

Building the Future

2016 Annual Report





Dryden Building, Downtown Flint

Message from the Chairman & CEO

In 2016, the Flint water crisis continued to have a challenging effect on residents and the region as a whole. Yet the resilience of our community, investor confidence and dogged determination kept the region moving forward; and the Flint & Genesee Chamber is very proud to have played a role.

While the water experts worked to address infrastructure problems, the Chamber stayed focused on continuing the hard-fought progress that was achieved prior to the water crisis. We worked with our members, foundations, government and many other partners to maintain a thriving business climate. As such, our staff provided assistance on projects that totaled over \$503 million in business investment and government contract value, and tourism activity that generated over \$131 million in economic impact.

Additionally, the Chamber increased its membership value proposition through exciting new tools and resources, and better defined membership levels. We connected small and minority-owned businesses to financial

resources and marketing support; launched a public relations campaign to help change the narrative about the Flint area, and advocated for business and faith-based communities with local, state and federal legislators.

The voices of our members, funders and other strategic partners once again helped to guide the Chamber to a successful year of collaboration; one in support of a strong region built on innovation, skills and knowledge building, and a growing economy.

As you read through the pages of this Annual Report, we are pleased to share some of the Chamber's 2016 results. We look forward to continuing the Flint & Genesee renaissance in 2017.

Sincerely,



Robert Rummel, Board Chair



Tim Herman, CEO



Roadmap to Success

Our Strategic Plan provides a forward-thinking, forward-looking approach for the Flint & Genesee Chamber to advance economic and community growth in the Flint area, and to build continuous improvement into our DNA. The plan is built on four goals:

-  Increase and diversify investment and jobs
-  Enhance knowledge and skills within the community; grow talent
-  Enhance the image of Flint & Genesee
-  Achieve enterprise efficiency and effectiveness

Planning Now to Sustain our Future







Job Creation, Capital Investment, & Business Attraction

The Chamber's development programs sparked a successful year for new investment, jobs and the expansion of Flint & Genesee's tax base. Tax incentives and credits, workforce and wage assistance helped 21 firms invest in the region. Together, these firms created and retained 1,708 jobs and generated over \$503 million in capital investments and government contract value. In addition, as a member of the Flint Water Recovery Task Force, the Chamber worked with state and local stakeholders to pursue a separate target of 1,000 job-commitments. At year-end, local employers had committed to 1,323 jobs, with more than 325 jobs being filled.



Business Attraction

C3 Ventures was looking to reshore work back to the United States. After visiting Flint and learning about its welcoming environment and skilled workforce, the manufacturing company made the decision to invest. The company, which manufactures plastic automotive components, is investing \$9.7 million in Riverview Industrial Park in Flint. The new investment is expected to generate 380 jobs, which will help fuel Flint's recovery.

Business Retention and Expansion

The Chamber assisted companies with 20 development projects that provided real benefits to the community including jobs, good wages for workers and an increased vibrancy to communities. Following are a few examples.

General Motors Company continues to show its commitment to Flint workers. In 2016, the company invested \$263 million in a new engine line at GM Flint Engine Operations, which allowed the business to retain 410 jobs.

The \$32 million renovation of the historic **Capitol Theatre** will significantly ramp up the arts, culture and entertainment element of downtown Flint. The theatre will once again be a focal point for the community, presenting national acts and providing platforms for local arts groups. The theatre is expected to open in late 2017 with refurbished theatre facilities, and restored office and retail spaces. The renovation is expected to create 82 jobs.

Laird Technologies, a supplier of wireless and antenna components is committed to investing \$12 million to expand their engineering, research and design in Grand Blanc Township. They're constructing a new facility and will hire 60 additional automotive engineers.

Performance Fabricating, a subsidiary of Miller Industries, specializes in steel fabrication. The company completed a \$9 million expansion to create a new corporate headquarters and manufacturing facility in Fenton.

C3 leadership says four factors sold them on Flint: *"A well-trained manufacturing workforce; a location that is central and proximate to many of the companies that we do business with in the automotive sector; the relative cost which makes it easier for us to compete with foreign markets; and the environmental awakening that America is having right now."*





Entrepreneurism & Small Business Advocacy

While business advocacy is a major part of the Chamber's portfolio of services, the Flint water crisis created an even greater need for support. Based on conversations with members and survey results, there was a significant need for the Chamber to get involved in recovery efforts that would help small and minority-owned businesses maintain positive momentum, and for some, to stay afloat.



