

**Flint & Genesee Chamber of Commerce  
Economic Development Ecosystem Review  
February 2017 Completed by Sheppard Consulting**

## **Purpose of Ecosystem Review**

The purpose of this Economic Development Ecosystem Report is to document the economic activities throughout the Flint and Genesee County region, including an inventory of the players, the services provided and any gaps in service. In addition, the review documents and, at a high level assesses, the partnerships and the processes used in meeting economic development goals. The report documents programming/economic development services in a matrix to help demonstrate duplication, differences in services (niches, unique target audiences, geographical concentrations, etc.), and opportunities to fill service gaps. The review also includes examples of various examples of economic development models and activities from other communities, as well as some recommendations and considerations for this region's economic development practices.

This report is the first step of a more in-depth analysis of the regional economic development ecosystem. An effort was made to identify the big issues facing the regional ecosystem and to identify the key players and their primary economic development activities. This report did not include an attempt to measure each entity's effectiveness or efficacy, nor did it measure the return on investment of resources dedicated to economic development activities. There has not been a feedback loop with the individuals interviewed to solicit their reaction or confirmation of the details regarding their particular agency or organization.

## **Executive Summary**

Genesee County has a number of economic development programs and initiatives varying in purpose scope, and effectiveness. Given the demand and need for economic development, it may be that all of these efforts are useful in some measure. However, to put it simply, there is no big vision to guide all efforts and too much of the work is being done in silos. Genesee County has the basic elements of an ecosystem but it is perceived as being either marginally effective or certainly not as effective as it could be. The basic pieces exist, and in some cases in adequate measure, however a "system" isn't really in place.

Provided in this document are some initial observations from the input, along with some examples and models from other communities. The second section of the report includes elements of a healthy ecosystem which can serve as considerations for operations and behaviors within the ecosystem. This is followed by a summary of a SWOT analysis compiled through 36 interviews with a variety of economic development leaders. The report concludes with some recommended next steps and a variety of appendices that provide additional detail about the information compiled in this report.

## **Input Trends**

Based on input from the various stakeholders interviewed, the following themes and trends could be identified.

### **Structure and Mind Set**

1. **Need for a collective, dynamic vision, plan, and action, with strong and inclusive leadership:** Almost everyone interviewed felt the following elements were needed in the region, although there was a range of opinion regarding the extent to which these exist today:
  - A shared long-term exciting vision, clearly stated, achievable yet challenging, and measureable;
  - Strong, inclusive and charismatic leadership region-wide;
  - Clear goals and strategies, including outcome metrics focused on impact;
  - A philosophy implemented in actions that embraces the idea of "act regionally";

- Shared ownership of the results (shared success, shared credit, shared accountability);
- Shared data and evaluation of the individual and collective results; and,
- True collaboration and sharing of partners’ agendas, going beyond cooperation and coordination.

The alliance, or partnership, that creates this shared plan needs to continue to work together over the long haul, implementing the plan, constantly evolving the strategies, continuously listening to client needs. To be truly and sustainably successful, there is strong feeling that the work cannot be directed or “owned” by just one or two institutions. Using the Flint Master Plan as a starting point was suggested by several people; others felt that plan needs to be revisited since it was written prior to the water crisis. It should be noted that several leaders emphasized the need to think regionally, and not just about Flint.

Higher education particularly, and younger people (millennials, young professionals, college students) need to be engaged in much more meaningful ways. More substantively involving the arts and cultural organizations in this region could be invaluable in spurring innovation, redefining the region, and attracting and retaining business.

To be successful, by almost any measure, the process **needs to authentically engage communities**, ensuring the process incorporates and **practices equity and inclusion**.

The question has to be not “Are we doing things right?” but first, “Are we doing the **right things?**”.

2. Need for new innovative strategies: Multiple individuals emphasized that strategies which will work today, are likely not the strategies of yesterday. There was a strong sense that new approaches are needed and that it is important to tap into the millennial generation’s needs and wants as the employers and employees of the future. The creativity and innovation present in the arts and cultural organizations as well as in the education sector are sorely needed.

