

Community Mentors  
**SYMPOSIUM**

Monday, April 22, 2024

9:00 AM - 4:00 PM

Harding Mott University Center  
at the University of Michigan Flint,  
303 E. Kearsley Street



Welcome to the Community Mentors Economic Development Symposium. It is a privilege to support Genesee County and its partners through our 2024 Community Mentors program.

Each year, Federal Home Loan Bank of Indianapolis awards a grant to entities in Michigan and Indiana that is designed to unite community leaders with financial institutions and experts to identify and implement economic development solutions in their communities. The Community Mentors program works to foster the collaboration and innovation necessary for local communities to achieve their economic development goals.

We are proud of our commitment to supporting communities across our district and look forward to the solutions Genesee County and its partners will be able to implement through these funds.

The Community Mentors program is one of many funding opportunities FHLBank Indianapolis is proud to offer to our district. Below, you will see a list of our 2024 funding allocations. If you would like more information regarding community investments or funding opportunities in your area, please contact us at [cidprograms@fhlbi.com](mailto:cidprograms@fhlbi.com).

FHLBank Indianapolis Community Investment



## 2024 Community Investment Programs



### Affordable Housing Program

These grants of up to \$1 million can be used to help fill the development gap in the acquisition, construction or rehabilitation of affordable housing properties.

**\$28.5M**  
TOTAL ALLOCATION



### Homeownership Initiatives

Two unique programs that provide support and assistance to low- to moderate-income families across many different stages of the homeownership cycle.

**\$15.3M**  
TOTAL ALLOCATION



### Elevate Small Business Grant

Helps small businesses grow and develop by funding capital expenditures, workforce development and a variety of other needs.

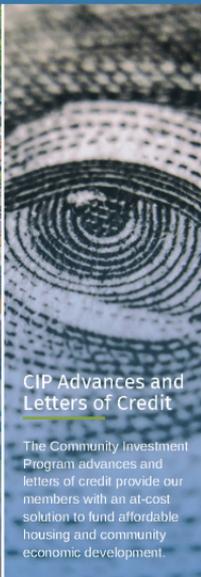
**\$1M**  
TOTAL ALLOCATION



### Community Mentors

This program unites community leaders with financial institutions and experts to identify and implement economic development solutions in their local communities.

**\$100K**  
TOTAL ALLOCATION



### CIP Advances and Letters of Credit

The Community Investment Program advances and letters of credit provide our members with an at-cost solution to fund affordable housing and community economic development.

**\$150M**  
TARGET ALLOCATION



The Federal Home Loan Bank of Indianapolis helps communities and families by providing grants and low-cost loans that support affordable housing and economic development initiatives across Indiana and Michigan.

Learn more about our available programs at [fhlbi.com](http://fhlbi.com).





Dear Attendees:

On behalf of the Genesee County Board of Commissioners, it is my pleasure to welcome you to the Community Mentors Symposium. This symposium aims to bring together economic development professionals, like you, to share best practices and strategies to spur economic growth in the 4th district and, ultimately, all of Genesee County.

We believe that by working together, we can unleash the power of collaboration for the betterment of all our residents. A set of common goals aligned to common understandings can yield uncommon results.

We are excited to have you all here with us and look forward to the wealth of knowledge and expertise that you will bring to the table. Your participation in this symposium is a testament to your commitment to the economic growth of our community, and we are grateful for your contributions today and into the future.

Over the course of the symposium, we hope that you will take the opportunity to connect with fellow economic development professionals, share your experiences, and leave no stone unturned. We believe that through collaboration and open dialogue, we can create something together that we could never achieve on our own.

Thank you for joining us for this important event. We look forward to a productive and inspiring symposium that will help us create a brighter future for the 4th District of Genesee County and beyond.

Sincerely,

James Avery  
Genesee County Board of Commissioners - Chair



Dear Friends:

Thank you for accepting the invitation to join the Community Mentors Symposium to amplify economic development in our community.

I affectionately call this symposium the “4-Square” project because we are hosting four mentors from four states who will work with four local communities inside the 4th District. This experiment aims to bring together a mind-trust of economic development experts to guide us toward bigger opportunities.

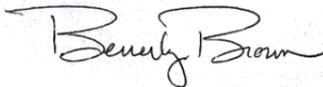
As I met with township supervisors and their teams from Grand Blanc Township, Flint Township, Mundy Township and economic development representatives from Flint, I realized that they rarely had an opportunity to team up to discuss development ideas specifically for our district. What if we could change that? What would it look like if we collaborated on two or three impactful projects that would dramatically improve the quality of life for our citizens? What if that event led to something countywide?

