the economic development team. This team is focused on increasing our capacity to execute transactions in the near-term, to drive long-term economic growth and sustainability and ensure that all Flint residents have an opportunity to participate in the city's economic expansion.

The following document recommends strategies for investment and jobs, identifies targeted industry opportunities, establishes a framework for how we will work, and establishes metrics for success. The plan includes strategies that focus on manufacturing and health care services, increased ties to global markets, and economic inclusion through comprehensive workforce development and entrepreneurship initiatives.

Economic development progress is the result of a deepening collaboration among community and philanthropic partners. Companies are expanding to Flint from around the country, creating quality jobs for residents, and leveraging our fertile business environment to grow revenues and service markets globally. Residents are securing quality jobs and entrepreneurs are finding Flint to be a market teeming with opportunity. This is just the beginning. The path forward is bright and full of opportunity.





BACKGROUND AND COMMUNITY OVERVIEW

Population: Annual Estimates of the Resident Population April 1, 2010 to July 1, 2021

Source: U.S. Census Bureau, Population Division

Geography	April 1, 2010		Population Estimate (as of July 1)								
	Census	Estimates Base	2013	2014	2015	2016	2017	2018	2019	2020	2021
City of Flint, Michigan	102,434	102,266	99,479	98,617	97,823	97,110	96,460	95,926	95,538	81,201	80,628

Labor Force/Employment/Unemployment: Annual Estimates of the Metropolitan Area, State, and Country Populations 2018-2021

Source: Local Area Unemployment Statistics (LAUS), Bureau of Labor Statistics

Annual Labor Force				
	2021	2020	2019	2018
Flint Metropolitan	174,492	179,481	181,449	180,835
Michigan	4,776,110	4,846,013	4,969,294	4,940,313
United States	161,200,000	160,740,000	163,540,000	162,070,000

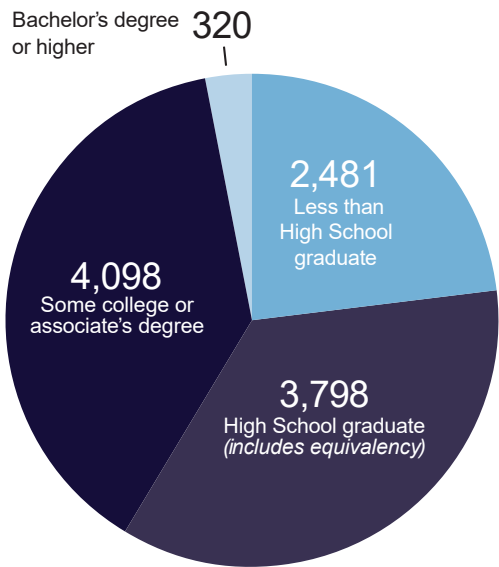
Annual Employed				
	2021	2020	2019	2018
Flint Metropolitan	161,241	158,667	172,270	171,833
Michigan	4,193,500	4,039,300	4,442,800	4,426,100
United States	127,160,000	123,190,000	130,600,000	128,570,000

Annual Unemployed				
	2021	2020	2019	2018
Flint Metropolitan	13,251	20,814	9,179	9,002
Michigan	289,120	484,172	203,544	206,692
United States	8,623,000	12,947,000	6,001,000	6,314,000

