CALL TO ORDER:
Chair Leahy called the meeting to order at 8:17 am. A quorum was present.

PUBLIC COMMENT:
Kai Petainen provided public comment.

APPROVAL OF THE AGENDA:
Rapundalo moved, seconded by Charter, to approve the agenda for this meeting in the form presented at this meeting. Motion approved unanimously.

MOTIONS & RESOLUTIONS:
Minutes of the January 14, 2014 Regular Board Meeting:
Petersen moved, seconded by Rapundalo, to approve the minutes of the meeting in the form presented at this meeting. Motion approved unanimously.

LDFA CHAIR’S REPORT:
Chair Leahy delivered the chair’s report. This included briefings on: the budget committee process, the SmartZone extension, and that a call had been put in to Jerry Lax, the board’s legal counsel, about an open MEDC item.

REPORTS FROM SERVICE PROVIDERS:
Simms introduced Donna Doleman, from SPARK, who presented the SPARK proposed FY2015 marketing plan. After discussion, the board requested more information be provided at the April 15, 2014 meeting.
VII. **LDFA TREASURER’S REPORT:**
Treasurer Jacobson presented the FY2015 budget committee’s recommended budget. After discussion the board asked for some revisions to how the budget page appears, such as removing lines no longer funded, and showing the currently available Microloan balance as a memo item at the bottom of the page. Rapundalo moved, seconded by Charter, to approve the budget as proposed. Motion approved unanimously. Budget as approved is attached.

VIII. **OTHER BUSINESS:**
   a. **Metrics committee update** - Beedon (committee chair) shared 4 key metrics the committee recommends. After discussion about revisions, Beedon moved, seconded by Staebler to approve the metrics plan as revised, with the metrics to be maintained by SPARK. Motion approved unanimously. The revised metrics plan as approved is attached.
   b. **LDFA extension duration/satellite update** – Simms updated the board on the status of the five and fifteen year extension efforts. Simms indicated the MEDC has suggested applying for the five year extension, with the application due in June. The LDFA should note on the application that the 15 year extension is being pursued. The 15 year extension application is due in September.

IX. **ADJOURNMENT:**
Meeting was adjourned at 10:11 am.

Respectfully Submitted,
Ken Bogan, for Recording Secretary Tom Crawford
## Ann Arbor/Ypsilanti SmartZone LDFA

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<td><strong>REVENUES</strong></td>
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<tr>
<td>Tax Revenue</td>
<td>$1,546,577</td>
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<td>$2,017,835</td>
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<td>$2,058,192</td>
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<td>10,250</td>
<td>9,762</td>
<td>12,940</td>
<td>12,940</td>
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<tr>
<td>Total Revenue</td>
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<td>$2,028,085</td>
<td>$1,738,646</td>
<td>$2,071,132</td>
<td>$2,071,132</td>
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</table>

| **EXPENDITURES** |               |               |                 |                |                     |                                   |
| Business Accelerator Support Services |               |               |                 |                |                     |                                   |
| SPARK Business Accelerator Direct Staffing | 337,000 | 400,000 | 400,000 | 415,000 | 415,000 | 420,000 | Attached breakout of heads |
| Phase II - Due Diligence | 16,891 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | Increasing mean support to $10k / company; # of companies = 70. |
| Phase III - Intensive Service | 541,958 | 500,000 | 500,000 | 500,000 | 500,000 | 550,000 | |
| Phase IV - Accelerating Opportunities | 82,044 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 4 Growth Stage companies adding at least 5 jobs each |
| Sub-Total | 977,893 | 1,000,000 | 1,000,000 | 1,015,000 | 1,015,000 | 1,070,000 | |
| Business Networking Events | 47,090 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | Hold 100 events with more than 1,500 attendees, 33% entrepreneurs |
| Entreprenuer Education |               |               |                 |                |                     |                                   |
| Education Classes | 29,870 | 50,000 | 50,000 | 50,000 | 50,000 | 62,500 | Adding 4 customer discovery training programs. |
| Bootcamp | 39,000 | 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 | |
| Internship Support & Talent Retention | 55,851 | 100,000 | 100,000 | 100,000 | 100,000 | 200,000 | Match intern $’s: 10 companies, 10 interns. EIR program: 4 EIRs / 10 companies. |
| | | | | | | | LDFA will obtain legal confirmation from MEDC for using funds for interns. |
| Business Software Access for Clients | 7,330 | 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 | Upgrade internet connectivity. House 15 start-up companies. |
| Incubator Expansion | 180,000 | 180,000 | 60,000 | 60,000 | 60,000 | 30,000 | Gradate 3 companies that add 6 FTEs from day of move-in. 30 virtual tenants. |
| SPARK Indirect Services |               |               |                 |                |                     |                                   |
| SPARK Accounting | 65,086 | 67,000 | 67,000 | 68,500 | 68,500 | 68,500 | |
| Marketing | 64,433 | 75,000 | 75,000 | 80,000 | 80,000 | 150,000 | LDFA must approve the revised integrated marketing plan. |
| Sub-Total | 129,519 | 142,000 | 142,000 | 148,500 | 148,500 | 218,500 | |
| City of Ann Arbor & Other Indirect Services |               |               |                 |                |                     |                                   |
| Legal & Admin Support | 29,031 | 62,892 | 62,892 | 64,271 | 64,271 | 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 | |
| Net Increase (Use) of Fund Balance | $60,742 | ($159,245) | ($213,193) | $20,875 | $353,361 | $90,861 | |

