

# Ann Arbor, Michigan

**Ann Arbor's** technology sector has seen rapid growth over the past decade, though historically we've always been an innovator in the tech industry. The University of Michigan was part of the ARPANET research effort -- the forerunner of today's internet. Since then, the tech sector continued to evolve and grow. Today the sector includes over 370 companies and employs more than 20,000 people.

#### **Population**

367,601	Washtenaw County	
119,176	City of Ann Arbor	
1,187,917	within a 30-min commute	

#### **Median Age**

34.1	Washtenaw County
27.6	City of Ann Arbor
39.8	Michigan
38.5	US

#### Median Household Income

\$72,586 Washtenaw County



## Education Level: Bachelor's Degree or Higher

55.9%	Washtenaw County
32.1%	US

#### Rankings

#1	Most Educated Cities in America, 2020
#1	Best College Towns & Cities, 2020
#2	Top Places to Live, 2020
#2	Up & Coming Small Cities Close to Major Metros, 2020
#1	Top Cities for Female Founders, 2019
#3	Top New US Tech Hubs, 2019

Source: US Census and <a href="https://annarborusa.org/insights/communities/facts-rankings/">https://annarborusa.org/insights/communities/facts-rankings/</a>

The Ann Arbor region has seen rapid growth in software development and information technology. At the heart of it all is Ann Arbor, where business intersects with advanced research, out-of-the-box thinkers, abundant financial resources, a vibrant economic development initiative, and an immense talent pool.



## Ann Arbor Business Community Profile

One way to reflect on a regional economy is to check out the top employers and their industries, including public and private organizations. Here's the latest list identifying the top employers in Washtenaw and Livingston counties compiled by Ann Arbor SPARK.

#### **TOP REGIONAL EMPLOYERS**

Company Name	Company Description	City	Employees
University of Michigan	Public university and health system	Ann Arbor	35,446
General Motors Milford Proving Grounds	OEM research	Milford	5,500
Ann Arbor Public Schools	Public school district	Ann Arbor	2,607
Toyota Technical Center (2 locations)	OEM research	Ann Arbor, Saline	2,295
Faurecia North America	Automotive component manufacturing	Saline	1,820
IHA Health Services Corp.	Healthcare system	Ann Arbor	1,592
Eastern Michigan University	Public university	Ypsilanti	1,426
Washtenaw County	Government	Ann Arbor	1,322
Thomson Reuters	Software/IT	Ann Arbor	1,155
Terumo Cardiovascular Group	Surgical & medical instruments, cardiovascular	Ann Arbor	1,100
Domino's Pizza	Headquarters	Ann Arbor	1,000
Thai Summit America Corporation	Automotive component manufacturing	Howell	816
Grupo Antolin Interiors	Automotive component manufacturing	Howell	800
City of Ann Arbor	Government	Ann Arbor	700
IBM Watson Health	Data and information	Ann Arbor	700
Zingerman's Family of Businesses	Food production	Ann Arbor	700
FCA US Proving Grounds	OEM research	Chelsea	687
Ford Motor Company - Rawsonville	Automotive component manufacturing	Ypsilanti	680
Corrigan Oil Company	Oil & gas	Brighton	675
Citizens Insurance	Insurance services	Howell	650
Ypsilanti Community Schools	Public school district	Ypsilanti	634
Howell Public School District	Public school district	Howell	631
Brighton Area Schools	Public school district	Brighton	627
Livingston Educational Service Agency	School services agency	Howell	580
ProQuest	Data and information	Ann Arbor	570
View the list online here			January 2021

## Regional Technology Companies

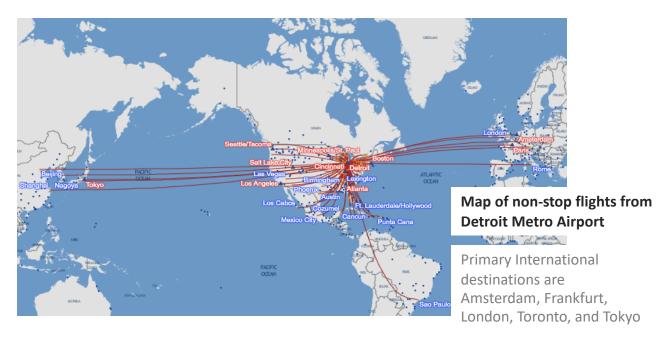
Over 370 technology companies with more than five employees are in Washtenaw County. The largest sub-sectors are those related to network security, logistics, and consumer products and services. An additional 450 tech companies are small firms or start-ups with fewer than five employees.

