

FLINT & GENESEE • COMMUNITY • ENTREPRENEURSHIP • MANUFACTURING
• COMMERCE • CULTURE • EMPLOYMENT • EDUCATION • INVESTMENT •
OPPORTUNITY • GROWTH • STRATEGIC PLAN • COMMUNITY PARTNERS
• FUNDERS • STAKEHOLDERS • STRATEGIC PLANNING • INPUT SESSIONS
• ORGANIZATION-WIDE SURVEY • INTERNAL FEEDBACK • DIVISION •
DEPARTMENT ACTION PLANS • COMMUNITY DATA • BOARD OF DIRECTORS
• ADVISORY COMMITTEES • METRICS • FORWARD TOGETHER VISION •
GOVERNANCE • GENESEE COUNTY • VISION STATEMENT • MISSION • CORE
VALUES • DIVERSITY • INCLUSION • DEI • STRATEGIC PRIORITIES • ECONOMIC
OVERVIEW • PRIVATE ESTABLISHMENTS • LABOR FORCE • ANNUAL AVERAGE
WEEKLY WAGE • EDUCATIONAL ATTAINMENT • WAGES • WORKFORCE



Strategic Plan

2024-2026

PARTICIPATION • WORKFORCE DEMOGRAPHICS • OCCUPATIONAL DATA •
HOSPITALITY INDUSTRY • TOURISM • ECONOMIC IMPACT • AVERAGE DAILY
RATE • DEMANDS • REVENUE • RECOVERY • ECONOMIC INDICATORS •
ECONOMIC PROGRESS • POPULATION TRENDS • GDP GROWTH RATE • FAMILY
POVERTY • LEISURE TRAVEL • MEETING AND GROUP TRAVEL • INCLUSIVE
COMMUNITY • MARKETING • PUBLIC RELATIONS • SALES • ENTERPRISE-WIDE
METRICS • GOALS • OBJECTIVES • TACTICS • BUSINESS DEVELOPMENT • TALENT
DEVELOPMENT • PLACE DEVELOPMENT • SMALL BUSINESSES • ECONOMIC
PROSPERITY • CAPACITY-BUILDING • WORKFORCE • ATTRACTING TALENT
• TOURISM PROMOTION • HOSPITALITY INDUSTRY • STRATEGIC PARTNERS
• HOUSING • MUNICIPAL PARTNERS • EDUCATION • TARGET AUDIENCES
• INFRASTRUCTURE • AMENITIES • PHYSICAL INFRASTRUCTURE • K-12 •
HIGHER EDUCATION • SPORTS COMMISSION • ORGANIZATIONAL CAPACITY
• INNOVATION • EMPLOYEE ENGAGEMENT • SUSTAINABILITY • BUSINESS •



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Introduction

Flint & Genesee is a community steeped in a tradition of entrepreneurship and manufacturing. Today it is a hub of commerce, culture, employment, and education for a much larger region of Mid-Michigan – a place ripe for investment, opportunity, and growth. The Flint & Genesee Group (Group) works to maximize this potential through our commitment to growing business, talent, and place.

The 2024-2026 Strategic Plan will guide the Group as we set goals and approach our work strategically over the next three years. It can also serve as a resource for our community partners, funders, and stakeholders to better understand the organization and its role in Flint and Genesee County.

The Strategic Planning Process





The Group’s strategic planning process began in late 2022 with a series of input sessions including staff across the organization. The themes identified in these sessions, combined with the results of an organization-wide survey, informed the development of this three-year plan.

A small, interdepartmental team collected and analyzed the internal feedback from all employees, division and department action plans, community data, and guidance from the Group’s board of directors and advisory committees. The team also reviewed Group metrics in alignment with the [Forward Together \(ForwardTogetherGenesee.org\)](#) vision to better understand how to meet the needs of our community, advance the goals of our divisions, and ultimately encourage economic vitality in the region.

The year-long planning effort resulted in the 2024-2026 strategies, goals, and objectives laid out in this plan. These updates were reviewed and approved by the Group’s board of directors on Nov. 8, 2023.

Flint & Genesee Group Structure

The Group’s four divisions are guided by the organization’s vision to become a top-five community in Michigan based on jobs, talent, livability, and equity by 2040. Specifically, each division influences business, talent, and place through their primary goals.