Small Business Assistance Sessions

One of the most important steps taken was to connect businesses to various resources including business counseling, financial, talent and marketing. The Chamber increased its collaborative efforts with the City of Flint, eTEAM and Small Business Development Center to host several Information Sessions for Flint small businesses. Twelve sessions were held.

Moving Flint Forward Small Business Grant Program

In partnership with Huntington Bank, FlintNOW and the Community Foundation of Greater Flint, the Genesee Chamber Foundation administered small business grants — up to \$10,000 — for businesses that met the impact criteria. Individual meetings were held with 555 small business owners by the end of December 2016; over \$780,000 in emergency grants were approved. The grant funds were put to good use on a variety of items such as water filtration systems, water services, water bills, wages and marketing.

Flint Business Matchmaking Summit

The Chamber, in partnership with Pure Michigan Business Connect, hosted the Flint Business

Matchmaking Summit with over 300 business suppliers and buyers. The event matched qualified Michigan suppliers to buyers from various industries to fill procurement gaps. This was a significant opportunity for small businesses to interact with major buyers in a way that does not happen often during the normal course of business.

Entrepreneurship

As part of the small business grant program, businesses were counseled about and connected to pre-existing services such as GAIN\$ IDA, which are federal grant funds; Kiva Flint, a program that offers zero-percent interest loans for eligible entrepreneurs; low interest SBA disaster loans; eTEAM services; and state programs offered by the Michigan Economic Development Corporation.

Water Distribution

Due to the magnanimous amount of bottled water donated for use by Flint residents, there was more than enough water to share with Flint's small business community. The Chamber distributed bottled water twice a week for months. Nearly 80 businesses were supported with over 13,000 cases of water.



Education & Talent Development

The Chamber has made enhancing the skills and knowledge of the Flint & Genesee region a strategic imperative. As such, it partners with nonprofits and the corporate sector to offer programs to youth and adults that will help hone skills required for work and leadership in a 21st Century workforce.



The Chamber partners with Flint Community Schools (FCS), Carman-Ainsworth Schools and the International Academy of Flint to deliver youth programs at a scale far larger than other metro areas comparable to Flint & Genesee. Reaching 2,000 students daily, YouthQuest is offered at every FCS school site. The program focuses on academics and also on creativity, goal-setting, conflict resolution, personal financial health, nutrition and recreation. YouthQuest is nationally recognized and is held up as a model for quality afterschool programs.

TeenQuest and Summer Youth Initiative pair up to offer teens an opportunity to gain pre-employment and leadership skills, including soft skills such as communication, decision-making and teamwork, and the chance to interview for a summer job. Last year, over 480 teens graduated from TeenQuest and 569 teens were hired for summer jobs through Summer Youth Initiative. Alumni of the programs participate in job fairs with multiple employers and attend talent tours.

In addition, the Chamber offers Leadership NOW, an intensive, yearlong leadership development program. The goal is to help strengthen Flint and Genesee County by growing the region's leadership capacity. Last year, the new program graduated two cohorts.

The Chamber's Training & Development program gained significant momentum last year offering classes on culture to finance, marketing to leadership development, diversity and inclusiveness. The program is open to Chamber members and the public. Over 8,000 attendees participated in workshops, webinars and member engagement opportunities.

Through Career Edge, the Chamber also offers programming for adults who have been out of the workforce for a while and want to brush up on skills that will help them get a job. For example, interviewing techniques, job search preparation and keeping a job. Attendees who complete the series of workshops increase their odds of becoming employed as they are invited to the Chamber's job fairs.



Jerry Hendrix, TeenQuest alumnus

At 24, Jerry Hendrix can draw a direct line from TeenQuest to his current position at W Capital Partners, a private equity firm in New York City. During the 2006 Summer Youth Initiative, Hendrix secured a job with the Boys and Girls Club of Greater Flint, where he would continue to work for the next six years.

After telling his supervisor at the time about his interest in finance, his director spoke with a board member who worked at Citizen's Bank. That connection resulted in an interview that ultimately turned into a two-year internship.

"By making one call, Bob (my supervisor) put me on the path toward an internship, and eventually a full-time career in finance," Hendrix says. "Without TeenQuest/SYI, I may have never met Bob and wouldn't be where I am now."



