



LDFa Board Meeting

March 18, 2014

8:15 am to 10:15 am

City of Ann Arbor

301 E. Huron Street, Ann Arbor, MI 48104

Agenda

- I. Call to Order**
- II. Public Comment**

Public comment shall be allowed at all meetings. An individual may speak for up to three (3) minutes on any item listed on the Agenda. The Chair may extend an individual's speaking time in his/her discretion. Public comment on non-agenda items may be limited in the Chair's discretion.
- III. Approval of the Agenda**
- IV. Approval of the Minutes**
 - a. January 14, 2014 Regular Board Meeting**
- V. LDFa Chair's Report**
- VI. Reports from Service Providers**
 - a. Presentation of proposed FY2015 marketing plan**
- VII. LDFa Treasurer's Report**
 - a. Approval of Budget/Contract Committee's recommended FY2015 Budget**
- VIII. Other Business**
 - a. Metrics committee update**
 - b. LDFa extension duration/satellite update**
- IX. Motion to Adjourn**



Ann Arbor-Ypsilanti Smart Zone Local Development Finance Authority
MINUTES for January 14, 2014 – REGULAR BOARD MEETING

Ann Arbor City Hall Council Chambers
301 E. Huron Street, Ann Arbor, MI 48104

Members Present: Richard Beedon, Caryn Charter, Eric Jacobson, Carrie Leahy, Ned Staebler, Sally Petersen, Tom Crawford – Ex-officio, Skip Simms-Accelerator Ex-officio, Paula Sorrell-MEDC Ex-officio

Members Excused: Vince Chmielewski, Stephen Rapundalo, Bilal Saeed

Others Present: Ken Bogan-City of Ann Arbor, Lori Emerson-SPARK, Bill Mayer-SPARK, Liz Perpich-SPARK, Kurt Riegger-Business Engines

I. CALL TO ORDER:

Chair Leahy called the meeting to order at 8:25 am. A quorum was present.

II. PUBLIC COMMENT:

There was no public comment.

III. APPROVAL OF THE AGENDA:

Leahy moved, seconded by Jacobson, to approve the agenda for this meeting in the form presented at this meeting. Motion approved unanimously.

IV. MOTIONS & RESOLUTIONS:

Minutes of the September 17, 2013 Regular Board Meeting:

Leahy moved, seconded by Jacobson, to approve the minutes of the meeting in the form presented at this meeting. Motion approved unanimously.

Minutes of the October 15, 2013 Regular Board Meeting:

Leahy moved, seconded by Jacobson, to approve the minutes of the meeting in the form presented at this meeting. Motion approved unanimously.

V. Unfinished Business:

Election of Vice-Chair

Ned Staebler was nominated by Leahy, seconded by Jacobson. Appointment approved unanimously.

VI. LDFA CHAIR'S REPORT:

Chair Leahy introduced new board member Sally Petersen. Sally is filling the Ann Arbor City Council seat.

VII. LDFA TREASURER'S REPORT:

- a. Treasurer Jacobson presented the LDFA 2nd quarter FY2014 financial report.
- b. Treasurer Jacobson updated the board with the timing plan for preparing the FY2015, and the projected tax capture for FY2015. The board discussed ideas for the budget committee to consider in creating a recommendation for the FY2015 budget.

VIII. REPORTS FROM SERVICE PROVIDERS:

Simms presented the SPARK FY2014 2nd quarter report.

IX. OTHER BUSINESS:

- a. **Metrics committee update** - Beedon (chair) shared some ideas from the metrics committee.
- b. **Strategic planning committee update** – Simms updated the board on the status of the five and fifteen year extension efforts.
- c. **LDFA extension duration/satellite update** – Simms updated the board on the status of the five and fifteen year extension efforts.
- d. **SPARK Central Incubator expansion update** – Skip provided an update on the incubator expansion remodeling project.

IX. ADJOURNMENT:

Meeting was adjourned at 10:15 am.