That is why we were delighted to have won the Community Mentors grant from the Federal Home Loan Bank of Indianapolis. The symposium has several goals including:

- To gain a shared understanding of existing economic development plans and their value in shaping the future of Genesee County.
- To create a workshop that serves as a precursor to a cohesive countywide economic ecosystem.
- To identify an economic development software tool to assist with strategic design and growth.
- To implement a strategy that will empower renters to become homeowners.
- To define an implementation plan for a placemaking project among and/or between partners.

As we work together toward implementation, let us remember to think big! Our mentors are here to help, and they are passionate about this newly formed relationship. Thank you again to the FHLBI for making the “4-Square” symposium possible.

Sincerely,



Beverly Brown, PhD  
Chair Community and Economic Development  
Genesee County Board of Commissioners – District 4

# Agenda

- 9:00 AM – 9:10 AM **Welcome and Introductions**
- 9:10 AM – 9:20 AM **Symposium Partners, Purpose and Framework**
- 9:20 AM – 9:30 AM **Reflection & Promising Practices by Community Mentors**
- Unique assessment of the district and its assets/challenges/opportunities
  - Evolution of Impactful Projects
  - Implementation science – How did you make it happen? Who made it happen?
  - Connecting the dots with current priorities/leveraging resources
- 9:30 AM – 10:00 AM **Andrena Powell-Baker (South Carolina)**
- 10:00 AM – 10:30 AM **Darrell Moore (Georgia)**
- 10:30 AM – 11:00 AM **Ken Hitts (California)**
- 11:00 AM – 11:30 AM **Jackie Parker (Pennsylvania)**
- 11:30 AM – 12:00 PM **Q&A**
- 12:00 PM – 1:00 PM **Networking Lunch**
- 1:00 PM – 2:00 PM **Breakout 1**
- 2:00 PM – 3:00 PM **Breakout 2**
- 3:00 PM – 4:00 PM **General Session Reconvenes – Outline Implementation/Action Steps**
- 4:00 PM **Adjourn**

# Speakers



## **KEN HITTS (CALIFORNIA)**

A native of Flint, Ken's professional career began at Piper Realty where he served as Leasing Manager with Water Street Pavilion. He later held positions with the Flint-Genesee Corporation (Marketing Analyst), Wayne County Business Development Division (Industrial Development Manager), and Oakland County Economic Development Group (Business Development Manager).

Ken has more than 30 years of economic development experience and has facilitated over \$1 billion in real estate and equipment investment along with helping create and retain thousands of jobs throughout his career. He has managed business assistance programs both in Southern California and Southeast Michigan.

As Economic Development Director with the City of Glendale California, he was responsible for leading retail, office, and industrial attraction along with citywide small business assistance programs. He helped facilitate over \$75 million in new investment by such notable companies as Trader Joe's, LegalZoom, Vulcan Materials, Chipotle, Jos A Banks and Subaru.

Prior to joining the City of Glendale, he served as Regional Manager with the Los Angeles County Economic Development Corporation (LAEDC) covering the San Fernando Valley including the cities of Los Angeles, Burbank, Calabasas, San Fernando, and Glendale.

Ken was originally recruited to California by Los Angeles Mayor Tom Bradley as Director of Industrial & Regional Programs and later served as Senior Business Development Representative under LA Mayor Richard J. Riordan. He facilitated many development projects and company expansions including 3M Pharmaceuticals, Medtronic, DeVry University, Frito Lay, St. Ives Laboratories, Chef America (Hot Pockets) and Natrol Vitamins.

Ken obtained his Bachelor of Business Administration degree from Western Michigan University and MBA from University of Phoenix. He has served on the LAEDC Board of Governors and numerous economic development task forces. He has also held memberships with the International Economic Development Council, California Association for Economic Development, and International Conference of Shopping Centers.



## **DARRELL MOORE (GEORGIA)**

Darrell Moore, a 1991 Valdosta State graduate, has dedicated his entire career to South Georgia Economic Development. Moore has been directly involved in multiple projects that have resulted in the location of retail, manufacturing, food processing, and a four-year medical school in South Georgia. The projects created over 3,500 jobs and \$325 million investment in rural Georgia communities. He is passionate about South Georgia, and he understands that the success of our businesses, schools, healthcare, and our communities is firmly rooted in partnerships. Moore testified before Congress in 2020 on census efforts locally, regionally, and nationally and has worked on multiple statewide and national projects with the VSU Center for Regional Impact.

Moore has held leadership roles in numerous statewide and regional organizations including Georgia Economic Development Association, Locate South Georgia and the Southwest Georgia Chamber Council.