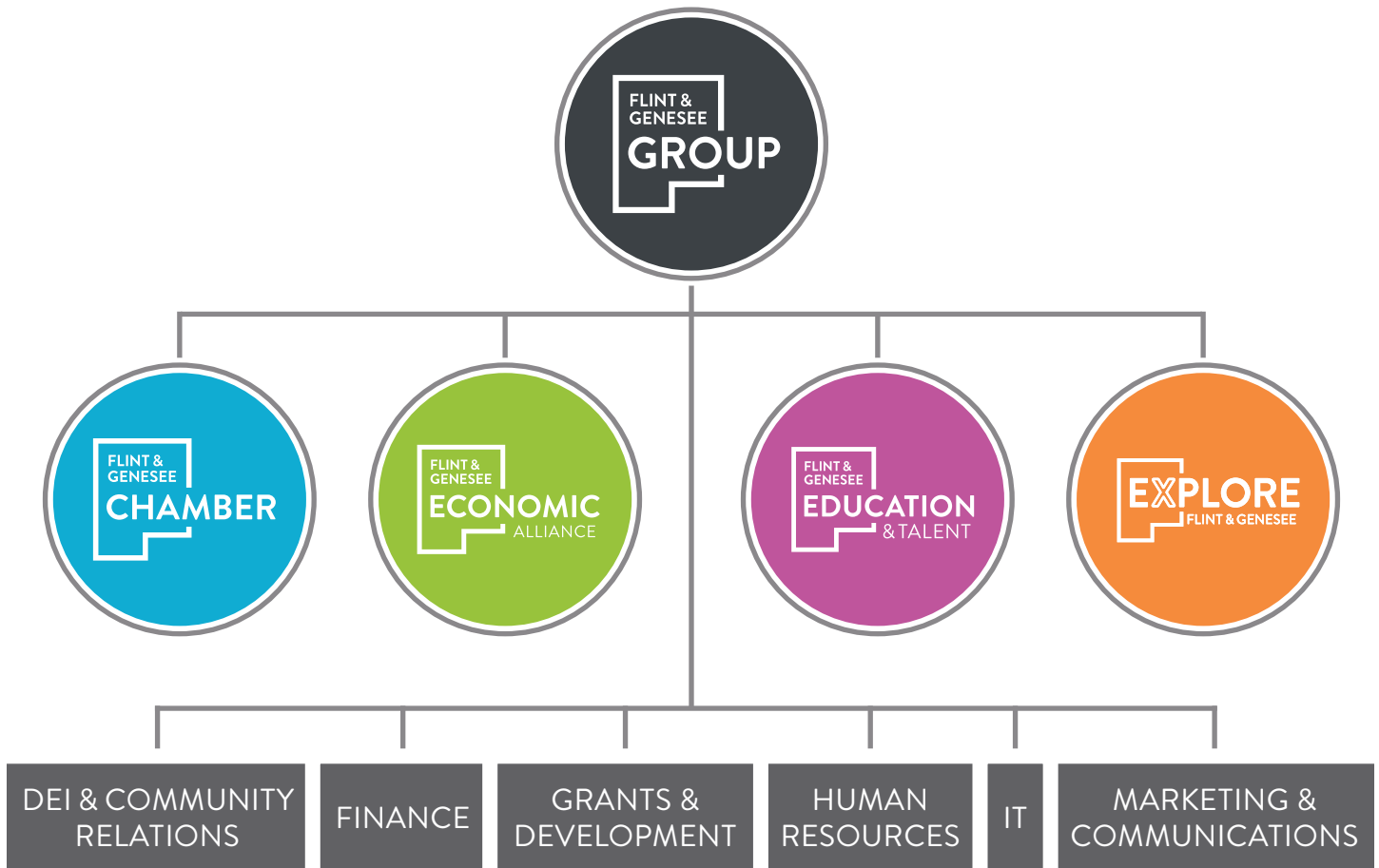
			
<p>Seeks to grow, retain, and attract businesses to Genesee County by connecting them to resources needed to advance prosperity of residents.</p>	<p>Supports the individual and collective success of small businesses in Flint & Genesee to build a stronger local economy.</p>	<p>Develops talent from within Flint & Genesee, retains its existing talent, and attracts new talent to join the workforce.</p>	<p>Works to increase tourism and drive economic impact in the region through strategic marketing, public relations, and sales.</p>





Departmental support is distributed across the organization to ensure the efficiency and effectiveness of each division and Group-wide initiative. Together, the divisions and departments work collaboratively to execute a holistic approach to community impact.

The Group's organizational structure is shown below.





What Guides Us

VISION

In 2040, Genesee County is a top-five community in Michigan based on jobs, talent, livability, and equity.

When the Group came together with the City of Flint and Genesee County in 2019 to identify a community-owned vision for economic vitality, the result was the following statement: “In 2040, Genesee County is a top-five community in Michigan based on jobs, talent, livability, and equity.” Since then, we have adopted the [Forward Together](#) vision statement as our own and aligned strategic efforts accordingly.

MISSION

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

At the Flint & Genesee Group, we know the greatness of a place isn't measured by population density or geographic size, but rather it's determined by the opportunities provided for residents and visitors alike. As such, the Group aims to strengthen the local economy and create a place where people thrive, and businesses invest and grow.

CORE VALUES

LEAD FROM EVERY LEVEL

We thrive when there is leadership at all levels and throughout the organization. Employees have not only the ability – but the responsibility – to lead.

BE INCLUSIVE TO ELEVATE ALL

Our diversity and inclusion efforts are a priority. We will claim success when everyone succeeds, so we create opportunities for everyone's voice to be heard.

BE EXCELLENT

We want the best for our community and the best for our organization. We push boundaries and exceed expectations. We tackle projects with ambition, with innovation, and without fear of failure.

RESPECT YOUR IMPACT

What we say and do matters. By taking our jobs seriously, we show that we hold each other in high regard and support an environment of trust and respect.





DIVERSITY, EQUITY & INCLUSION

The Flint & Genesee Group is at its best when our employees feel valued, included, and heard – when everyone can show up as themselves and do their best work. That’s why diversity, equity, and inclusion are central to who we are and everything we do. Together we are creating an inclusive culture grounded in values that instill leadership and excellence at every level and require respect and accountability from all. Our policies and practices empower our employees to contribute to their individual success and the success of the organization.

Our commitment to DEI also encompasses working with our partners to create a more racially just community – one that offers equitable opportunities and outcomes for businesses and individuals, and ultimately contributes to greater economic prosperity in Genesee County.

DEI Strategic Priorities

1. Foster and cultivate a diverse, equitable, and inclusive culture
2. Increase opportunities for traditionally under-resourced businesses
3. Influence lasting change at a systems level

GOVERNANCE

The Flint & Genesee Group is governed by a diverse, 17-member board of directors which has broad authority to govern the business, property, personnel, affairs, and funds of the organization. The board of directors includes representatives of the business community, non-profits, and public sector, as well as one representative from each advisory committee of the divisions.