The community could benefit from the philosophy of the Fund for Shared Insight which advocates that nonprofits and funders are routinely more open about what they do, how they work, why they make the decisions they do and the lessons learned – both the good and the bad. Modeling this kind of openness and willingness to learn would start to change the mindset around innovation, experimentation and true sharing to benefit the collective community.

### **People: Education and Training**

3. Need for creative, proactive and relevant education and work force development: Many individuals interviewed talked about the need for more timely and relevant skill development, preparing for jobs we don’t even know will exist in the future as well as apprenticeships for existing employer needs. Preparing workers for jobs that require higher skill levels and that pay beyond a minimal living wage should be a top priority. Also essential is engaging the service providers (including schools, universities and job training programs) continuously at all stages of economic development will help them re-tool their training programs and curricula in a timely way to develop literate, talented, critically thinking future employees and entrepreneurs . Teaching life skills, work etiquette, a college-going culture and exposure to global issues and different cultures, all need to be part of the learning which begins in pre-school. These same skills are applicable to re-training programs for adults as well as to the K-12 school system. Teaching creativity, communication and experimentation through partnerships with the Flint Cultural Center and other art organizations could transform the workforce and give Genesee Co. a competitive edge in the global economy of the future. With the many universities and colleges in this region, working with them to attract and retain students, including international students, would be a critical strategy for becoming a more creative and technology driven economy.

## Place: Community Development

4. Need for aggressive neighborhood development: For many people, this is a fundamental building block that continues to be a frustration and is seen as a major obstacle, particularly in Flint. Attracting businesses means having great places to live as well as great schools. Even if the region's work force had the right skills in the right numbers, infrastructure and needed sites were available, tax incentives were in place and everything worked smoothly, employers (their employees and families) still need to *want* to locate in this region. To really prevent leakage, especially in Flint, there needs to be desirable housing and jobs that pay a living wage. There needs to be retail, service and professional businesses for residents to enjoy and support. Attracting a new business to Genesee County is great but if all their employees live in Grand Blanc, Flushing or Fenton that does not do enough to help the center city. Financial literacy and home ownership skills were also cited as essential tools, helping residents gain the skills they need to buy and maintain a home, sustaining a neighborhood.

## Promotion: Marketing and Communications

5. Need for a strong, consistent, sustained branding campaign: There was a definite sense that increased, and more effective, messaging needs to be done to sell the assets of Flint and Genesee County. A number of players would like to be intimately involved in the development of a broad-based, sustained (multi-year) marketing and promotion plan and resulting campaign. This is particularly true due to the impact of the water crisis and its additive effect on the pre-existing image of Flint. Again, involving millennials, colleges and cultural organizations in the development of such a campaign would be beneficial.

## **Model for Moving Forward**

The "Collective Impact" approach provides a model for moving forward. This approach brings together different sectors of a community for a common agenda to solve large complex problems. It can help facilitate cross-sector engagement to effectively implement strategies to achieve desired results. Using this model, to actually achieve collective impact, requires leadership from various partners and leader readiness to use such an approach. The Collective Impact model is based on five principles including setting a shared vision or common agenda, shared measurement, mutually reinforcing activities, continuous communication and backbone support. The State Tables program is another highly disciplined approach for achieving long-term progress. It's based on the belief that by acting together more is achieved than by acting alone. The work is a shared dream, and participants share strategy, data, tools and expertise to accomplish their work. The goal is to "create a thriving community where diverse organizations learn from each other, build trust, cultivate durable relationships and accelerate change". Regardless of the approach used to move forward, the basic principles are essential. Ensuring the key players are ready to work together and engage in such a process will involve thoughtful consideration and conversation. An effort of this scope also requires the capacity to manage the process, implement strategies, and sustain changes.

## **Elements of a Healthy, Effective Ecosystem**

In order to assess how the Flint and Genesee region could improve the effectiveness of its economic development ecosystem, definitions of such ecosystems were reviewed. Here are some examples [emphasis added.] This research suggests that the feelings and beliefs of the economic development partners in the region are on-target in their desires for a strong, shared plan, inclusivity, leadership and sustained effort. They sense that more innovation in the ecosystem itself is critical.