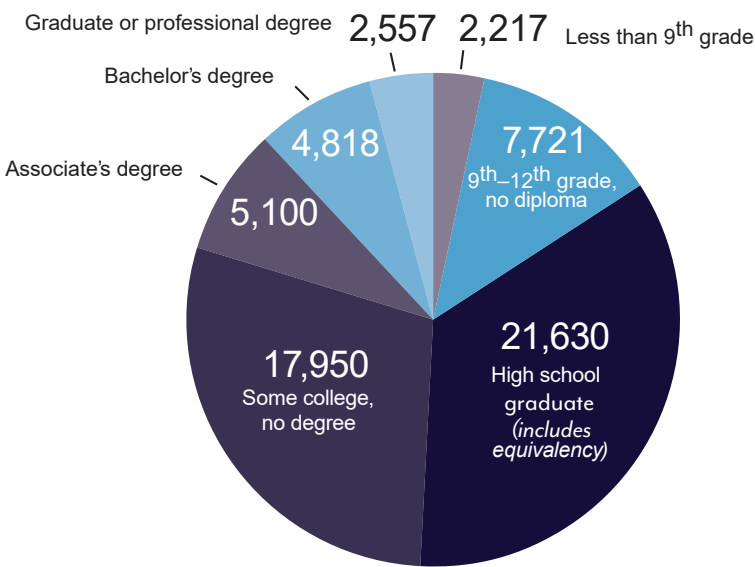
Annual Unemployment Rate				
	2021	2020	2019	2018
Flint Metropolitan	7.6%	11.6%	5.1%	5.0%
Michigan	5.9%	10.1%	4.2%	4.2%
United States	5.46%	8.05%	3.67%	3.9%

Educational Attainment: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, City of Flint