#### **SAMPLE OF ANN ARBOR TECH COMPANIES**

Company Name	Company Description	Employees
Thomson Reuters	Software-finance	1300+
IBM Watson Health	Healthcare software, databases	700+
ProQuest	Data and Information	600+
Nexient	Agile software development	400+
Duo Security (acquired by Cisco)	Multi-factor authentication	400+
Google AdWords	Adwords HQ	400+
LLamasoft (acquired by Coupa)	Software-supply chain management	300+
Barracuda Networks, Inc.	Network Security	200+
KLA Corporation	Hardware-electronics	175+
TD Ameritrade	Software-finance	175+
NETSCOUT	Network Security	160+
ITHAKA	Ed Tech	145+
Groundspeed Analytics, Inc.	Software-insurance	90+
DaySmart Software	Software-service providers	80+
Clinc Inc.	Artificial intelligence, financial technology	75+
Nokia-Deepfield	Cloud/content scale and management	75+
Criteo	Software-advertising	75+
The Forge by Pillar/Accenture Industry X.0	Software development consulting	75+
SkySpecs, Inc.	Wind turbine maintenance - drones	75+
Censys, Inc.	Cybersecurity	60+
Quantum Signal AI (acquired by Ford	Intelligence sensing and data analysis	40+
Human Element, Inc.	E-commerce strategy, design, development	30+
AdAdapted, Inc.	Software-advertising	30+
Nutshell	Software-CRM	20+
Zomedica Corp.	Veterinary R&D	20+
Genomenon, Inc.	Software-genetics database management	15+
Workit Health, Inc.	Digital health	10+
IndustryStar Solutions LLC	Software-supply chain management	10+
Saganworks Inc.	Software-database management	10+
Universal Robots	Collaborative robotics	10+
Dynamo Metrics Inc.	Data science for local governments	5+

## **International Airport Connectivity**

Detroit Metropolitan Airport (DTW) is less than 30 miles from downtown Ann Arbor (29 minutes by car). DTW is ranked #11 nationally and is a major Delta hub. There are nearly 20 million annual business passengers and nearly 3 million annual international passengers flying out of DTW.



Sample of National and International Destinations	# of daily non-stop flights from DTW
Atlanta (ATL)	16
Chicago (MDW and ORD)	32
Dallas (DAL and DFW)	14
Los Angeles (LAX +1 one flight per day to SNA)	8
Austin (AUS)	4
New York (JFK, LGA, and EWR)	38
Sao Paolo (GRU)	1
San Francisco (SFO)	6
Seattle (SEA)	6
Seoul (ICN)	1
Tampa (TPA)	3



# An Educational Powerhouse

Ann Arbor's tech community benefits from regional colleges and universities, foremost of which is the University of Michigan. In 2016, U-M awarded 842 degrees in computer information systems, computer sciences, and electrical engineering. Eastern Michigan University awarded 57 degrees in computer operating systems, Web programming, and CAD/CAE.

#### **University of Michigan**

The University of Michigan ranks among the world's top universities and its graduate and professional programs are consistently listed among the nation's top ten. University of Michigan's College of Electrical Engineering and Computer Science Engineering offers degree programs in:

Computer Engineering Computer Science Data Science Electrical Engineering

#### **Eastern Michigan University**

The College of Technology at Eastern Michigan University, located in downtown Ypsilanti, offers four-year degrees in computer engineering technology and information security.

#### **Regional Universities**

In addition to University of Michigan and Eastern Michigan University, Ann Arbor area employers can recruit from universities within an hour's drive of Ann Arbor—Wayne State University, Lawrence Tech, Kettering, and Michigan State University. All four have degree programs in computer science.