"Ecosystems are **dynamic and co-evolving communities of diverse actors...**

Ecosystems typically bring together multiple players of different types and sizes in order to create, scale, and serve markets in ways that are beyond the capacity of any single organization—or even any traditional industry. Their diversity—and their collective ability to learn, adapt, and, crucially, innovate together—are key determinants of their longer-term success.

- ▶ ***There was significant feedback that current strategies need to be more dynamic and co-evolving, meaning a willingness to look at new ideas and to do so together, as an ecosystem; not just one player here and there.***

...who create and capture **new value**...

Enabled by greatly enhanced connectivity across specialized capabilities and resources, ecosystems develop **new, co-created solutions** that address fundamental human needs and desires and growing societal challenges. While forging superior ways to create new value, ecosystems also increase the importance of **discovering new business models** to capture that value in a world of commoditization and “de-monetization.”

- ▶ ***Interviewees generally felt that the region has a number of specialized capabilities and resources but that there is no vehicle or impetus to co-create solutions and to really know if the work and the results are value-added in the eyes of the ultimate customer.***

...through both collaboration and competition.”

Competition, while still essential, is certainly not the sole driver of sustained success. Participants are additionally incentivized by shared interests, goals, and values, as well as by the growing need to collaborate in order to meet increasing customer demands, to **invest in the long-term health of their shared ecosystem, from which all can derive mutual benefit.**<sup>4</sup>

- ▶ ***There was a consistent sense of needing to collaborate and invest in the region’s ecosystem; to be incentivized by shared goals and values, and to ensure there is mutual benefit in the long run.***

The literature includes many references to the growing need, and growing possibilities, to deploy and activate resources that organizations neither own nor control, and to mobilize larger numbers of participants, which expands what is possible. As the importance of the ecosystem is adopted, as compared to each entity’s own importance, it will be more possible to create new value and achieve breakthrough performance. The idea is to foster connectivity, collaboration, inter-dependence and user engagement.<sup>4</sup>

“**Economic development practice is undergoing a deep transformation** driven by innovation, technology, globalization, entrepreneurship, and business disruption. The speed of change is rapid and **has left many communities unaware and therefore still practicing dysfunctional methods of economic development that are no longer effective.** Both elected officials and economic development practitioners have strategic roles to play in creating a community ecosystem that fosters economic growth and vitality. Key to this aligned implementation of successful economic development is an understanding of what works today and the catalysts that are driving new economic realities.”<sup>5</sup>

“Brainpower and innovation drive regional economies...Increasingly, high performance regions are developing interconnected ecosystems to support productive patterns of investment across a region. In the **most successful regions, these ecosystems are tightly aligned with engaged higher education institutions.** The reason is simple: in a global economy regions face intensified competition. In the face of this global competition, high-quality brainpower and productive innovation become critically important to sustaining high performance in terms of jobs and incomes...In addition we have learned that regions with a dense network of interconnections generally perform better than regions with a weaker set of connections. These regions spot opportunities faster, align resources faster and absorb shocks more effectively.”<sup>1</sup>

“The potential of economic development is to do what markets alone cannot do: influence growth through action and investments. Leaders in cities and metro areas have **an opportunity to remake economic development –to adopt a broader vision of economic development** that can deliver continuous growth, prosperity and inclusion in cities and metro areas...The goal: to put a regional economy on a trajectory of higher growth (growth) that increases the productivity of firms and workers (prosperity) and raises standards of living for all (inclusion) thus achieving deep prosperity—growth that is robust, shared and enduring.”<sup>3</sup>

“Major initiatives that **require collective action must have visible leadership to elevate the work, create a center of gravity, and sustain focus**, as plans evolve or competing priorities emerge. This is true whether for comprehensive strategies or more targeted initiatives, such as a plan for boosting exports. Regions that create high-level steering committees composed of corporate, political, and philanthropic leaders, joined with broadly representative community partners, are better positioned to succeed—and to survive inevitable transitions in leadership. Without visible champions, such as prominent co-chairs, to reinforce the sense of urgency and centrality, even well designed plans can founder or get lost amid other initiatives...<sup>3</sup>

“Long-term efforts also require **visible milestones** to demonstrate progress and keep leaders at the table.”<sup>3</sup>