## **JACKIE Z. PARKER (PENNSYLVANIA)**

Born and raised in Flint and a graduate of Holy Redeemer High School, Jackie moved to Pennsylvania after college where she devoted her career to community building and community problem solving. Through the myriad positions she has held in state and local government, Jackie has remained singularly focused on making positive change. Whether as the Mayor of the City of Lebanon (a city struggling to redefine itself after the demise of its industrial roots), as the Deputy Secretary of Community Affairs and Development for the Commonwealth of Pennsylvania under Governor Edward G. Rendell, or most recently as the Executive Director for Community and Economic Development in the City of Harrisburg, Jackie has insisted on impactful policies and measurable results. Jackie's credo, known to all who have worked with her, has been that "government needs to be a partner in effectuating change. But, government must be an effective partner".

Jackie is proud of several achievements during her career.

\*As a Deputy Secretary for the PA Department of Community and Economic Development, Jackie managed a staff of 65 professionals and the administration of 17 state and federal programs related to community development (totaling over \$275 million in financial assistance annually). She also played a lead role in facilitating Governor Rendell's \$3 billion

economic stimulus agenda. Jackie co-founded and led the Community Action Team, Governor Rendell's initiative of "one stop shop" community engagement. Through CAT, Jackie led the shift in the public funding "delivery system" from one of passive grant-making to one of engaged investment. With an emphasis on targeting and leveraging of resources, Jackie and her team were intimately involved in realizing major "impact projects" in over 85 of Pennsylvania's older communities. These multi-faceted projects blended significant infrastructure, affordable housing, commercial and industrial development, college and hospital expansion, Main Street revitalization, and recreational initiatives like "rails to trails" contributed to bringing renewed vibrancy to these once moribund communities.

\*As the Executive Director for Community and Economic Development for the City of Harrisburg, Jackie's duties included overseeing the Department of Planning, Department of Building and Housing, Small Business Development, Special Events, and Parks and Recreation. During her tenure there, Jackie assisted with developing the Local Economic Revitalization Tax Abatement Program, the Harrisburg Land Bank, the MulDer Square Neighborhood Revitalization project and the rehabilitation of 5 Playgrounds within the City of Harrisburg. She is the Chair of the City of Harrisburg Land Bank and a Board member of Impact Harrisburg, a non-profit organization developed by the Commonwealth to distribute City funds for impact projects within the City.

\*As the Mayor of Lebanon, Jackie organized underutilized industrial properties within the city for designation into the state's Keystone Opportunity Zones, received Main Street designation for the downtown, which promoted business and retail growth and encouraged community and resident involvement by establishing 10 neighborhood watch groups to assist with quality of life issues, in tandem with Community Policing.

Since leaving state Government in 2011, Jackie formed JZ Parker Community Solutions, LLC, a company specializing in assisting municipalities and developers with community and economic development projects and strategies and is a registered lobbyist with Commonwealth of PA. She also serves on the City of Lebanon Land Bank and City of Lebanon Planning Commission.



## **ANDRENA POWELL-BAKER (SOUTH CAROLINA)**

Andrena Powell-Baker is Director of Corporate Communications and Diversity for Pacolet Milliken, an Upstate SC investment firm. She is also Senior Manager for Community Relations and Development for Lockhart Power Company, a subsidiary of Pacolet Milliken.

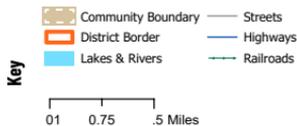
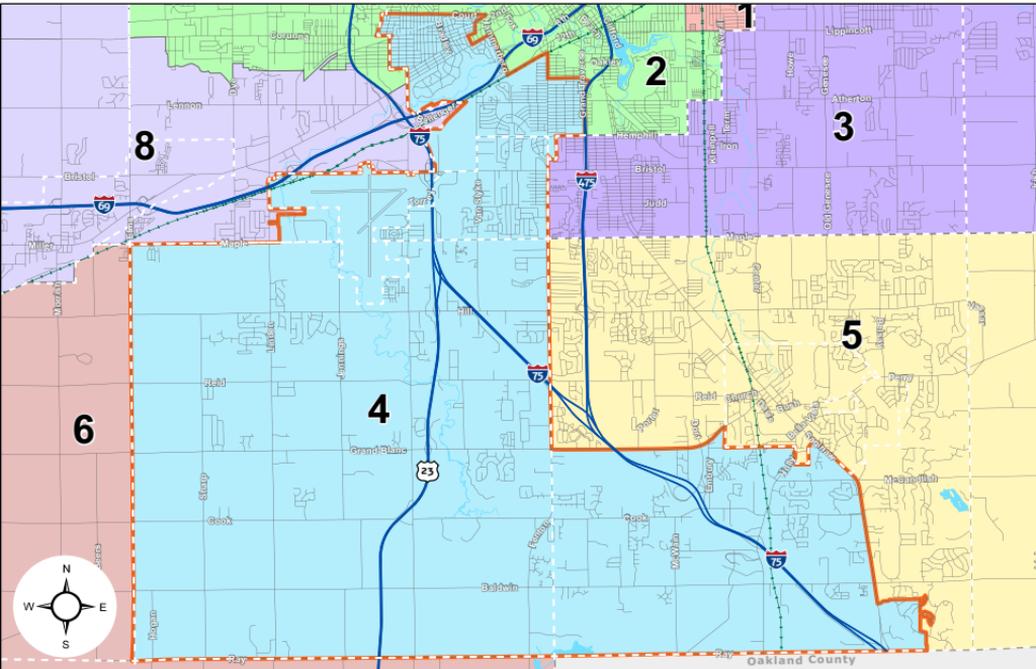
In her capacity as Director of Corporate Communications and Diversity, she is responsible for the overall strategic direction and execution of Pacolet Milliken's family of companies' diversity, equity, and inclusion efforts as well as marketing and internal and external communication. At Lockhart Power Company, Andrena is responsible for leading economic development efforts, community relations, and various customer-facing marketing initiatives.