University of Michigan ranks #6 nationally for undergraduate engineering.

**US News and World Report** 

### University of Michigan Annual Research Spending

\$1.6 billion

#2 in the U.S.

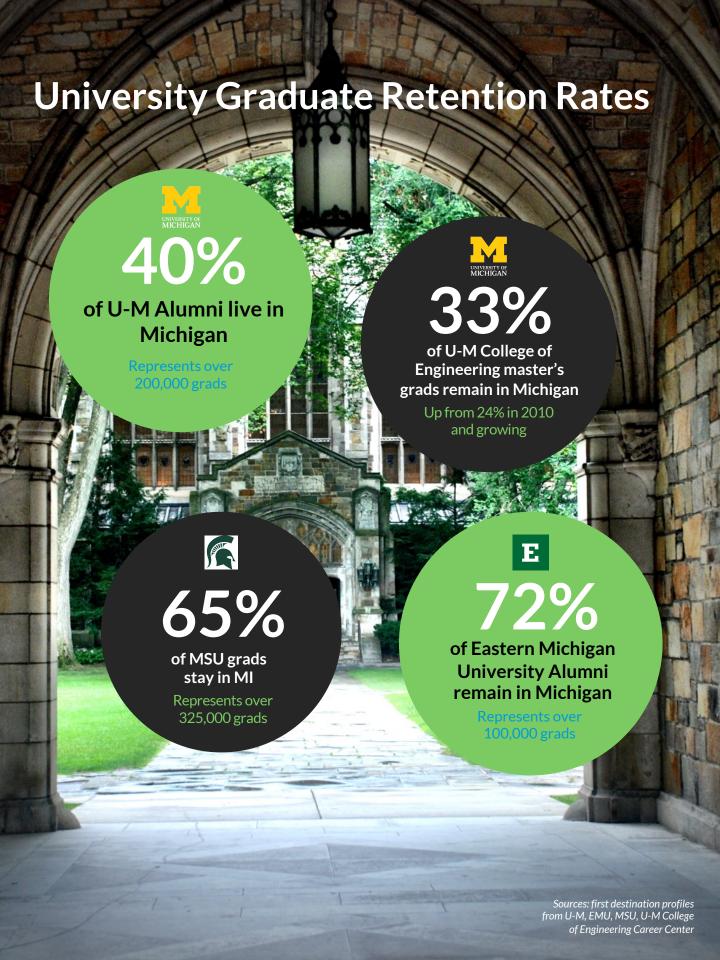
#### **University Graduates**

University of Michigan	Number of Graduates
Total graduates	12,127
Computer engineering	218
Computer science	166

Source

Eastern Michigan University	Number of Graduates
Total graduates	5,101
Computer science	21
Computer information systems	13

Washtenaw	12,327
Community College Enrollment	
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# **TALENT**

Talent acquisition and training is the top factor in a successful business. SPARK partners with the University of Michigan, Eastern Michigan University, Michigan Works!, and other resources to help identify and recruit staff. Some examples of how SPARK helps your talent needs:

**The SPARK Talent Portal**: A free online job posting system that spotlights executive and knowledge- based positions as well as internships and entry level positions. Employers can view resumes submitted by becoming a "job manager" here.

**Training Grants**: SPARK will work closely with you to maximize utilization of worker training programs and funds that are available for companies in our region. Learn more about the programs here.

Academic Relationships: There are great business "front door" organizations like <u>U-M's Business</u>

Engagement Center or EMU's BusinessLink programs.

Be sure to check in with <u>Washtenaw Community</u>

College, <u>Michigan Tech</u>, <u>Kettering</u>, and <u>MSU</u>. Make the most of your <u>Handshake</u> profile, as most colleges use it for recruiting and events. Read more about building these relationships here.

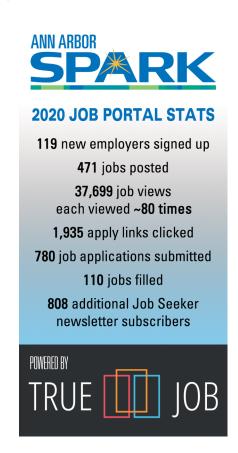
**Ann Arbor Tech Homecoming**: On the Wednesday before Thanksgiving, job seekers and companies mingle over delicious food and great conversation. A great opportunity in a casual setting for local and out-of-town talent to learn about careers in the vibrant Ann Arbor tech ecosystem.