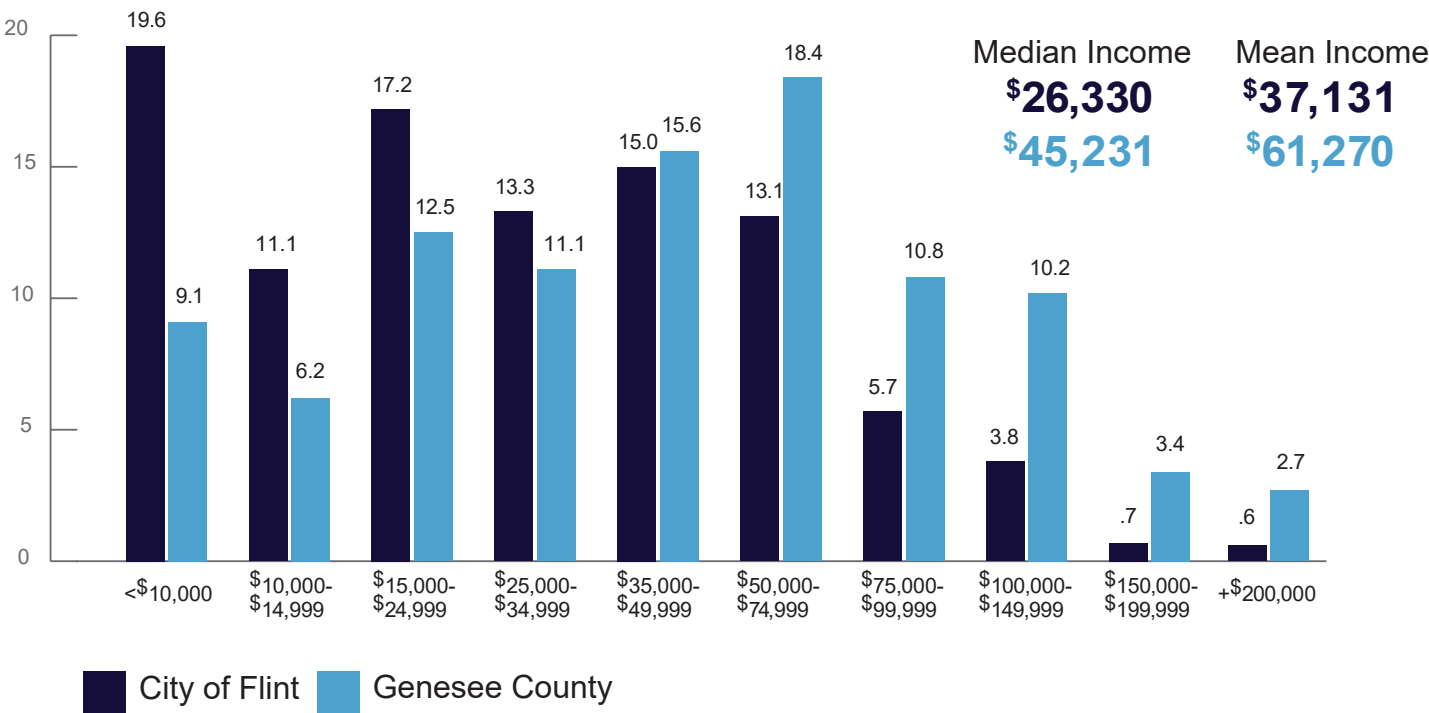
Population 18 to 24 years



Population 25 years and over



Household Income: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates



BACKGROUND AND COMMUNITY OVERVIEW



Job Growth: EMSI 2015-2019, Genesee County



149,103

Jobs
(2019)

0% above National average



+1.6%

% Change
(2015-2019)

Nation: +5.3%



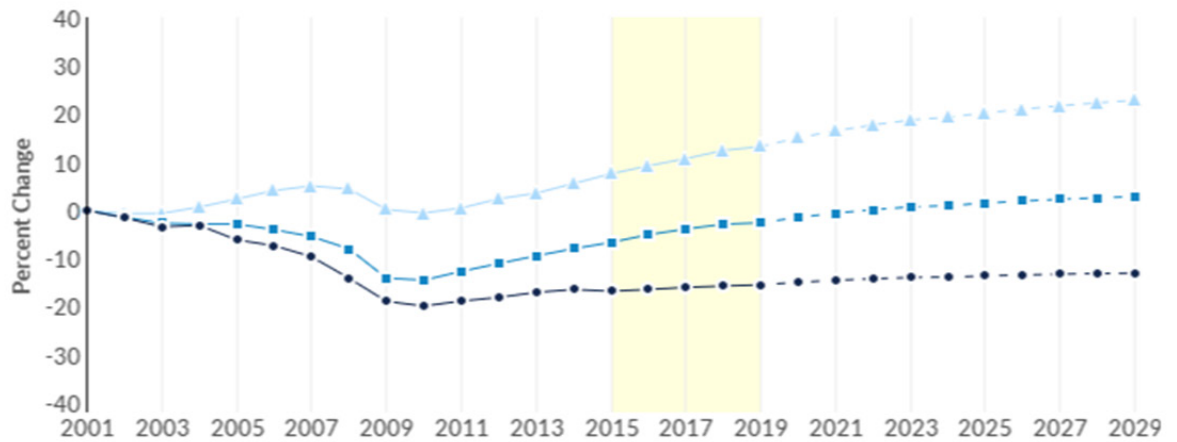
\$54,996

Average Earnings
Per Job (2019)