“Leading transformative change in economic development **depends on relationships and trust**. It requires navigating complex relationships and collaborations among a wide variety of stakeholders and across multiple boundaries, including jurisdictional boundaries. This **networked leadership puts an “end to the hero economy,”** as Bruce Katz and Jennifer Bradley wrote. No one elected official, institution, or civic organization has the power to own or manage the necessary efforts at the scale of the region. As **diverse organizations and leaders come to the table with equal input and ownership**, new civic structures take shape and new institutional capacities develop, **as form follows function**. Aspects of collective impact apply to regional economic development, such as the need for shared agendas, goals, and performance metrics to keep the work focused and to hold partners accountable. Networked regions need strong flexible cross-sector institutional infrastructure and capacity with staying power. Leaders need to work through designated quarterback organizations capable of building trust and maintaining communications to keep everyone on the same page. And they need equally able implementation organizations to carry out the work. As the structures and leadership best suited to planning give way to implementation, the partnerships expand to organizations with more specialized capacity for executing, for example, a skills initiative that reaches across the region and down to the neighborhood level, or business groups with expertise in entrepreneurial supports or cluster strategies.”<sup>3</sup>

“As leaders strengthen and align their assets to the demands of the global economy, they must be conscientious about engaging people and places **all across the region** if they are to put their metro areas on a higher growth trajectory to **attain deep prosperity.**”<sup>3</sup>

“**Transparency and inclusion are essential to building the trust required for on-going collaboration and partnership at the scale of the region.** And regions pursuing deep prosperity have learned that it requires deliberate steps to ensure that regional efforts deliver inclusive outcomes.”<sup>3</sup>

“**Leading transformative economic change is hard, complicated work. Leaders must bridge disparate worldviews and competing priorities within communities. It requires building regional trust, taking collective risk, and redefining what matters.**”<sup>3</sup>

## **Flint and Genesee Region’s Ecosystem**

In light of what the literature suggests, the comments made by the individuals interviewed were placed in four buckets: the strengths the ecosystem could build on, the weaknesses the current ecosystem should review and shore up, the threats (anticipated or known) to prepare for or to overcome, and the opportunities that the ecosystem should take advantage of to move forward.

**SWOT Analysis** *(Summarized; abridged list of comments is included in Appendix C)*

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## **Strengths to build on**

People are optimistic. There seems to be a sense that something new is possible and that in fact, some new things are already happening. There is evidence of new investors, new ventures, new entrepreneurs *choosing* to locate in Flint. Some of the newcomers are enthusiastic about the potential they see here, some noted the appeal of Flint's "grit", and they report other businesses are aware of Flint and see possibilities in Genesee County. Individuals currently involved in the local ED ecosystem cite the strengths they see in Flint's pioneering heritage and the county's physical assets, noting there are a multitude of resources, investments and initiatives to build on. There is a sense that a new era of entrepreneurship is being ushered in from the college and university FabLabs, innovation incubators, ED research, community makerspaces, and the new Ferris Wheel effort, and that these efforts could create a new platform for Flint's success. In addition, the number of international students, as well as existing international health, medical and engineering/technology professionals, could provide global connections. Population growth could be supported by increased immigration as well as new businesses. The business climate is more of a strength than it has been in some time with the unemployment rate relatively low, the cost of labor competitive and the affordability of real estate.

## **Weaknesses to address**

The weaknesses facing Flint haven't changed much over the past several decades. There continues to be a lack of leadership and a lack of an accepted single strong leader who can coalesce all players and create a single shared vision. Without that shared vision agencies and individuals continue to work more in silos than in true collaboration. As one person put it, the community just seems to pivot from one emergency to the next. On the public side, the city and county divisiveness continues—with 32 different municipalities, and 21 different school districts—a common approach to policies is hard to come by. Most people interviewed felt there was a distinct lack of leadership and cooperation in and among local government. The City of Flint has high staff turnover which complicates and increases the cost of development. Help from the City is inconsistent (from leadership to building inspector) so developers build in contingency costs, increasing the cost to potential employers which may make Flint uncompetitive.