Because we value diverse viewpoints in leadership and governance, each of the Group’s four divisions is guided by advisory committees comprised of industry professionals with insights relevant to division objectives. The composition of these advisory committees is designed to include diversity in experience and perspective.

Environmental Scan

To set the course for the Group’s work in 2024-2026, we must first seek to understand the community that we are working to grow. This involves an assessment of our recent history.

Since March 2020, when the World Health Organization declared COVID-19 a global pandemic, the people of Genesee County have embarked on a journey of recovery through collective efforts to revitalize the local economy.

Through the combined effort of many partners, Genesee County has seen improvements in various economic indicators since 2020. Unemployment rates fell from 29.9% in April 2020 to 4.3% in April 2023. The annual average weekly wage increased by 12.9% between 2018 and 2022, the educational attainment rate rose by 7.4% between 2020 and 2022, and the GDP growth rate increased by 1% on average between 2020 and 2022.

However, our data shows that compared to the other 82 counties in Michigan, Genesee County often has not improved its ranking. This tells us that we must continue to work diligently to keep up with, and ultimately surpass, our peer counties to become a top-five community.



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ECONOMIC OVERVIEW

The figures below display the number of private establishments, unemployment rates, population trends, and population in poverty data of Genesee County and the state.

- Genesee County’s population has been on a constant decline, down 3,465 between 2017 and 2021. The population of the state increased by 0.65% between 2017 and 2021.
- The population in poverty declined by 2.1% in Genesee County and 1.1% in the state between 2017 and 2021.
- Private establishments increased by 671 new businesses in the county and 46,805 new businesses in the state between 2018 and 2022.
- The annual unemployment rate of Genesee County declined by 5.99% between 2020 and 2022. The annual unemployment rate of Michigan declined by 5.80% between 2020 and 2022.

Figure 1

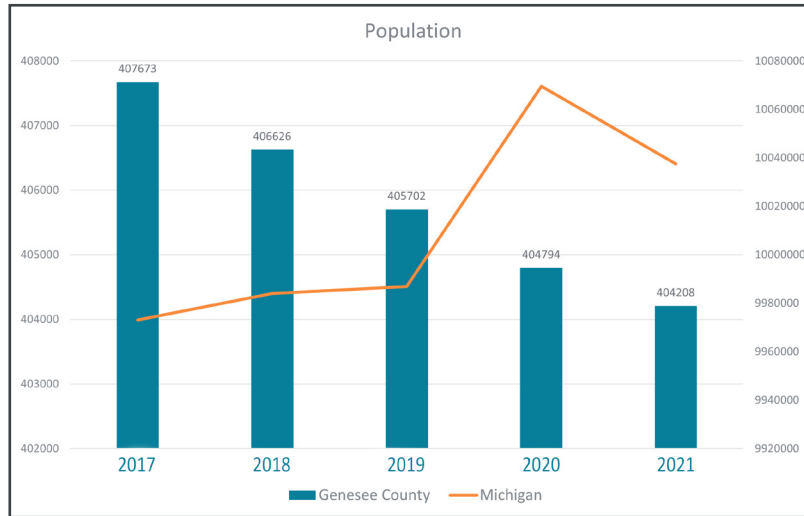
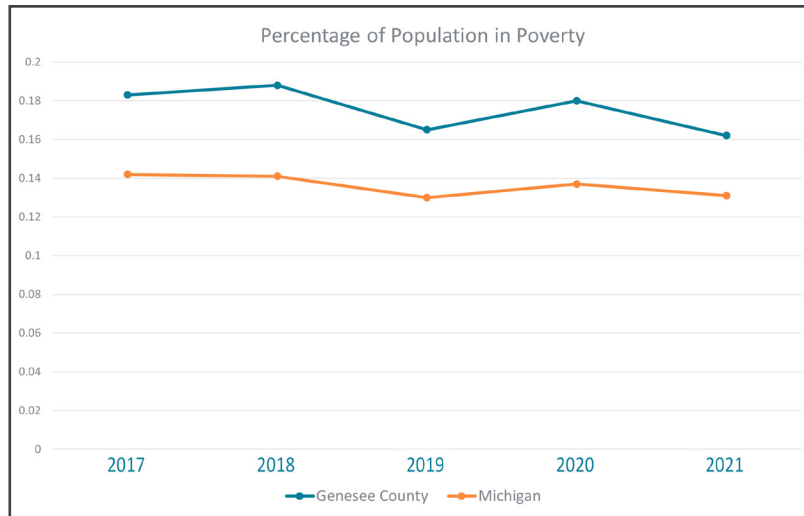


Figure 2



[Figure 1] U.S. Census Bureau. (2021). American Community Survey 1-Year Data (2021), DP05: Population in the United States by County. Retrieved from <https://data.census.gov/table/ACSDPIY2021.DP05?q=population+all+counties+in+michigan>

[Figure 2] U.S. Census Bureau. (2021). American Community Survey 1-Year Data (2021), S1701: Poverty Status in the Past 12 Months by Sex and Age. Retrieved from <https://data.census.gov/table/ACSST1Y2021.S1701?q=population+in+poverty+all+counties+in+michigan>

[Figure 3] Bureau of Labor Statistics. (2022). Quarterly Census of Employment and Wages (QCEW) Data. Retrieved from https://data.bls.gov/cew/apps/table_maker/v4/table_maker.htm?type=2&st=26&year=2022&qtr=A&own=5&ind=10&supp=0

[Figure 4] U.S. Census Bureau. (2022). American Community Survey 1-Year Data (2022), S2301: Employment Status. Retrieved from <https://data.census.gov/table/ACSST1Y2022.S2301?q=unemployment+all+counties+in+Michigan>