Respectfully Submitted,
Ken Bogan, for Recording Secretary Tom Crawford

Ann Arbor-Ypsilanti SmartZone Local Development Finance Authority (LDFA) Three-Year Integrated Marketing Plan March 2014

Background/LDFA Board Request

Ann Arbor SPARK (SPARK) has engaged in a variety of marketing and public relations efforts in support of the SPARK Business Accelerator (BA). These activities promote the creation and growth of innovation-based companies within the Ann Arbor/Ypsilanti SmartZone. For the new contract year, the LDFA Board has asked for an additional marketing effort that promotes the successes of the companies that have benefited from the Ann Arbor-Ypsilanti SmartZone Local Development Finance Authority (LDFA) in a more prominent way to create greater awareness of the LDFA resources and purpose. A stronger promotional program will increase exposure of LDFA programs and services and ultimately drive more qualified startups and entrepreneurs, and increase attendance at educational and networking events. We acknowledge that budget process for approvals is on an annual basis and the annual budget amount is included, however, it is recommended that this new marketing effort will be implemented over a three-year period to achieve the greatest return on investment.

...the dual purpose and objective of the Business Accelerator and all related, services, programs, and events is to promote local job creation among technology-based entrepreneurial companies and newly formed companies, and to expand the tax base within the geographic boundaries served by the LDFA. (Excerpt from annual LDFA contract)

Executive Summary

Prior to the formation of Ann Arbor SPARK, there wasn't a clear destination for those who wanted to start a business in the city. Technology spinning out of the University didn't have support to bring products to market. There wasn't any one resource that provided a roadmap through the confusing maze of starting a business. The resources available to these entrepreneurs were scattered and relatively inaccessible, given the research, time and expertise involved with tapping in to those services that could support their growth.

Since SPARK's formation, entrepreneurial businesses have a destination for innovation – a hub where they can access education, expert advice, funding and business incubation. In essence, SPARK's existence has shortened the on-ramp for startups and made Ann Arbor a desirable location. SPARK, the local source of these entrepreneurial resources, will focus on the following driving industries:

-  Life Sciences (medical devices, biotechnology, contract research organizations, medical IT)
-  Information Technology (including applications development, software, internet-related businesses)
-  Cleantech (including alternative energy, transportation, energy storage and efficiency)
-  Advanced manufacturing
-  Photonics (including optics, imaging, lasers, communications and related automation)
-  Advanced Materials (including nano particles, and coatings)
-  Homeland Security & Defense (including tracking and surveillance, and advanced data collection)

Executive Summary Cont.

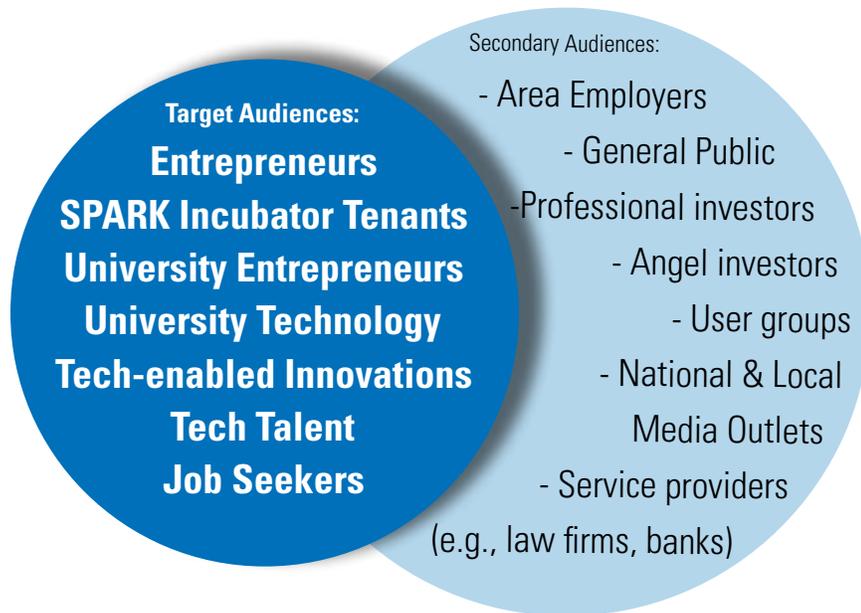
The LDFA marketing plan has been designed with the purpose of promoting the success of these companies locally, nationally, and globally. Using a strategic, integrated approach to marketing, SPARK works to establish the City of Ann Arbor as a destination for entrepreneurship and innovation. This approach is able to deliver consistent messages across a variety of channels, ranging from traditional media to new media such as podcasts, social media, and video. The core messages of the marketing plan are:

- 1. Accelerating start-up business formation within the geographic boundary of the City of Ann Arbor.**
- 2. Promoting company creation, growth, success, and its impact on the city of Ann Arbor's economic health.**
- 3. Promoting the state's investment in city of Ann Arbor's economy through the LDFA.**
- 4. Educating the public on the resources in the entrepreneurial ecosystem in Ann Arbor – where quality of life, culture and livability create a place where companies can grow and thrive.**

SPARK's sustained marketing efforts over a 3-year period will support the LDFA's programs to accelerate the growth of start-ups in the City of Ann Arbor. The services supported by the LDFA contract include:

-  Business Accelerator Services
-  Biannual Entrepreneur Boot Camp Program
-  Business formation training
-  Educational and networking events
-  Start-up business resources, including consulting and business incubators
-  Microloan program
-  Programs designed to attract local talent and retain talent in Ann Arbor

Purpose and Target Audience



Communication & Education Priorities

1. The LDFA is the state's investment in diversifying the City of Ann Arbor's economy. The LDFA was created to offer support to emerging businesses in the city. In doing so, LDFA is creating the foundation on which our future economy can grow – startups that will grow, invest and hire, live and play in Ann Arbor. The resources provided through LDFA funding place Ann Arbor on the map for entrepreneurs, and offer it a leg up against competing destinations where entrepreneurs might consider starting up. **LDFA's investment in startups is an investment in Ann Arbor's long-term economic health.**

2. Entrepreneurs create businesses that attract talent and capital investment. By choosing to locate in the City of Ann Arbor, they become a tax paying citizen in our community – they work, play, eat, shop and support the downtown area. In this way, entrepreneurs have a ripple effect on the broader economy in Ann Arbor.

3. Success, in entrepreneurial terms, is defined in several ways: The road from startup to commercialization or profit is varied. The most meaningful measures of success are

- a. **Company creation**
- b. **Company growth and expansion**
- c. **Company follow on investments**
- d. **Talent retention and recruitment**

4. Entrepreneurs have achieved success as a direct result of LDFA support since inception. The growth has been accelerated with the Incubator in 2008 and the loan program in 2010. By shining a light on those success stories, we are able to showcase the vast entrepreneurial resources available here and demonstrate the return-on-investment to the community, who might not understand the impact of entrepreneurship on our economy.

Current Marketing Plan

SPARK promotes LDFA business accelerator resources and services, incubator clients and their success stories, and supporting entrepreneur education and training by delivering sustained messages across a variety of new media and marketing channels.

Public Relations & News Features

Concentrate Custom Publication

- Feature entrepreneurial companies supported by LDFA and SPARK's custom online publication in partnership with local media outlet, Issue Media Group. A top location for readers of this publication is Ann Arbor.

PR Efforts

- Concentrate – Issue Media Group
- Ann Arbor and Regional News Outlets
- National PR Coverage - Yahoo News and MarketWatch

Events & Talent Promotion

Series Events

- SPARK continues to host and promote the entrepreneurial events series for area start-ups.
- SPARK has and will continue to cultivate a vast library of event video archives to be used as a resource for the local entrepreneurial community of start ups and early stage companies.

SPARK Talent and Events Newsletters

- SPARK produces two weekly newsletters that support entrepreneurship, education and talent attraction: Talent and Events.

New Media Marketing

Website

- With over 25,000 visits a month the SPARK website has become the go-to resource for connecting entrepreneurs with information and services.

Social Media

- SPARK currently promotes the companies supported by LDFA through postings via Twitter, LinkedIn, Facebook and AnnArborUSA-blog.

Podcasts

- Early stage companies have an opportunity to share their success stories in a podcast format . We promote the podcasts through newsletter blasts, social media, blog, the SPARK website, and feature articles in MLive-Ann Arbor.

Video

- SPARK produces videos highlighting the success of Ann Arbor Companies, as well as promoting the services and resources that the business accelerator offers.

SPARK AdWords Campaign

- SPARK drives traffic to the entrepreneurial services and events portions of the website via Google Ads as part of our monthly AdWords Grant from Google.