Community Growth & Engagement

Today, as businesses and communities are more dependent on each other for success, the Chamber's role has evolved. It helps build stronger communities by keeping its membership focused and involved in the top business, civic and social priorities of the community. In 2016, the Chamber worked collaboratively with community groups to address issues that impact the quality of life and well-being of Flint-area residents.





Flint Grocery Store Initiative

The Flint Grocery Store initiative focuses on improving and expanding healthy food options in north Flint, an area that was hit hard by the Flint water crisis. A lack of grocery stores and access to healthy foods in the area created challenges for residents in need of nutrition that helps mitigate the effects of lead exposure.

To fully understand that grocery landscape, the Chamber commissioned a market feasibility study to determine the best locations — and best structure — for grocery stores on the north side of Flint. The market study provided a clearer picture of the current market conditions, including where the gaps are, and a framework for how to help existing neighborhood grocers improve operations for the benefit of their businesses and Flint residents.

Toward the end of the year, the Flint Economic Recovery Task Force, which includes the Chamber, announced a strategic approach to increasing Flint residents' access to full-service, inviting grocery stores in Flint neighborhoods. The plan calls for the development of two new grocery stores in areas that currently lack nearby access to healthy food options, and improvements to four existing full-service grocers in north Flint. This was and continues to be a significant community development project for Flint.

Flint Sprint

The Chamber, in collaboration with Flint Mayor Karen Weaver and with pro bono support from Deloitte, launched Flint Sprint. This initiative mobilized Michigan businesses to provide “on-the-ground” support to nonprofits and community organizations on projects that aligned with

their business expertise. There were 22 projects — all focused on improving the quality of life and wellbeing of Flint residents — that were completed within 60 days. Outcomes of the initiative include increased safety measures for residents, health education, LED lighting conversion, childhood literacy programs, public lighting, and marketing and information technology support.

The initiative shows the power of public-private partnerships: Flint nonprofits, Michigan businesses, city and state government and the Chamber – all working together to improve the quality of life for Flint citizens and move the city further along in its recovery.

Art of Achievement Awards

The Chamber is the lead organization that represents the interests of business and the Flint & Genesee brand experience. An important part of advocating for business is to recognize and celebrate those that are doing outstanding work, giving back to the community and making sure that visitors are welcomed. The Art of Achievement Awards does that exactly. In 2016, it was the Chamber's distinct pleasure to bestow 14 awards on businesses, community organizations, hospitality venues and individuals.

Speaking Engagements

Every year the Chamber welcomes requests to speak at various business and community forums. Last year, staff took on 179 speaking engagements to talk on subjects such as youth education and talent, state of the economy, the redevelopment of downtown Flint, jobs and economic development, Flint & Genesee image and collaboration and new partnerships.



Enhanced Image and Visibility

The Chamber — through its Convention & Visitors Bureau — markets the Flint & Genesee region as an appealing destination for investors and visitors. Through many services, partnerships and outreach, more people around the state and the nation are learning that Flint has evolved to meet the demands of a competitive 21st century urban center.

Improving Perception

The Flint water crisis propelled the City of Flint into the national media spotlight, generating headlines that were outdated and narrow in scope. To address this issue, the Chamber retained a public relations firm to help shift public perception and aid in telling Flint's story. The team conducted a statewide perception survey, developed a positive messaging campaign, participated in editorial board meetings, and hosted journalists and other influencers on tours of the community. The tours helped to better inform journalists' stories on what Flint is like today.

Leadership Summit

Over 100 Chamber and business leaders from across Michigan convened at the Moving Flint Forward Leadership Summit. The purpose of the Summit was to discuss how the business community could help craft Flint's vision for the future. Attendees brought a wide range of expertise and experience from industries such as financial and professional services, education, government, manufacturing, health care, technology, and logistics. The Summit resulted in solid ideas — including Flint Sprint — to help move Flint forward. And it helped to positively impact perceptions held by participants before coming to Flint.

Flint & Genesee Tourism Ambassador

The Flint & Genesee Tourism Ambassador program is a national, industry-recognized certification that serves to increase tourism by inspiring front-line employees and volunteers to turn every visitor encounter into a positive, consistent brand experience. Upon successful completion, participants earn a credential and accompanying initials that can be used to denote

their commitment to their profession as a *Certified Tourism Ambassador™* (CTA).