Figure 3

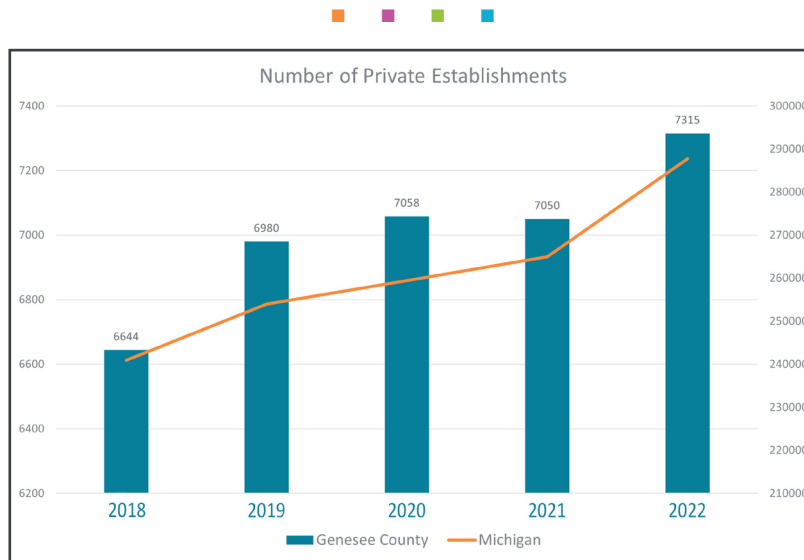
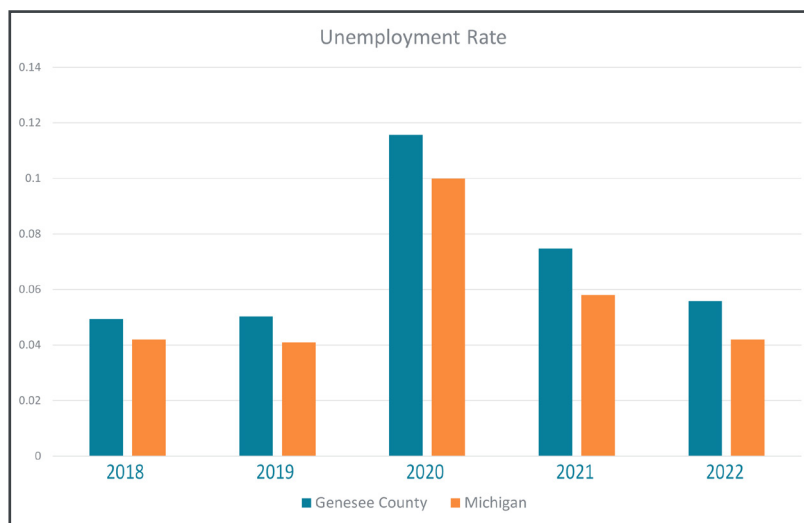


Figure 4



What does this mean?

When times are tough, Flint & Genesee tends to create businesses. This is a sign of resiliency, grit, and entrepreneurial spirit. Statistically, most businesses will close by year five. The recent spike in new businesses provides an opportunity to help entrepreneurs make it beyond the five-year hump by connecting them to capital, resources, and customers.

We also saw a significant reduction in unemployment. By July 2023, Genesee County's unemployment rate reached a low of 5.3%. However, this is still nearly double that of the state, which is at 3.6%. Determining why more people are unemployed in a time when businesses are reporting talent shortages will be an exploration done with partners, likely involving education and training, reaching audiences on the fringes, and educating employers about better ways to find and cultivate talent.

As could be expected, poverty rates peaked in 2020 when unemployment was at its highest. While poverty rates have improved locally, Genesee County still ranks among the bottom of the 83 counties in the state in poverty.

Finally, we see a declining population as a huge threat to our economy. As such, it will be imperative for our community to develop a place where people want to live, work, and play. A strong place with available and prepared talent can attract businesses and people that generate tax revenue to further support our infrastructure and schools. This, in turn, will improve educational outcomes that position people for higher wages and lower the county's poverty rates.

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LABOR FORCE OVERVIEW

Figure 5

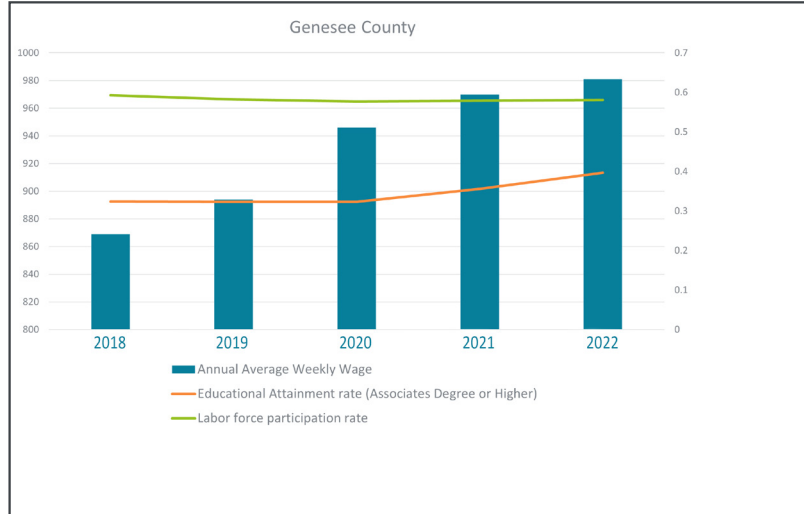
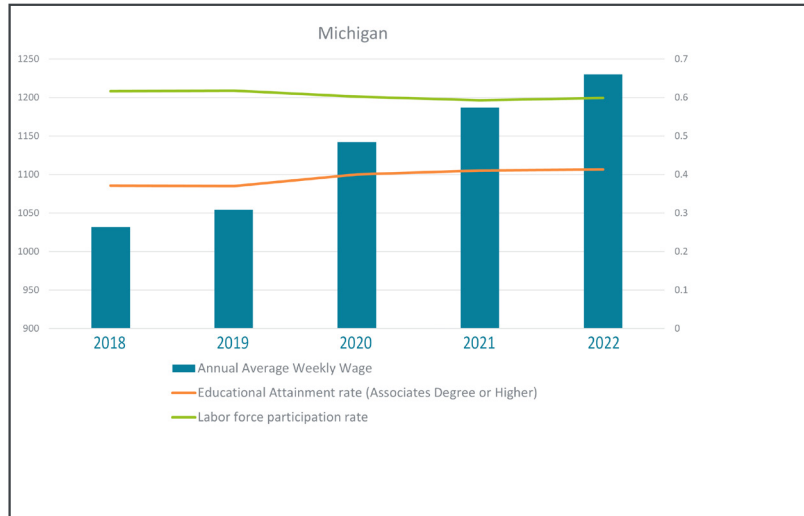