New Marketing Plan Recommendations

As SPARK continues to establish the City of Ann Arbor as a destination for innovation and entrepreneurship, there are tactics we would like to add to our integrated approach. These new opportunities will expand the reach and increase the frequency of messages promoting the impact of LDFA resources on creating new companies, and the resulting effect on Ann Arbor's economic health.



Digital and Print Promotion

Spark will continue to promote company results and successes achieved through use of LDFA resources to support the entrepreneurial ecosystem in Ann Arbor. New digital and print promotional activities will be geographically targeted to the City of Ann Arbor that create awareness of accelerator services, grants, loans, job openings, networking and educational meetings.

These activities are critical tools required to increase exposure and awareness of the companies created through the LDFA Ann Arbor-Ypsilanti SmartZone resources and the resulting impact on Ann Arbor's overall economic health. Here are examples of marketing channels that have proven highly effective in reaching broad audiences.



A recent Facebook promotion resulted in 5,876 impressions, whereas a non-paid Facebook post averages around 200 impressions. This is an **increase of 2,800%, or 5,678** additional impressions.



SPARK recently posted a LinkedIn promotion which resulted in **more than double** the impressions, clicks, and engagement.



SPARK currently runs ads featuring Entrepreneurial Services, paid for by SPARK's Non-Profit Google Grant. Google Ads traffic is the top referral source of traffic to the Entrepreneurial Services portion of SPARK's website, accounting for **over 85% percent** of the traffic this past month.

Since these tactics are proving highly effective in reaching our target audiences, we recommend expanding the scope and highlighting additional companies in promotions. Examples of promotions we could create to promote successful outcomes of companies utilizing LDFA resources are included below. The full-size versions of these images are also included as an attachment to this plan.

LDFA PROGRESS	LDFA REALIZATION	LDFA GROWTH	LDFA SUCCESS
			
SPARK CENTRAL & EAST Business Acceleration Since inception, SPARK has supported 569 Start-ups with Business Accelerator services through SmartZone support, including 119 incubator tenants	Avegant Kickstarter Record Breaker Learn how Ann Arbor-Ypsilanti SmartZone support helped Avegant build a prototype and create a national technology sensation	Marisa Smith, CEO The Whole Brain Group Find out how Ann Arbor-Ypsilanti SmartZone support helped Marisa Smith grow The Whole Brain Group in downtown Ann Arbor	Sassa Akervall President & COO Akervall Technologies Learn how Ann Arbor-Ypsilanti SmartZone support helped Akervall Technologies establish a successful manufacturing business in the region
SPARK@nn arbor usa	SPARK@nn arbor usa	SPARK@nn arbor usa	SPARK@nn arbor usa



Communications and Public Relations

SPARK would increase PR, traditional and visual communications efforts through new efforts:

- Incubator media tours
- Video production and development



Expected Outcomes

Engagement

- Increased awareness of LDFA, its purpose and importance, as well as the value of an entrepreneurial ecosystem to Ann Arbor's economic health.
- Increased awareness of LDFA resources and the culture and sense of place to help startups in the City of Ann Arbor

Website & New Media

- Increased interactions to the entrepreneurial services portion of the website
- Increased impressions across new media

News & PR

- Increased mentions of City of Ann Arbor startups in local, regional, and national news publications

Budget

Current Marketing Budget: \$80,000

New Marketing: \$70,000

Total Marketing Budget: \$150,000

Attachments

Attachment A

Attached is a sample template for SPARK's upcoming LDFA reports, in which we will summarize the full reports in a condensed, visual, infographic style.