Nation: \$67,979

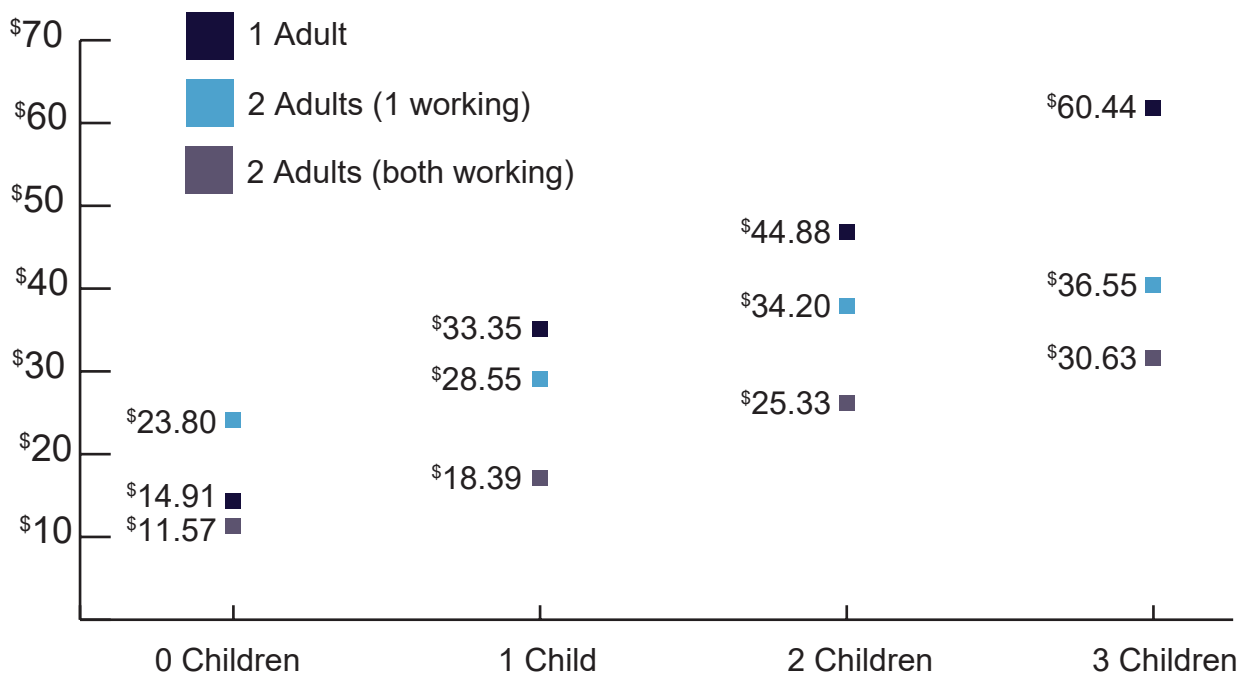


Regional Trends – Genesee County



Region	2015 Jobs	2019 Jobs	Change	% Change
● Region	146,762	149,103	2,341	1.6%
■ State	4,564,498	4,764,240	199,742	4.4%
▲ Nation	156,464,588	164,699,638	8,235,050	5.3%

MIT Living Wage Calculator – Flint, MI MSA 2022





MISSION AND OBJECTIVES

Mission

To promote sustainable and inclusive economic growth throughout the entire city.

Economic Development Theory/Model

Economic growth requires a three-pronged strategy that includes supporting businesses and entrepreneurs, developing talent, and creating place. When these things converge, the economy will be vibrant and prosperous for people of all ages and incomes. The success of this effort is dependent upon aligning strategies and tactics with our many collaborators and partners across the community.



Strategic Goals and Objectives

A summary of the strategies for implementing this action plan are below.

Goal: Accelerate Business Growth

1. Increase access and streamline business development services at the City of Flint.
2. Increase access to capital, talent, technical assistance, and physical space for small businesses and entrepreneurs.
3. Promote and package industrial sites for future development.
4. Attract new businesses in the target industries of advanced manufacturing, logistics, and health sciences.

Goal: Develop and Attract Talent

1. Reduce the amount of out-migration of city residents.
2. Connect residents, specifically those with barriers to employment, to career pathway opportunities.
3. Support alignment of local workforce agencies, education and training institutions, and employers to expand training and apprenticeship opportunities for residents.
4. Develop and implement a community development plan that creates attractive neighborhoods for current and new residents.

Goal: Promote Community and Quality of Life

1. Support neighborhood redevelopment.
2. Build on the momentum of downtown redevelopment.
3. Develop a marketing campaign to highlight Flint.

Goal: Develop Better Internal Systems

1. Review and realign city departments to achieve industry best practices.
2. Implement new technology to allow for streamlined internal processes and online payments.

STRATEGIES AND TACTICS

The following strategies and tactics are made up of the programs, services, and activities performed by City of Flint staff and supported by key stakeholders and partners. Below is an implementation summary detailing how we will reach our overall goals.

1. Accelerating Business Growth

Business Retention and Expansion

Support for existing Flint businesses through increased market access, greater connectivity to resources, stronger project management and improved city services as they relate to economic development, including business liaison services, improved processes, and technology upgrades.