Figure 6



The figures above display the Labor Force demographics of Genesee County and the state, showing the annual average weekly wages, educational attainment rates, and labor force participation rate trends.

- The annual average weekly wage increased by 12.9% in Genesee County and by 19.2% in the state between 2018 and 2022.
- On average, 32.3% of Genesee County population had an associate’s degree or higher and 39.2% of the state’s population had an associate’s degree or higher between 2018 and 2020.
- The educational attainment rate (associate’s degree or higher) increased by 7.4% between 2020 and 2022.
- The labor force participation rate in Genesee County increased by 0.4% between 2020 and 2022. For the state, it declined by 0.3% during that same time.

[Figures 5-6] Bureau of Labor Statistics. (2022). Quarterly Census of Employment and Wages (QCEW) Data. Retrieved from https://data.bls.gov/cew/apps/table_maker/v4/table_maker.htm#type=2&st=26&year=2022&qtr=A&own=5&ind=10&supp=0
 U.S. Census Bureau. (2022). American Community Survey 1-Year Data (2022), S2301: Employment Status. Retrieved from <https://data.census.gov/table/ACSST1Y2022.S2301?q=unemployment+all+counties+in+Michigan>
 U.S. Census Bureau. (2021). American Community Survey 1-Year Data (2021), S1501: Educational Attainment. Retrieved from <https://data.census.gov/table/ACSST1Y2021.S1501?q=educational+attainment+all+counties+in+michigan>



What does this mean?

Wages are on the rise, which helps reduce poverty and improve quality of life – but this is only true if people are actively engaging in the workforce. With a relatively low labor force participation rate relative to the state of Michigan, Genesee County should consider efforts to engage disengaged populations (e.g., Opportunity Youth, returning citizens, immigrants, individuals with disabilities) and address barriers to employment (e.g. child care, transportation, and hiring requirements) to fully move the needle on poverty and to support individuals who are not currently feeling the benefits of higher wages.

Educational attainment is also on the rise but is far below [Michigan’s 60 x 30 \(sixtyby30.org\)](https://sixtyby30.org) goal of 60% of Michiganders with a certificate or post-secondary degree by the year 2030. Partnerships and programs designed to prepare young people and adults for the jobs of the future are essential for catching up to our peer communities, reaching top-five among the 83 communities, and helping the state reach its goal.

HOSPITALITY DATA

	Occupancy	Average Daily Rate	Demand	Revenue
2020	46.6%	\$69.56	410,511	\$28,555,800
2021	47.90%	\$81.32	440,163	\$35,793,000
2022	53.7%	\$96.13	511,310	\$49,152,069
2023 (Q1+Q2)	51.80%	\$101.52	491,234	\$49,869,850

Source: 2023 STR, LLC / STR Global, Ltd.

The table above shows trends in the hospitality industry, displaying the change in occupancy, average daily rates, and average revenue between 2020 and 2023 (Q1+Q2).

- The hospitality industry in Genesee County performed best in 2022 with the highest annual percentage points in every metric measured.
- Between 2020 and 2022, hotel revenue increased by 72.1% and demand increased by 25%.
- Estimated projections suggest average occupancy in Genesee County will be at a high of 55% by the end of Q4 of 2023.

What does this mean?