Reserves:
- Beginning Fund Balance: $588,762
- Ending Fund Balance: $649,504

*Endowed to Microloan Fund to date = $950k; available lending pool as of 3/1/14= $228k
SPARK Metrics for LDFA

Context
Build culture, companies and jobs

Key Metrics

1. Companies Created – A newly incorporated company located within the city of Ann Arbor either the previous 12 months or the 12 months following receipt of LDFA support.
2. Companies Served – Number of unique companies that took part in LDFA services
3. Jobs Created– W-2 employees including those who may not be receiving compensation yet. Jobs Created are employees added after their first engagement with an LDFA program.
4. Outside Capital Raised – Outside equity invested in companies receiving LDFA supported services i.e. Boot Camp, Phase III grants, loans, incubator tenant. Also includes grants from federal agencies.

Examples of Successes – Graduates from the incubator, companies receiving outside equity of $250,000 or more, or sales revenue of $250,000 after receiving LDFA support.

Communication Methods
Highlighted on the front page of the LDFA web site, quarterly and yearly updates.
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
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 2\textsuperscript{nd} 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 2\textsuperscript{nd} 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
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 into 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)
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 entrepreneurism 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.

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.

Digital and Print Promotion
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

### REVENUES

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<td>Revenue</td>
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### EXPENDITURES

#### Business Accelerator Support Services

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<tr>
<td>Phase IV - Accelerating Opportunities</td>
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<td>1,015,000</td>
<td>1,070,000</td>
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- **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**: No funding.
- **Business Networking Events**: Subtotal 68,870, 100 events with more than 1,500 attendees, 33% entrepreneurs.
- **Entrepreneur Education**: Subtotal 112,500.
- **Cantillon Web Based Education**: No funding.
- **Internship Support & Talent Retention**: Subtotal 20,000.
- **Business Software Access for Clients**: Subtotal 180,000.
- **SPARK Central Incubator Operating Exp**: Subtotal 121,519.
- **Incubator Expansion**: Subtotal 218,500.

#### SPARK Indirect Services

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<td>142,000</td>
<td>148,500</td>
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#### City of Ann Arbor Indirect Services

- **Legal & Admin Support**: Subtotal 69,271.
- **Total Operating Expenditures**:
  - **Net Increase (Use) of Fund Balance**:
  - **Reserves**:
    - **Beginning Fund Balance**:
    - **Ending Fund Balance**:

### Notes

- Increasing mean support amount to $10,000 per company, maintaining number of companies served at about 70.
- 4 Growth Stage companies adding at least 5 jobs each.
- 40,000$ hold 100 events with more than 1,500 attendees, 33% entrepreneurs.
- Adding 4 customer discovery training programs. Hosting or collaborating with.
- Serve 24 teams in two camps.
- Subject to LDFA’s approval of the integrated marketing plan.
- Sublet to 4 companies that pay market rate.
- Graduate 3 companies that add 6 FTEs from day of move-in. Maintain 30 virtual tenants.
- Sublet to 4 companies that pay market rate.
- Subject to LDFA’s approval of the integrated marketing plan.