**U-M Startup Career Fair**: Annual event connecting 750+ entrepreneurially-minded students in all majors to internships and full-time opportunities at 45+ highgrowth startups from across the country.

**Tech[inclusive]:** <u>Tech Inclusive</u> is dedicated to empowering underrepresented people in tech, and empowering allies to become advocates.

**Eastern Michigan University Digital Divas**: EMU's College of Technology hosts a <u>yearly conference</u> that connects young women in middle and high school to opportunities in STEM.

**Pricing Talent:** SPARK can do a review using <u>PayScale</u> to determine wage data in specific job categories. We recommend continuously benchmarking and adjusting pay structures and benefits (when necessary). Pricing can vary depending on skill set, experience and other factors.





# Ann Arbor Tech Talent Compensation Survey

Top 4 takeaways from 70 responses from local tech companies outlining the competitive landscape for tech talent compensation and benefits in Ann Arbor.

1. Ann Arbor tech talent is "sticky"

Most companies (81%) did not cite employee turnover as a struggle. Pay and benefits, fit with company culture, and room for growth were among the most common factors cited by employees leaving the companies.

3. Compensation varies across skill sets and company age. Salaries vary most widely in the technical management and software engineering skill sets. Wage discrepancies across companies surveyed can largely be attributed to the company's age. Software engineers and executives at start-up tech companies make substantially lower wages than they would at more established companies.

Ann Arbor SPARK conducted a survey (in partnership with the Workforce Intelligence Network) for tech companies in Ann Arbor asking specific questions about compensation and benefits for tech talent. The survey garnered 70 responses from tech companies that compete for talent in the Ann Arbor region. The full results and analysis were released to participating companies, and here are the top takeaways from the survey that describe the Ann Arbor tech talent marketplace.

2. Companies mainly offer traditional benefits

Most companies surveyed offer traditional compensation and benefits. Less traditional benefits are offered more when employees negotiate for more professional development opportunities or flex time. Other popular non-traditional benefits include snacks, parking and transit subsidies, and gym memberships.

#### 4. It's not just about the CV

Ann Arbor tech companies value factors beyond the basics like years of experience, education, and programming languages when hiring tech employees. Other considerations include cultural fit, market-specific project experience, and soft skills. However, experience is the biggest factor when deciding on salaries.

81%

Of surveyed companies did not cite employee turnover as a struggle.

#### Ann Arbor tech companies struggle less with turnover

81% of surveyed companies did not cite employee turnover as a struggle. Two respondents stated that while their larger headquarters (located on the west coast) may struggle with higher turnover rates, the Ann Arbor location tends to be stable, demonstrating both that high-quality talent is available in the Ann Arbor region and that Ann Arbor area companies are competitive in recruiting and retaining talent. Several respondents acknowledged that there has been some employee turnover at their companies but that it is lower than average based on the industry.

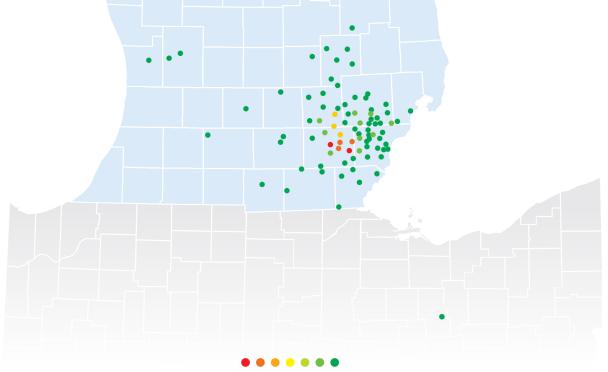
# OUR TALENT REACH

Ann Arbor's talent pool spans a much larger geography than you might think.