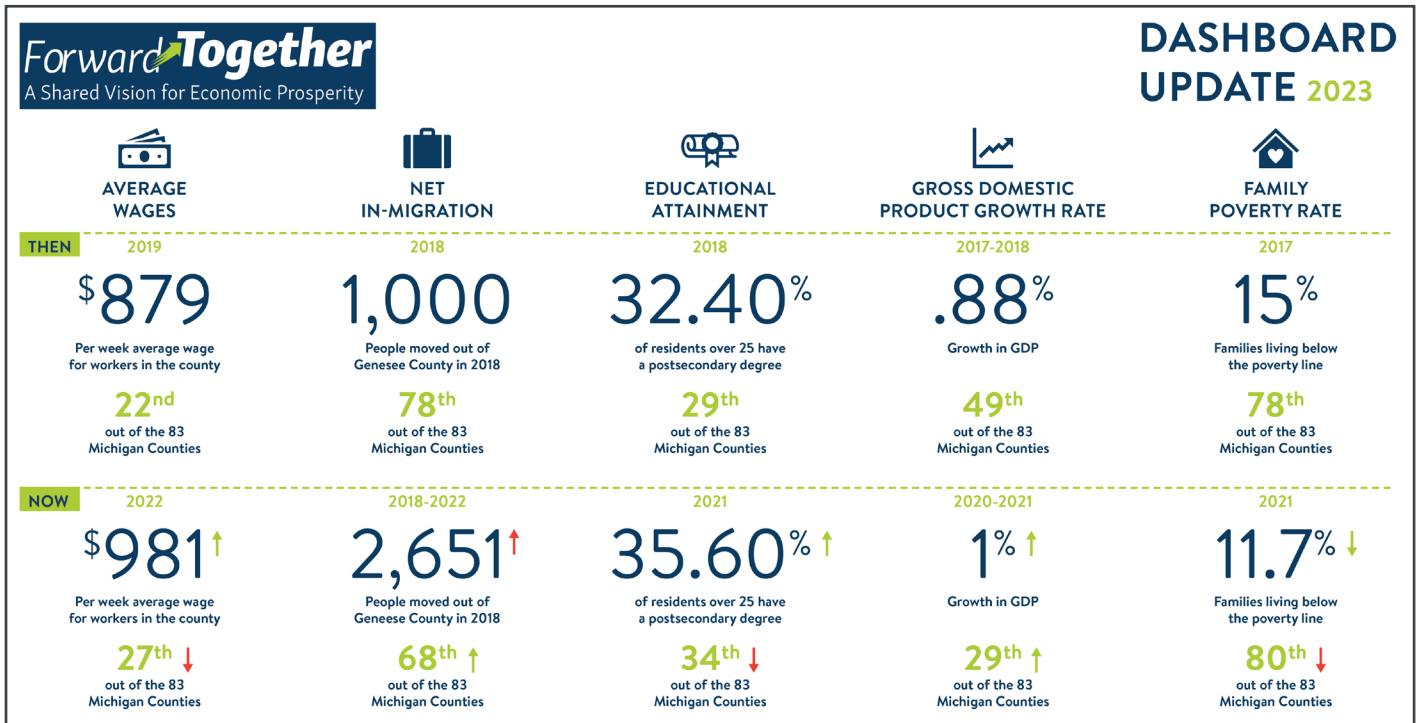
The hospitality industry took a huge hit during the COVID-19 pandemic. However, we learned that Genesee County fared better than other communities who rely on individual tourism as an economic driver. Also, Genesee County had a great recovery in 2021, capturing business that was repeatedly postponed during the pandemic.

Now that the industry has stabilized, we are seeing consistent occupancy, but a need to work with hoteliers and partners to ensure that demand and revenue keep up. This will mean promotion of growing markets, retaining current groups who have made Flint & Genesee a destination, and recruiting new groups (e.g., sports tournaments, conferences, association meetings, etc.), especially at times of year when occupancy is low. This may also mean developing new partners; leveraging new resources; working with partners to enhance our venues, amenities, and community offerings; and encouraging cooperation between hoteliers to fully maximize the rebound in tourism.



MOVING FORWARD

The Forward Together vision for economic vitality is a guidepost for the Group, helping us stay tuned into the economic progress of our community. Our vision to be a top-five community among Michigan’s 83 counties is measured by five key indicators – average weekly wages, net in-migration, educational attainment, GDP growth rate, and family poverty. The dashboard below provides a snapshot of Genesee County’s progress since the long-term vision was launched in 2020.



This dashboard reveals a theme. We see incremental progress in most areas, but we continue to lag behind our peer communities. In other words, we run the risk of falling further behind if we don’t strategically align our efforts and our partners to facilitate growth. Furthermore, a loss of population and relatively low educational attainment are key threats to our economic future.

Staying competitive and surpassing our fellow Michigan communities will take more than the work of the Flint & Genesee Group. The [Forward Together](#) plan established a collaborative vision for economic vitality in partnership with the City of Flint and Genesee County, guided by a cross-functional, geographically distributed set of stakeholders. It will take many partners and coordinated efforts to reach our collective vision of becoming a top-five community in Michigan.



FLINT & GENESEE GROUP BY THE NUMBERS

The Group’s four divisions formulated goals, objectives, and tactics in the previous strategic plan to guide their work to further economic growth in Genesee County.

Results from 2020-2023:

- The Flint & Genesee Economic Alliance projected \$100 million in private investment, connecting jobs to 500 local workers between 2021 and 2023. As of September 2023, the division far exceeded these goals with \$728,571,086 in private investment and 1,025 job connections.
- The Flint & Genesee Chamber aimed to further the success of small businesses to build a stronger local economy. Three-year goals were met by attaining 306 new members and reaching a membership retention rate of 92.3%.
- Flint & Genesee Education & Talent aimed to promote educational and economic empowerment of young adults through the provision of multiple programs. In the last three years, the division served 6,298 scholars through programs like TeenQuest, Flint Promise, MDNR, YouthQuest, and Summer Youth Initiative.
- Explore Flint & Genesee aimed to increase tourism and drive economic impact in the region. The division contracted 16,500 hotel room nights and collaborated with various partners to host 110 meetings and conventions over the last three years.

Flint & Genesee Group metrics directly connect to the five economic indicators of Forward Together. Key metrics from the Economic Alliance and the Chamber – such as private investment, new jobs created, and new memberships – support growth of average wages and GDP. Education & Talent metrics are designed to impact educational attainment and net in-migration. Explore Flint & Genesee’s metrics demonstrate promotion of the region, which improves net in-migration and creates economic activity for businesses and amenities in Genesee County.

The 2020-2023 Strategic Plan included three overarching strategies of focus in its concluding *Looking Forward* section. Following is a summary of progress and efforts in these areas over the last three years.