TACTICS:

- Business Liaison Services – Economic Development staff will work with businesses and developers to help them navigate through city services. Assistance will help customers leverage local and state resources to help accelerate their businesses.
- Incentives – The City of Flint will utilize a toolbox of incentives to promote business development. Some of these incentives include: Industrial Facilities Exemption (IFT), Personal Property Tax Exemption, Obsolete Property Rehabilitation Tax Exemption (OPRA), Commercial Rehabilitation Exemption, section 108 loans, a revolving loan fund, land assemblage, and Federal Opportunity Zones.
- Retention Visits – A partnership with the Flint and Genesee Chamber of Commerce will be utilized. The Chamber will take the lead on initiating visits with traditional large employers and the City will take the lead on entrepreneurial ventures, start-ups, and

quality of life businesses (such as restaurants and retail). This will prevent the City from duplicating the Chamber's efforts while demonstrating a united team effort between the Chamber and the City.

- Customer Relationship Management – Implement a CRM software system by July 1, 2020 to increase the quality of lead management with clear tracking, protocols around follow up and deal probability, and to automate responses to certain inquiries.

Small Business and Entrepreneurship

Promote new opportunities for entrepreneurs and small business owners by facilitating partnerships with key stakeholders and enhancing public support systems for new and prospective businesses in need of capital, talent, technical assistance, and physical space.

TACTIC:

- Flint Economic Development Corporation (EDC) – The Flint EDC will actively participate in small business financing. It will focus on micro-loans, but the RLF will also be available for traditional financing options as allowed by Federal EDA regulations. The EDC will also continue to operate a low-cost space for growing industrial businesses.

Industrial Site Development

Package and market industrial sites including brownfields and transportation nodes for global manufacturing projects and corporate expansions. This effort will include creative development of parcels and access to diverse funding to support investment in infrastructure to propel private activity.

TACTIC:

- Develop and implement a property strategy by December 2020 that minimizes the City's liability for land maintenance, minimizes the amount of land that is owned by governmental (non-taxable) entities, and maximizes and encourages private sector investment in new construction and renovation.

Business Attraction Strategy

Attract new companies through a new business attraction strategy that leverages global connections and focuses on target industry sectors, building on the strengths that currently exist in Flint around certain industries. Target industries are as follows:

Industry	Rationale
Advanced Manufacturing	Based on the automotive ecosystem and infrastructure, including the talent base and existing companies in the region, such as General Motors, Magna, and Lear.
Logistics, Transportation, and Trade	Based on the central location between Chicago and Canada and Northern and Southern Michigan. Strong transportation infrastructure already exists (Bishop Airport, railway, highway, etc.). Flint's MTA and packaging companies (Northgate, Landaal, Genesee Packaging) support the auto industry as a robust cluster of companies.
Health Sciences	Some of the largest private employers in the region are in the health sciences: Diplomat, McLaren, Hurley and Genesys. Health sciences create another solid industry cluster, demonstrating positive business growth and providing high wages.

2. Develop and Attract Talent

Talent Development Program

Promote a new talent development program that ensures Flint residents with barriers to employment are connected to career pathway opportunities. This initiative will also ensure Flint companies have the talent they need to promote business growth.

Workforce Ecosystem

Bring workforce partners together to develop a stronger workforce ecosystem. This effort will include aligning career and technical education, community colleges, and regional employers, and expanding training and apprenticeship programs for underserved Flint residents.

TACTICS:

- Talent Liaison Services – Provide services to meet the talent needs of businesses. Identify suitable talent providers (Flint Strive, Mott CC, etc.) and key educational and training support. Function as an intermediary to get the best out of our local workforce system.
- Flint Employer Collaborative (MICA 2.0) – Flint received state funding and leveraged private dollars to launch

a collaborative of companies focused on ensuring Flint residents with barriers to employment are connected to a career pathway. This funding will support job placement, training, and wraparound services for Flint employees and companies. This collaborative will bolster target industries of advanced manufacturing and logistics, trade, and transportation.