One business prospect said they had worked with both Flint and Lansing looking for opportunities. The Lansing agency, LEAP, is faster, more welcoming, more aggressive. As the person said, LEAP immediately offered to start developing a game plan. "Who does that in Flint?" Some felt a significant issue is the lack of public money flowing in to the community, without which they fear the ecosystem won't be sustainable. One individual said "The City is broke. The County isn't far behind. The State doesn't care and just thinks the Mott Foundation will fill any gaps." Others pointed out the big investments made by the Mott Foundation. They said they believed Mott sets the community's agenda but if they have a vision, it isn't known. There was some frustration that many in the community won't make a decision until they hear the Mott Foundation "speak". Related to foundation and government funding it was stated that performance measures are too focused on number of clients served rather than impact or outcome. This funding focus on throughput encourages everyone to compete for clients rather than sharing and working together for greater impact. They see this as a major weakness in moving forward.

Another weakness cited is the investment primarily downtown which is seen by some as inequitable, raising questions about when investments will help the rest of the city. Preparing the next generation for college and careers is certainly on the radar of almost everyone. Concerns included changing the culture around preparing the workforce and closing the achievement gap. There is already a need for certain skilled workers and a lack of a pipeline for preparing and training future workers in the needed skills. More funding for apprenticeships, strengthening the school systems, and establishing a trade school were all mentioned.

Several key leaders expressed a need for an effective marketing campaign, both within the community and targeted to external audiences. They felt a priority had to be a shared top notch, long-term marketing/branding campaign in place that will be sustained over time, noting that it takes time and commitment to reposition a product/community and change perceptions.

## **Opportunities to take advantage of**

The discussion on strengths and weaknesses makes many of the opportunities obvious. Clearly there is an opportunity for a leader or co-leaders to emerge and facilitate the development and implementation of a shared vision. One enthusiastic business person said “We need a big crazy idea we can all get excited about!” Development of a collective vision that would entice participants to work together, to share clients, share funding, share outcomes AND accountability, seems to be essential if Flint and Genesee County are to realize their potential. This means increasing true collaboration, eliminating silos and finding new ways/new intersections, of doing work. This may mean creating an innovative new structure (new entity, new alliance) and/or processes for reaching out and serving clients. It most certainly means building new, stronger, relationships with the universities and colleges in the region. Facilitating better working relationships between municipalities, especially the City of Flint and Genesee County, and working to build cross-boundary partnerships among municipalities and school districts will be a challenge but an essential part of the effort. Reaching out to millennials and young professionals in meaningful and authentic ways, for new thinking about economic development, new communication strategies, new methods of working, may be scary for some but critical for the region’s future. There’s an opportunity to re-position Flint and Genesee County and differentiate it from other parts of the country and attract people who see the strengths, potential and opportunities. Communicating this new vision and really helping businesses with what they say they need is an opportunity that should be seized. One person said it well – “Flint and Genesee County need to create scale, presence and excitement!”

Taking an innovative approach to resources could address some of the weaknesses cited. Examples include creating an ecosystem experimental investment fund. Instead of funding each initiative and many nonprofits with the same basic mission, create a pot of money for new ideas, governed by a collaborative, that distributes the funding and holds the collaborative accountable for its collective success.

Community development was seen by many as the biggest problem and therefore finding the opportunities to address issues is key. Ideas ranged from helping home buyers acquire the capacity (skills and resources) to own a home to strengthen our neighborhoods from the ground up, to directly confronting and tackling the inequities in the community as New Orleans and others are in the process of doing. Utilizing existing community development assets, such as the faith community, and taking a micro approach, working with one street or one neighborhood at a time and do it all strategically and over time was suggested.

Flint needs to re-position the water crisis into an opportunity. It needs to come off the list of reasons for not choosing to be in Flint. For example, developing innovations and promoting entrepreneurship in plastic recycling, water transport, raw water availability, were among the ideas for turning the problem into an asset. Another idea was developing “SWAT” teams or rapid response interdisciplinary teams, on stand-by ready to be mobile “one stop shops” to take an employer’s, or potential employer/business problem and solve it quickly and efficiently. A system with limited hand-offs that is flexible and agile, comprised of the best individuals based on the issue or client need regardless of their “home” agency. Creating a “no wrong door” approach for new businesses seeking help and a model of service that is “cradle to prosperity” has worked in other communities.