<p>Focus on attracting and retaining talent to help build a thriving economy and community in Flint & Genesee.</p> <ul style="list-style-type: none"> • Make Your Move talent attraction program • Flinterns programs • Marketing campaigns 	<p>Focus on the needs of those hit hardest during the time of the pandemic and be more inclusive to small and minority-owned businesses going forward.</p> <ul style="list-style-type: none"> • Moving Flint Forward grant expansion • Small Business Help Desk • Flint & Genesee Business Bridge 	<p>Drive economic growth in Flint & Genesee under a new, strengthened identity and with our collaborative partners.</p> <ul style="list-style-type: none"> • New brand architecture to clearly identify divisional efforts • New governance structures and advisory committees • Leading of efforts like Forward Together
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Our Approach to Economic Development

The Flint & Genesee Group utilizes a three-pronged approach to improving economic well-being and quality of life in Genesee County. The work involves creating a place that offers high-value amenities and services, where talented and skilled people want to be, and businesses and entrepreneurs want to locate and grow. When these three things converge, the economy will be vibrant and prosperous for people of all ages and incomes. Therefore, to grow the economy, our work must develop three community elements – business, talent, and place.





BUSINESS

The Flint & Genesee Economic Alliance and Flint & Genesee Chamber develop business in our region and utilize the resources of our partners to address challenges and opportunities for growth and success. The Chamber provides additional support to businesses by boosting their capacity with training opportunities, increasing visibility in the community, and business-to-business connections.

TALENT

Talent retention, attraction, and development have been critical pieces to the economic development model for several years. These issues have been the primary challenge for many businesses and nonprofits in our region. Flint & Genesee Education & Talent prepares and develops local talent for the jobs of tomorrow through its programs, and seeks to attract new, highly skilled talent to address population decline. Through this work, current and future residents are provided access to a series of services that connect talent to employment and livability.

PLACE

Place, or placemaking, builds local communities by making them more attractive to current and potential businesses, residents, and visitors. This helps to retain/build the population and encourage new developments that grow from placemaking efforts. Explore Flint & Genesee supports these efforts through promotion of tourism and partners in the hospitality industry – hotels, restaurants, area attractions, sports/recreation, and event spaces.

DEVELOP, RETAIN, ATTRACT

When we work in these three lanes – business, talent, and place – we break our work into three activities – develop, retain, attract. Within the four divisions we work to develop our product, retain the current stakeholders, and attract businesses and people.

A common theme in our work is partnership.

Across the organization, we offer programs that meet the needs of our community and stakeholders. We avoid duplication of efforts, partnering when we are not the primary service provider or subject matter expert. We use our influence responsibly for the purposes of economic vitality through a lens of equity.





Goals & Objectives



Grow, retain, and attract core businesses in and to Genesee County by marketing the county and convening the resources they need, to advance the prosperity of all Genesee County residents.



Objectives	Strategies/Tactics
Facilitate the growth of small businesses in Genesee County	Connect businesses to resources and information (people, data, programs, and places) necessary for their success
	Coach small business owners via the Small Business Help Desk, with intentional outreach to under-served communities
	Connect BIPOC* business owners to contract opportunities, buyers, and suppliers via the Flint & Genesee Business Bridge
	Manage access-to-capital programs, including Moving Flint Forward Program and other programs to be developed
	Assist businesses with government procurement and bidding processes, including instructions and training
	Provide government procurement counseling to government designated businesses – Small Disadvantaged Businesses, Women-Owned Small Businesses, HUBZone small businesses, and Service-Disabled Veteran Owned Small Businesses
Retain and facilitate the growth of existing core businesses** in Genesee County	Build relationships with local core business leaders and municipal partners through regular retention visits and surveys
	Connect core businesses to resources and information (people, data, programs, and sites) necessary for their success
	Provide incentive project management
	Help companies navigate local talent pools and resource via Talent Tours
	Promote local business successes and accomplishments
Attract new core businesses, jobs, and investment to Genesee County	Develop stronger supply of sites ready for development
	Cultivate relationships with business location decision-makers and the site selection consultant community
	Outreach directly to prospective clients with the support of research technologies
	Market Genesee County and ready sites
	Respond quickly and accurately to Requests for Proposal and Requests for Information
	Provide incentive project management

*BIPOC = Black, Indigenous, People of Color

**Core Business refers to businesses that are foundational to the Genesee County economy. A Core Business primarily sells its products and services outside of the county and, therefore, brings money into the local economy from outside Genesee County. The presence and growth of Core Businesses is critical for the overall economic health and stability of Genesee County's economy.





Further the individual and collective success of small businesses in Flint & Genesee to build a stronger local economy.



Objectives	Strategies/Tactics
Offer a suite of services that help businesses and nonprofits to reach target audiences and increase revenue	Provide visibility, networking, and engagement opportunities for small businesses to connect to customers and other businesses in the community
Improve business efficiency and effectiveness through situational awareness and capacity-building programs	<p>Share/communicate information, resources, and news on economic conditions that influence business decisions</p> <p>Provide trainings designed to increase capacity for staff and improve business operations</p> <p>Integrate and align efforts with other Group divisions to increase value to small businesses</p> <p>Serve underrepresented and developing businesses to provide access to Chamber benefits, preparing them for growth and success</p>
Create movements, initiatives, or forums where small businesses collectively benefit	<p>Improve access to capital and other technical support through partners and other business divisions</p> <p>Establish collective movements and advocacy</p> <p>Create community connections</p> <p>Partner with other Chambers and associations</p>





Develop talent from within Flint & Genesee, retain its existing talent, and attract new talent to join the workforce.