While the accreditation is through the national Tourism Ambassador Institute, the program is administered at the local level by the Chamber's Convention and Visitors Bureau staff. CTA is the only program in existence today that gives an official designation to individuals who are passionate about their destination. At year-end, the Flint program had grown to 236 CTAs.

'Home To' Awareness Campaign

The Chamber provides many economic development opportunities for businesses in the Flint area, a region that boasts a skilled workforce and a variety of industries. In the past year, the Chamber has played a crucial role in underscoring the positive attributes of a vibrant Flint set against a tidal wave of negative press as a result of the water emergency. The Chamber launched the "Home To" advertising campaign in December/January, which sought to drive renewed consideration of Flint as a city that is thriving, healthy, growing and open for business.

#ChooseFlint Social Media Campaign

Amidst the Flint water emergency, people consistently asked how they could help beyond financial and bottled water donations. One of the ways the Chamber answered this question was to launch a social media challenge to drive business and tourism to the city of Flint. The #ChooseFlint campaign challenged people to visit a local business or attraction, take a photo and share it with their preferred social networks — and call on three friends to do the same. The campaign went a long way to help drive customers into local restaurants and has become a rallying cry among institutions and individuals in their social media messages.

Explore Flint & Genesee
about 12 months ago

How do you #ChooseFlint? #FlintFwd



#ChooseFlint
Show the world how you #ChooseFlint by: 1) Visiting one of your favorite restauran...
YOUTUBE.COM



Instagram

exploreflint [Follow](#)

162 posts 681 followers 120 following

Explore Flint & Genesee Welcome to #flintandgenesee – home to Michigan's largest county parks system, countless cultural attractions and an ever-growing restaurant scene. www.flintandgenesee.org/visit

FGCC Impact by the Numbers

The Chamber works on a multitude of programs and projects each year. This section quantifies the impact the initiatives have had on the Flint & Genesee community.





35,810

Individuals attended
429 events



23

Shared Services
initiatives
implemented



146

workshops/webinars/
member engagement
opportunities

8,073

total attendees at
workshops/webinars/
member engagement
opportunities

36,680

social media
followers exposed to
positive messages
about Flint &
Genesee

Over

\$503 M

in investment and
contract value



1,219

government contracts
awarded



618

companies counseled
by PTAC

179

speaking engagements
with community
groups on Chamber
programs and services



Over

13 M

ad impressions
reported

1,000+

participants
experienced the
Flint area through
Be A Tourist in your
Hometown event



86%

member retention
(national average 85%)

14

Art of Achievement
honorees recognized
for outstanding
business and
community leadership



888

positive news stories

Approximately

1,100

members through
December 2016

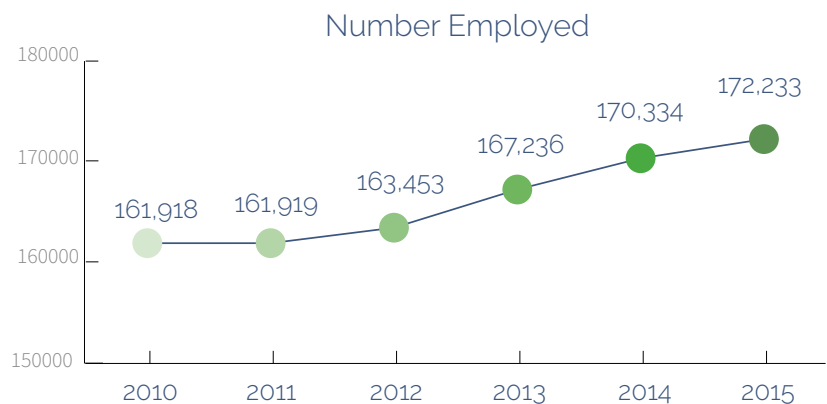
Flint & Genesee Economic Overview

Genesee County is one of 83 counties in Michigan. It is home to 410,849 residents, 6,720 businesses employing 172,233 people and serves as a regional hub for commerce, culture, employment and education. Flint is the largest city in Genesee County with an estimated population of 99,241*.