- Flint Community Ventures (CV) – Build the employer collaborative into an ongoing sustainable partnership that includes a broader strategy to promote employment and workforce solutions for city residents and employers.
- Talent Attraction Strategy – The City of Flint is working to develop and implement a community development strategy that includes marketing campaigns and other policies to reverse the out-migration of city residents.
- LIFT Pilot Program – Partner with Lightweight Innovations for Tomorrow (LIFT) to bring a federally funded pilot workforce development program to Flint. Mott CC, Flint and Genesee Chamber of Commerce, United Way, and Flint's CTE program would be key partners along with some Flint manufacturers. Vetting of stakeholders began in March 2020.

3. Promoting Community and Quality of Life

Neighborhood Redevelopment

Promote neighborhood investments, including development of quality retail and other neighborhood amenities in commercial corridors. Focus public investment on catalytic properties and infrastructure to yield private capital and social impact.

Downtown Development Strategy

Build on the success of downtown redevelopment efforts by investing in anchor institutions such as college campuses and health centers. This effort will include promoting workforce housing, infrastructure improvements, entertainment and tourism amenities, river and arts districts, and business development to increase investment and population density in the urban core.

TACTICS:

- Planning and Development - The Planning and Development Department is the lead entity that supports community revitalization for the city. A closer working relationship between the departments will leverage their expertise, provide assistance where

there are gaps in city services, and ensure their role in economic development is fully supported.

- Redevelopment Ready Communities (RRC) - The Economic Development and Planning and Development teams are working with the MEDC to complete the steps required for Flint to become RRC Certified.
- Marketing – Implement a new marketing campaign with an external marketing firm to communicate the value proposition of investing (living, working, owning) in Flint. The team will partner with local neighborhood associations to support and create neighborhood activities and events that enhance communities, generate vitality, and welcome people to feel included in Flint's growth.
- Grants – Identify and secure grant funding, such as Community Development Block Grants (CDBG).

4. Develop Better Internal Systems

Mapping and Improvement of City Services

Investigate best practices that align planning, zoning, and economic development. Make changes to each departments' internal classifications accordingly.

Comprehensive New Development and Permitting System

Conduct research on the implementation of a comprehensive new development and permitting system that includes project management, process improvements, and digital transformation (e.g. online portal, internal and external project tracking, website upgrade, etc.). This system should include the ability to accept electronic payments. Staff training assistance will be required during its implementation.

Temporary Support for Planning and Zoning

Planning/Zoning is short-staffed and isn't able to fulfill many of its basic functions, several of which the Economic Development Department relies on to efficiently facilitate economic activity. Temporary staff

support will be provided to Planning and Zoning so that they can clear their backlogs, implement the aforementioned changes, and avoid ongoing concerns.

Website Upgrade

With grant funds awarded by the W.K. Kellogg Foundation, staff will lead an extensive overhaul of the City of Flint website, ensuring that it highlights economic development tools and incorporates new marketing techniques.

TACTICS:

- Complete a review of best practices for planning, zoning, and economic development integration.
- Realign staff for efficient service delivery.
- Implement new software and processes.
- Create and post process maps to help the public understand the development timeline.

STRATEGIES AND TACTICS



EVALUATION PLAN

Progress towards achieving our mission and objectives is defined and evaluated by the outcome and impact metrics listed below. These quantified measurements serve to keep staff focused on setting priorities that benefit community residents the most. The outcome metrics track the monetary results that are directly linked to the implementation of our strategies and tactics. The impact metrics will determine whether or not our efforts provide financial quality of life improvements to Flint communities as a whole.