Objectives	Strategies/Tactics
Prepare the current and future workforce for careers in Genesee County	Educate future workforce about the skill and educational needs of local industry, now and in the future, through training and immersive experiences
	Provide training and experiences that reinforce foundational and transferable skills needed for academic and career success
	Promote and provide resources that remove barriers resulting in higher educational attainment, especially for those that are under-resourced
	Influence employer mindset to support the needs of potential talent
Retain Genesee County's workers and residents	Promote livability and employment opportunities to local workforce and residents
	Make connections between talent and community-building programming
	Partner with regional employers to retain talent in the community and in the workplace
	Convert temporary workers to permanent talent
Attract non-local or future workforce to work and/or live in Genesee County	Position Flint & Genesee as a place of opportunity for incoming workforce and residents
	Connect talent prospects to local employment opportunities
	Partner to increase workforce participation for individuals with barriers to employment





Increase tourism and drive economic impact to the region through strategic marketing, public relations, and sales.



Objectives	Strategies/Tactics
Increase leisure travel to Flint & Genesee	Increase conversions on visitor-focused calls to action (e.g., direct booking, travel packages, CTR for emails and advertising)
	Improve visitor experience in Flint & Genesee
	Engage residents and business leaders in the success of the travel economy
Increase meeting and group travel to Flint & Genesee	Increase number of hotel rooms booked by meeting planners and sports organizers
	Collaboratively market Flint & Genesee with community and industry partners
	Partner with industry and membership organizations to amplify promotion of Flint & Genesee
	Seek and support state legislation that will have a positive impact on the hospitality and travel industry
Better position Flint & Genesee as an inclusive and accessible community	Educate, implement, and share best practices that promote cultural awareness, inclusivity, and accessibility
	Identify and update marketing materials to promote a barrier-free experience
	Diversify supplier portfolio to drive economic impact to Flint & Genesee (e.g., Flint & Genesee Business Bridge)

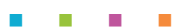




Enterprise-wide Metrics

We have set the following metrics to measure our success over the next three years.

Goal	Metric	2024-26 Goal
Grow, retain, and attract core businesses in and to Genesee County by marketing the county and convening the resources they need, to advance the prosperity of <i>all</i> Genesee County residents.	Jobs created through projects	2,500
	Investments from projects	\$2.1 billion
	Companies impacted (retention visits and attraction meetings)	600
	Increase in annual payroll	\$125,000,000
Further the individual and collective success of small businesses in Flint & Genesee to build a stronger local economy.	Meetings with small business clients	600
	Number of unique employers participating in workshops (99/yr)	300
	New member count	345
	Membership retention (each year)	85%
Develop talent from within Flint & Genesee, retain its existing talent, and attract new talent to join the workforce.	Talent attraction direct hires	75
	Number of talent connections made	150
	TeenQuest grads	600
	Career Prep participants	2,700
	Leadership Flint & Genesee participants	45
	Flint Promise graduates	45
	Participants in business trainings	1,500
	SYI & MDNR hires	675
	Flintern participants	93
Increase tourism and drive economic impact to the region through strategic marketing, public relations, and sales.	CTAs certified	215
	Contracted rooms	18,500
	Leads booked	110



Looking Ahead

Programmatically, much of our attention will be on attraction over the next three years. This means intentionally telling our story, taking advantage of opportunities happening nationally and through state policy and investments, and simultaneously preparing our county for success when jobs and investment occur. To maximize these opportunities, the Group, over the next three years should:

Drive actions that move Genesee County toward the **Forward Together** vision of being a top-five community in Michigan. Economic vitality will require many willing partners who can implement and invest in programs, places, and people that position Genesee County for growth. Unless we support the people, businesses, and places that are struggling, our community's outcomes will be stifled. This means reinforcing a message that we are all in this together and that success can only occur when everyone experiences progress. To accomplish this, we should:

- Mobilize and leverage strategic partners to address gaps and support successful outcomes. Housing partners, municipal partners, state and local education, tourism, talent, business departments and associations, and community leaders are needed to ensure that the entire ecosystem is responsive to business growth;
- Encourage a collaborative mindset among partners; and
- Address disparities in educational, economic, and social access that would improve outcomes for individuals, businesses, and communities that face the greatest challenges.

Align efforts in business, tourist, and talent attraction, leveraging resources, partners, policies, state resources/initiatives, and marketing materials and platforms to promote the assets of the region to target audiences outside of the area. To align we will:

- Create efficiency and consistency of messaging across the various divisions to their unique target audiences; and
- Leverage the high-profile and high-priority work occurring in business, particularly in advanced manufacturing, that will require a ready and available labor force, that will demand a place that is rich with a variety of communities, small businesses, employment opportunities, recreational, educational, and housing options

Strategically support investment in the systems, physical infrastructure, and amenities in our community that increase economic growth opportunities. In other words, develop our place and its people. Over the next three years we will:

- Assemble land for business development and work with community stakeholders and partners to ensure the roads, water, electrical, and community are in place;
- Investigate and implement a sports commission that can drive sports-related tourism and improve/build facilities that attract tourists; and
- Partner with schools (K-12 and higher ed) to ensure students are aware of and prepared for the job opportunities that are being cultivated through business expansion and attraction efforts.

Invest in our own capacity as an organization. This is essential to achieving our goals. This means self-reflection, innovation, and a commitment to bold strategies to garner and grow relationships that will bolster the success of our community. If we lack capacity and/or our resources are unstable, we run the risk of missing out on economically transformational opportunities. As such, to reinforce organizational sustainability over the next three years, we must:

- Diversify our resources;
- Support employee engagement and collaboration efforts;
- Promote the assets and accomplishments of the organization to external audiences;
- Make investments in data that informs our and our partners' decisions regarding new and existing programs; and
- Build capacity to better understand and influence local, state, and federal policy in alignment with our [Policy Priorities](#).



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