*U.S. Census 2015 estimate

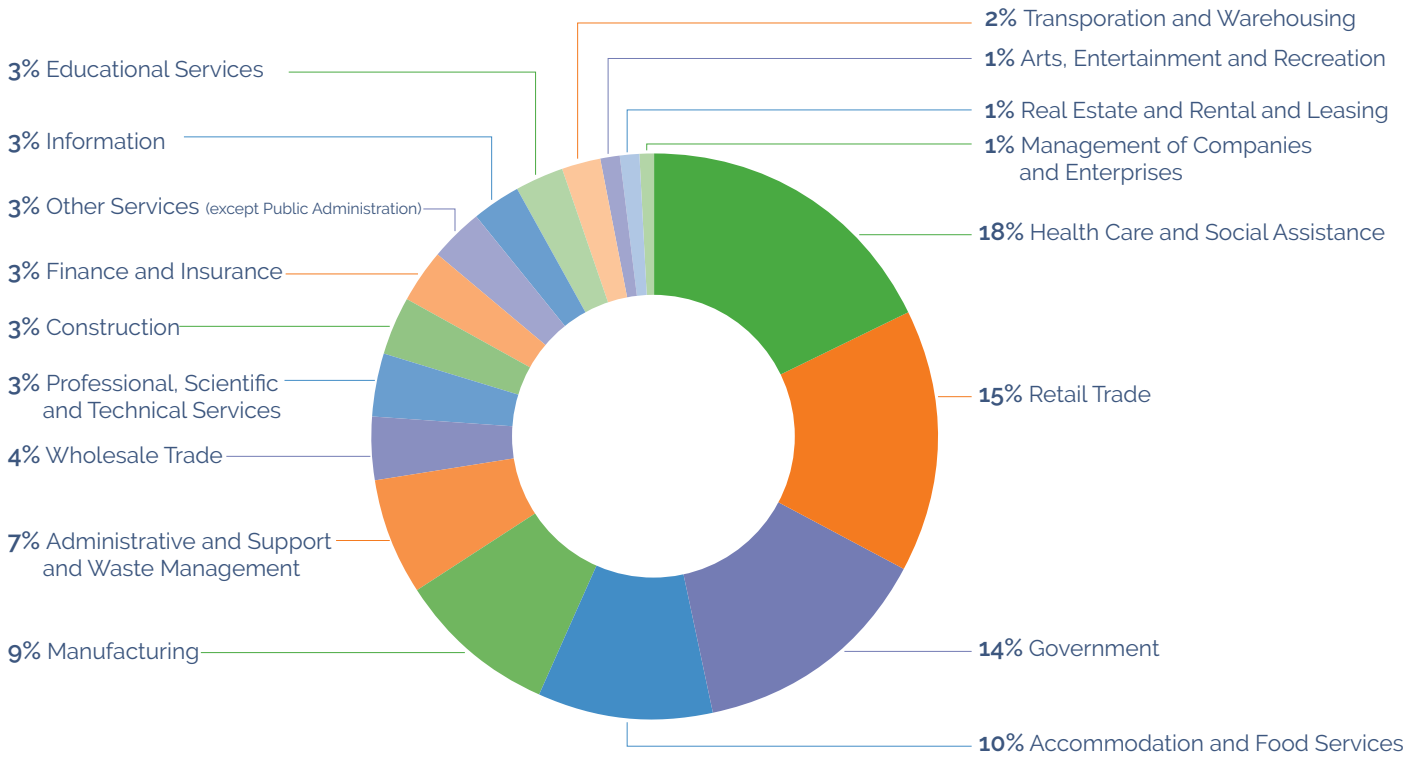
Genesee County Employment (2010 - 2015)

Over the past five years, Genesee County has seen incremental increases in employment. The top three industries for growth, from 2015-2016 were Accommodations and Food Services, Construction, and Health Care and Social Assistance.



Genesee County Employment by Industry

Health Care and Social Assistance is the largest industry in Genesee County, with 18 percent of the county's employment. The next top three industries, excluding the Government sector, are Retail Trade, Accommodations and Food Services, and Manufacturing.