## **Threats to anticipate and prepare for**

A starting point for thinking about threats is the community mindset. Several people said the community cannot keep thinking of itself as the birthplace of GM. That is not a vision. Without a shared vision, the best anyone can come up with is going “back” to when Flint was a bustling vital city and that tends to keep people thinking only about manufacturing and big home runs like GM coming back or something similar. This is a major concern for employers who have been here for some time and witnessed this kind of thinking and behaving.

Many agencies see themselves as a piece of the puzzle or a tool in the community’s economic toolbox but don’t know where they fit in and feel more isolated than they would like. They expressed a desire to know what the grand plan which they suspect is being decided by the Mott Foundation and the Chamber without them.

Without the creativity and innovation of entrepreneurs, at all levels, throughout the community, the region will continue to flounder and not realize its potential. The pipeline for creativity and future entrepreneurship is limited by what young people are currently exposed to and what they are learning. There is not enough art, creativity and critical thinking being taught in the schools; students aren't learning creativity and innovation. They are "taught to the test" where there is only a right and wrong answer. They are not encouraged to experiment and fail. These skills are critical for economic development and a creative community that will be appealing place to live and raise a family or start a business.

All the social issues at the ground level are still festering: poverty, dysfunctional chaotic families, lack of parenting skills, crime, hopelessness. Several people expressed frustration, perhaps despair, that the inner city isn't turning around. There is a well-known lack of hope for many people in the City of Flint which has been exacerbated by the water crisis and increased lack of trust in government. Crime is still considered the biggest threat to economic development by many. Demolishing houses & eliminating blight is good but must be replaced with decent, appealing housing. Families aren't staying in Flint and few if any are choosing to move into the City: 50% of the housing in Flint is rental. As a minority community, there are racial undertones; many people don't feel included or engaged, and as a result their talent and ideas aren't contributed. Community pride in Flint is low.

Employers have to compete nationally for talented employees and this region has to be attractive to those targeted employees. Some manufacturers are starting their own training programs out of frustration with the existing system; perhaps employers should/will begin to work together. With the low unemployment levels, job training programs are faced with the most difficult to serve clients. There is also too much underemployment; need to improve earnings, more better paying jobs.

### **CONCLUSIONS: Potential Next Steps**

This review was undertaken on behalf of the Chamber, to help it chart its future course as a leader in the economic development ecosystem. As stated in the introduction, this is just a first step, albeit an important one, to begin a process of preparing the region for future prosperity, evolving new roles, new leaders, new strategies. Based on the comments of the individuals interviewed, it behooves the existing ecosystem to answer the questions, "So what?" and "Now what?" Clearly the economy of the region needs further improvement. Challenges to making those improvements abound but so do the opportunities. Given all the agencies and staff focused on different aspects of the ecosystem, it appears that our region has adequate resources but perhaps in a "perfect world" they could and should be deployed differently.

While we can, and should, learn from other communities it's important to decide what would work best for this region. This, however, requires a willingness to take a hard look at what is currently happening, an open mind to consider doing things differently. It requires remembering what "the point" is, and that every partner is a valued and important participant. It requires a willingness to get out of our comfort zones, to admit we can and need to learn to do something differently. It requires that we not get defensive but try our best to stay focused on doing what the current environment demands.

The results of this review call for the development of an exciting, bold, shared vision for the region. Great care and thought needs to go into any process that would pursue this. If it's seen as just one more effort that isn't going to make a difference, it will be doomed from the start. Questions must be raised and thoughtfully considered.

It is time for the ecosystem to develop new strategies for the future, preparing for the next generation of enterprises and business leaders. Honoring the history and the contributions of so many individuals that developed the Flint area initially and that have worked tirelessly to overcome significant challenges and changes, must be done while at the same time looking forward with excitement and energy to do new things in new ways.