Outcomes of Economic Development Efforts Since 2020

Key Metric	Description
Investments: 2020-2022	The City of Flint has seen nearly \$120 million in private investments over the past 2 years.
New Jobs: 2020-2022	Since 2020, 434 jobs have been created in Flint that pay over \$13/hr.
Investments: 2022	So far in 2022, the City of Flint has seen nearly \$10 million in private investments.
New Jobs: 2022	In 2022 alone, 49 jobs have been created in Flint that pay over \$13/hr.
Small Business Growth	Since 2021, Flint small businesses have collectively earned over \$1.1 million

Impacts of Economic Development Efforts in CY 2022

Key Metrics	CY 2022
Median Household Income	<i>TBD Dec. 2022</i>
Poverty Rate	<i>TBD Dec. 2022</i>
Average Wages	<i>TBD Dec. 2022</i>
Net in-migration	<i>TBD Dec. 2022</i>
GDP Growth Rate	<i>TBD Dec. 2022</i>
Unemployment Rate	<i>TBD Dec. 2022</i>
Working Age Civilians in the Labor Force	<i>TBD Dec. 2022</i>

PROJECT TIMELINE 2020-2022

PROJECT	Status	Timeline	Party(ies) Responsible
Accelerating Business Growth			
Business Liaison Services	ACTIVE	Ongoing	Economic Development Director Small Business Specialist
City of Flint Economic Development Strategic Plan	COMPLETED	March 2020	Economic Development Director
City of Flint Economic Development Strategy	COMPLETED	September 2022	Economic Development Director Community Development Fellow ROWE Professional Services
Annual Update: Economic Development Strategy	COMPLETED	October 2022	Community Development Fellow
PSC Economic Development Evaluation	NOT MOVING FORWARD	X	X
Business Engagement (Pre-development Phase) Implement Process and Draft Guide	COMPLETED	March 2022	Economic Development Director Small Business Specialist
Guide to Development	IN PROGRESS	December 2022	Community Development Fellow
Incentives Protocol and Services Guide	COMPLETED	January 2022	Economic Development Director Department of Community and Economic Development
Overall Process Mapping	IN PROGRESS	December 2022	Community Development Fellow
BSA Training	COMPLETED	January 2021	Economic Development Department Planning and Development Department
Economic Development CRM	COMPLETED	January 2021	Economic Development Department
Schedule and Process Reform	ACTIVE	Ongoing	Planning and Zoning Department
Zoning/Planning Process Maps <i>Internal and External</i>	IN PROGRESS	December 2022	Community Development Fellow
Website Upgrade	COMPLETED	July 2022	Economic Development Department 3rd party Contractor
Economic Development Tools and Marketing	ACTIVE	Ongoing	Marketing Coordinator Community Development Fellow
MMTC-Process Improvement Implementation	NOT MOVING FORWARD	X	X
Comprehensive New Development/Permitting System	IN PROGRESS	December 2022	Planning and Zoning Department Building and Safety Office
Tech Support for City Staff	ACTIVE	Ongoing	IT Department
Developing and Attracting Talent			
Talent Liason Services	ACTIVE	Ongoing	Flint and Genesee Economic Alliance
Flint Employer Collaborative (MICA 2.0)	ACTIVE	Ongoing	United Way
Flint Community Ventures	ACTIVE	Ongoing	United Way
Talent Attraction Strategy Implementation	PENDING	TBD	TBD
LIFT Pilot Program	NOT MOVING FORWARD	X	X
Promoting Community and Quality of Life			
Project Management Services	COMPLETED	Ongoing	Economic Development Department Planning and Development Department
Redevelopment Ready Communities	IN PROGRESS	Ongoing	Economic Development Department Planning and Development Department
Land Bank Paternership Implementation Plan	IN PROGRESS	Ongoing	Economic Development Department Planning and Development Department
New Zoning Map	COMPLETED	December 2022	Planning and Zoning Department
CDBG Strategy Implementation	IN PROGRESS	Ongoing	Department of Community and Economic Development
Flint Property Portal Expansion	COMPLETED	Ongoing	Planning and Development Department; GIS Economic Development Department



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