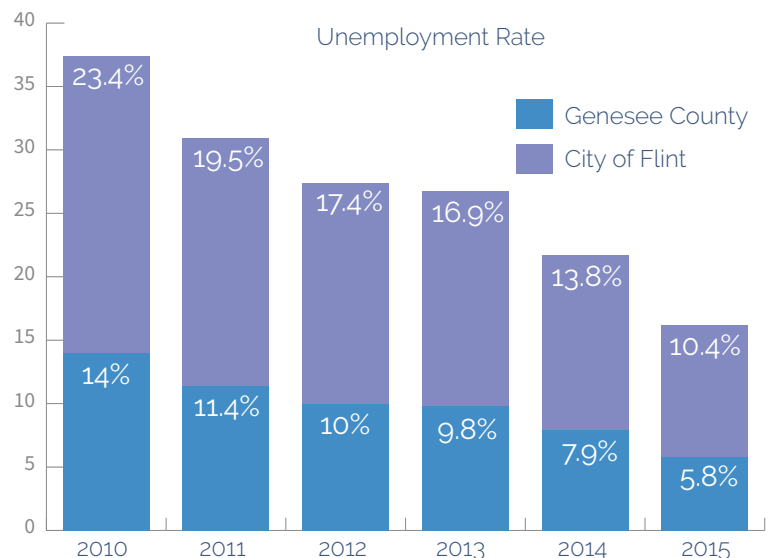


Genesee County & Flint Unemployment Rates (2010 - 2015)

Unemployment in Genesee County continued to trend downward between 2010 and 2015.

The trend continued in 2016 with a December rate of 5 percent, in line with the state of Michigan, which is also at 5 percent.

Flint's unemployment rate continues to be higher than the state and county averages but is trending in the right direction, declining from 23.4 percent to 10.4 percent over five years.



Source: Economic Modeling Services International (EMSI)

Our Guiding Principles

Mission

Maximize economic and community growth through collaborative partnerships and promotion of the region.

Vision

Be the symbol of collaboration, reinvention, leadership and growth.

Our Core Values

Integrity

We are trusted to do the right things with conviction, courage, and transparency.

Credibility

We are responsible and accountable for our agreements and actions, striving for honesty, trust, commitment and authenticity in all our communications and endeavors.

High Standards

We strive to deliver the highest quality service that adds value to ensure excellence and maximum impact.

Inclusiveness

We actively pursue diversity, inclusion, collaboration and equitable treatment that empower and inspire creativity and innovation.

Leadership

We lead change, challenge ourselves and inspire the community to achieve greatness.

Respect

We are professional, courteous and welcoming in all our interactions.





2017 Operating Board of Directors

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President, Landaal Packaging Systems

Gary Hurand, Chair-Elect

President, Management Diversified, Inc.

Robert L. Rummel, Past Chair

Senior Vice President, Chase

Joe Serra, Secretary

President, Serra Automotive

Thomas Shade, Treasurer

Principal, Lewis & Knopf CPAs, PC

Jane Worthing, Regional Leadership Council Chair

President/CEO, The Genesee Group

Jeff Lamarche

Plant Manager, GM Flint Assembly

Victoria Leonard

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Beverly Walker-Griffea, Ph.D.

President, Mott Community College

Dr. Karen W. Weaver

Mayor, City of Flint

Mark Young, Commissioner

Chairman of the Board, Genesee County Board of Commissioners



Regional Leadership Council

A.G. Bishop Charitable Trust	GM Customer Care & Aftersales	Mott Community College
AT&T Michigan	GM Flint Engine Operations	Northgate
Baker College of Flint	Goyette Mechanical	Peerless Mattress Co.
Bishop Airport Authority	GST Michigan Works! Inc.	Plante & Moran, PLLC
Brown & Brown of Michigan	Hamilton Community Health Network, Inc.	Quest4 Solutions
C3 Ventures Flint LLC	HAP – Health Alliance Plan	Riverfront EyeCare
Charles Stewart Mott Foundation	Hubbard Supply Co.	ROWE Professional Services Company
Chase	Hurand & Hurand, LLC	Ruth Mott Foundation
Community Foundation of Greater Flint	Hurley Medical Center	Serra Automotive
Consumers Energy	IMS Hockey Corporation	Shaltz Automation
Dee Cramer, Inc.	Kettering University	Siwek Construction
Deluxe Dental	Koegel Meats	Sorensen-Gross Construction Services
Diplomat	Landaal Packaging Systems	The DM Burr Group
DWLurvey Construction	Lewis & Knopf CPAs, PC	The Genesee Group
E & L Construction Group, Inc.	Mass Transportation Authority	The Huntington National Bank
Fifth Third Bank	McLaren Flint	University of Michigan-Flint
Food Bank of Eastern Michigan	Mlive Media Group & The Flint Journal	Weinstein Electric Company
Genesys Health System	Mott Children's Health Center	




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GENESEEE**
Chamber of Commerce

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