## APPENDICES

### Appendices

- A. Report Methodology
- B. List of Interviews
- C. SWOT (abridged and categorized version) – removed for abridged version
- D. Economic Development Agencies and their Missions – removed for abridged version
- E. Examples from Other Communities – removed for abridged version
- F. Connecting the Dots
- G. Matrix of services – removed for abridged version

## APPENDIX A

### Report Methodology and References

#### Process Used for this Review

An initial list of contacts was provided by the Flint and Genesee Chamber of Commerce for potential interviews. As interviews were conducted, each person was asked if there were others they would recommend to be interviewed. A total of 36 individuals were interviewed (see Appendix B.) In addition, internet research was done regarding some of the organizations they represent, a sampling of other communities and the operations of other chambers of commerce from communities similar to the Flint and Genesee County community.

#### End Notes

<sup>1</sup> "Jumping the curve in economic development", Ed Morrison, September 2, 2016, [www.economicdevelopment.org](http://www.economicdevelopment.org), accessed 1/21/17.

<sup>2</sup> "Palm Beach County Establishes First-Ever Partnership Between Business and K-20 Educators", Business Development Board of Palm Beach County, October 21, 2016, [www.economicdevelopment.org](http://www.economicdevelopment.org), accessed 1-23-17.

<sup>3</sup> "Remaking economic development: The markets and civics of continuous growth and prosperity", Amy Liu, Brookings Metropolitan Policy Program Report, February 29, 2016.

<sup>4</sup> "Business ecosystems come of age"; Deloitte Consulting, LLP, Business Trends Report, 2015.

<sup>5</sup> "Understanding Today's Challenges in Economic Development", Anatalio Ubalde, National League of Cities, October 16, 2014.

<sup>6</sup> "Guilford County gets action plan to attract new business, investment", Triad Business Journal, 9-23-16.

<sup>7</sup> "Akron Can Still Be a Model of Economic Recovery", Kelsey E. Thomas, Next City, February 18, 2016.

<sup>8</sup> Oakland County, MI website, accessed 1-19-17.

## APPENDIX B

### Interviews conducted November 2016 – February 2017

#### City of Flint

- Scott Kincaid, City Council

#### City of Flint, Economic Development

- Glenda Dunlap

#### Community Foundation of Greater Flint

- Isaiah Oliver

#### Flint and Genesee Chamber of Commerce

- Stacy Betts, PTAC
- Justin Sprague
- David Merot
- Janice Karcher
- Kristina Johnston

#### Flint Area Redevelopment Office

- Jason Caya

#### Flint Cultural Center Corporation

- Jeremy Piper, FCCC Board
- Jarett Haynes, Whiting

#### Flint Soup

- Adrian Montague

#### GST Michigan Works!

- Craig Coney

#### Kettering University

- Jack Stock

#### McLaren Flint

- Roxanne Caine

#### Metro Community Development

- Ravi Yalamanchi

#### Michigan Economic Development Corporation

- Tyler Rossmassler

#### Mott Community College

- Dr. Beverly Walker Griffea
- Tom Crampton

#### CS Mott Foundation

- Neal Haggerty
- Kimberly Roberson

#### Red Ink

- Joel Rash
- Mike Wright

#### Ruth Mott Foundation

- Raquel Theume

#### Skypoint Ventures

- Bryce Moe
- David Ollila

#### Small Business Development Corporation

- Marsha Lyttle

#### University of Michigan- Flint

- Chancellor Susan Borrego
- Paula Nas

#### Uptown Development Corporation

- Joe Martin

#### Uptown

- Gary Hurand (also RLC)
- Ghassan Saab
- Phil Shaltz

#### Other Individuals/Entrepreneurs

- Jon Lewis, Project i
- Bobby Mukkamala, MD, private investor
- Steve Landaal, Landaal Packaging, FGCC

#### Requested (multiple) but No Interview Scheduled

Baker College: Dr. John Cote (no response)

#### Requested but Declined

Communities First: Glenn and Essence Wilson, unless report is shared

Kettering University: Dr. James Zhang

City of Flint Mayor's Office: Sylvester Jones (no response)

Foss Avenue Baptist Church: Pastor Reggie Flynn (no response)

Genesee County: Derek Bradshaw (difficulty scheduling)

Genesys Regional Medical Center: Nick Evans (difficulty scheduling)

Hurley Medical Center: Cass Wisniewski (difficulty scheduling)

APPENDIX F: CONNECTING THE DOTS