Prior to joining the Pacolet Milliken family of companies in 2016, Andrena was the Executive Director of the Union County Development Board. In such capacity, she had overall responsibility for industrial recruitment in the county and was the lead negotiator of economic development incentive packages for both national and international companies. While at the Union County Development Board, she provided vision that propelled the organization to a new, higher level of credibility. Under her leadership, 5 new industrial companies announced that they were locating in Union County and 11 existing industry expansions occurred resulting in over \$300 million dollars in capital investment and nearly 1,000 new, high paying jobs for Union County.

Andrena has built her career on developing and maintaining strategic relationships at the local, regional, state, and national levels. She is a

Past-President of the 800-member South Carolina Economic Developers Association, a member of the Southern Economic Development Council, a current Spartanburg Community College Foundation Board Member and sitting Chair of the Union County Development Board. She is a South Carolina Certified Economic Developer and a graduate of The Riley Institute's Diversity Leaders Initiative at Furman University. Andrena is has a BS Degree in Business Administration from Winthrop University.

## District 4 of Genesee County, MI



# Genesee County Commissioners



*District 1*

**Delrico J. Loyd**



*District 6*

**Shaun Shumaker**



*District 2*

**Charles H. Winfrey**



*District 7*

**Martin L. Cousineau**



*District 3*

**Ellen Ellenburg**



*District 8*

**Dale K. Weighill**



*District 4*

**Dr. Beverly Brown**



*District 9*

**Michelle Davis**



*District 5*

**James Avery**

# FHLBI COMMUNITY MENTORS SYMPOSIUM PARTNERS

- Federal Home Loan Bank of Indianapolis
  - Erika Petty Saunders, AHP Senior Compliance Analyst
  - Ashlen Sharpe, Senior AHP Compliance Analyst
- University of Michigan Credit Union, Millie Lorzano, Real Estate Lending Assistant Manager
- Genesee County
  - James Avery, Chair, Genesee County Board of Commissioners
  - Dr. Beverly Brown, County Commissioner District 4, Chair C/ED
  - Dale Weighill, County Commissioner District 8, Vice Chair C/ED
  - Josh Freeman, County Administrator
  - Jon Care, Special Assistant to the Board
  - Derek Bradshaw, Director, County Planning
  - Christine Durgan, Assistant Director, County Planning
  - Jared Field, Director of Communications
  - Jerome Threlkeld, Organizational Development Coordinator
- Grand Blanc Township
  - Scott Bennett, Township Supervisor
  - Dennis Limatta, Township Superintendent
  - Melissa Roberts, Executive Coordinator
- Mundy Township
  - Tonya Ketzler, Township Supervisor
  - Chad Young, Township Manager
  - Samantha Fountain, Economic and Community Development Director
- Flint Township
  - Karyn Miller, Township Supervisor
  - Tracey Tucker, Economic Enhancement Director
- City of Flint (8th Ward)
  - Emily Doerr, Planning & Development Director
  - Tyler Bailey, Deputy Director of Business Services

# NOTES

**SPECIFIC FEEDBACK**

**OTHER NOTES**

**ACTION ITEMS**

Tear here

**FAVORITE PLACEMAKING  
PROJECT**

**FAVORITE ATTRACTABILITY  
PROJECT**

**FAVORITE HOUSING  
PROJECT**

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GENESEE COUNTY  
— M I C H I G A N —

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