Attachment B

Sample content that will be used in new promotions

Ann Arbor/Ypsilanti SmartZone LDFA

	Actual FY2013	Budget FY2014	Estimate FY2014	Planned FY2015	Updated Plan FY2015	SPARK's Prposal for FY2015	Budget Committee Proposal FY 2015	
REVENUES								
Tax Revenue	\$ 1,546,577	\$ 1,645,397	\$ 2,017,835	\$ 1,728,884	\$ 2,058,192	\$ 2,058,192	\$ 2,058,192	
Miscellaneous Revenue	-	-	-	-	-	-	-	
Microloan Repayments	-	-	-	-	-	-	-	
Investment Income	(4,359)	10,250	10,250	9,762	12,940	12,940	12,940	
Total Revenue	\$ 1,542,218	\$ 1,655,647	\$ 2,028,085	\$ 1,738,646	\$ 2,071,132	\$ 2,071,132	\$ 2,071,132	
EXPENDITURES								
<u>Business Accelerator Support Services</u>								
SPARK Business Accelerator Direct Staffing	\$ 337,000	\$ 400,000	\$ 400,000	\$ 415,000	\$ 415,000	\$ 420,000	\$ 420,000	Attached breakout of heads
Phase II - Due Diligence	16,891	25,000	25,000	25,000	25,000	25,000	\$ 25,000	
Phase III - Intensive Service	541,958	500,000	500,000	500,000	500,000	550,000	\$ 550,000	Increasing mean support amount to \$10,000 per company, maintaining number of companies served at about 70.
Phase IV - Accelerating Opportunities	82,044	75,000	75,000	75,000	75,000	75,000	\$ 75,000	4 Growth Stage companies adding at last 5 jobs each
Sub-Total	977,893	1,000,000	1,000,000	1,015,000	1,015,000	1,070,000	1,070,000	
Micro Loan Program for Entrepreneurs	-	-	-	-	-	-	-	No new infusion required. Will make loans to 4 companies that will either generate first sales or increase sales.
Angel Investment Group Support	-	-	-	-	-	-	-	
Business Networking Events	47,090	40,000	40,000	40,000	40,000	40,000	\$ 40,000	Hold 100 events with more than 1,500 attendees, 33% entrepreneurs
<u>Entrepreneur Education</u>								
Education Classes	29,870	50,000	50,000	50,000	50,000	62,500	\$ 62,500	Adding 4 customer discovery training programs. Hosting or collaborating with
Bootcamp	39,000	50,000	50,000	50,000	50,000	50,000	\$ 50,000	Serve 24 teams in two camps
Sub-Total	68,870	100,000	100,000	100,000	100,000	112,500	112,500	
Cantillon Web Based Education	-	-	-	-	-	-	-	
Internship Support & Talent Retention	55,851	100,000	100,000	100,000	100,000	200,000	\$ 200,000	Match intern salaries: 10 companies, 10 interns. EIR program: 4 EIRs to serve 10 companies. Waiting on legal review regarding \$70k for interns
Business Software Access for Clients	7,330	20,000	20,000	20,000	20,000	20,000	\$ 20,000	
SPARK Central Incubator Operating Exp	165,892	170,000	170,000	170,000	170,000	200,000	\$ 200,000	Upgrade internet connectivity. House 15 start-up companies.
Incubator Expansion		180,000	180,000	60,000	60,000	30,000	\$ 30,000	Graduate 3 companies that add 6 FTEs from day of move-in. Maintain 30 virtual tenants. Sublet to 4 companies that pay market rate
<u>SPARK Indirect Services</u>								
SPARK Accounting	65,086	67,000	67,000	68,500	68,500	68,500	\$ 68,500	
Marketing	64,433	75,000	75,000	80,000	80,000	150,000	\$ 150,000	Subject to LDFA's approval of the integrated marketing plan
Sub-Total	129,519	142,000	142,000	148,500	148,500	218,500	218,500	
<u>City of Ann Arbor Indirect Services</u>								
Legal & Admin Support	29,031	62,892	62,892	64,271	64,271	89,271	89,271	<<< Includes \$45k (previously \$20k) for metrics project and tracking
Total Operating Expenditures	\$ 1,481,476	\$ 1,814,892	\$ 1,814,892	\$ 1,717,771	\$ 1,717,771	\$ 1,980,271	\$ 1,980,271	
Net Increase (Use) of Fund Balance	\$ 60,742	\$ (159,245)	\$ 213,193	\$ 20,875	\$ 353,361	\$ 90,861	\$ 90,861	
Reserves:								
Beginning Fund Balance	\$ 588,762	\$ 649,504	\$ 649,504	\$ 862,697	\$ 862,697	\$ 862,697	\$ 862,697	
Ending Fund Balance	\$ 649,504	\$ 490,259	\$ 862,697	\$ 883,572	\$ 1,216,059	\$ 953,559	\$ 953,559	