#### **Employee Location**

Cyber security company located in Ann Arbor, MI employs more than 200 people living in Washtenaw County and throughout the region.

According to research conducted by the Chicago Booth School of Business, Ann Arbor ranks #11 for remote work nationally. According to this research, 37% of US jobs can plausibly be performed at home (accounting for 46% of all wages). This ranking indicates a "readiness" to shift to remote work, with a high concentration of remote-ready employees in a relatively small population.



**Highest Concentration of Cyber Security Employees to Lowest** 



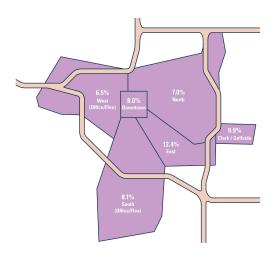
# Ann Arbor Commercial Real Estate Market

Commercial real estate in Ann Arbor is segmented into sub-markets, with demand spread out around all of town, with concentrations in the south and west.

8.0%	Commercial vacancy rate for downtown Ann Arbor
7.0%	Commercial vacancy rate for north Ann Arbor
8.1%	Commercial vacancy rate for south Ann Arbor
6.5%	Commercial vacancy rate for west Ann Arbor

Ann Arbor has a diverse commercial real estate portfolio, and companies considering expansion should take into account the market as a whole before settling on one area in particular.

#### Ann Arbor's Commercial Vacancy - 2020



Source: Swisher 2020 Year-End Vacancy Report

The 2020 Vacancy report illustrated the early impact of the pandemic as vacancy rates crept up slightly all over town. While there was a lack of demand from new tenants across all submarkets, this was offset somewhat by the delay in decision-making from lease-holders. This has impacts outside the real estate market, as empty offices mean fewer customers for restaurants and retail businesses. This is only the beginning; it will likely take years to understand the full impact of the pandemic on the commercial real estate market.

Explore the region's commercial listings on our website:

https://annarborusa.org/commercial-listings/





#### 2009

When internet security specialist Dug Song found out the company he worked for got hacked by a 17year- old high school student, he didn't alert the authorities. Instead, he hired him. Song and high schooler-turned- hacker Jon Oberheide eventually co-founded an information security company called Duo Security. Song left his cushy job as Chief Security Architect at local company Arbor Networks, but it was clear even in the first few years that Duo was going somewhere with its twofactor authentication solution. Their first location was the Tech Brewery, a local coworking space for startups, which they soon outgrew. Eventually they took some office space in downtown Ann Arbor, eventually taking the whole building, and then added another building down the street. By early 2018, Duo had over 400 employees at HQ in Ann Arbor, along with offices in Austin, San Mateo, and London, UK.

#### 2018

In August 2018, after 9 years of operation in downtown Ann Arbor, Cisco Systems Inc. announced it had agreed to pay \$2.35 billion for the startup, beefing up the networking company's software offerings. Co-founder and CEO Dug Song will continue leading Duo as its General Manager and will join Cisco's Networking and Security business led by EVP v and GM David Goeckeler. Cisco in a statement said they value Michigan's "resources, rich talent pool, and infrastructure," and remain committed to Duo's investment and presence in the Great Lakes State.

"Duo, founded in 2009, was a rare unicorn of the Midwest, with its headquarters in the college town of Ann Arbor, Mich. Cisco will maintain the team there, said Goeckeler, adding, 'Dug's built a great team in Ann Arbor.'"

-Cisco Security executive David Goeckleler in an interview with MarketWatch



### **Case Studies: Scaling Tech Talent in Ann Arbor**

Demand for talent is high, and getting higher, regardless of where you're located. While it may seem impossible to attract enough quality people to fill all job openings, there are multiple examples of companies who have accomplished just that here in Ann Arbor.



In 2005, **Google** began to contemplate a location for its AdWords operation. Ultimately they selected Ann Arbor, with a critical decision elements being location near a large university, and state and local support. After 10 years of operation in downtown, Google decided to continue growing in a build-to-suit space near north campus outside of downtown. They currently have 400 employees at their new location.



Headquartered in Silicon Valley, **Nexient** has chosen to base its primary delivery center in Ann Arbor, supporting hundreds of local jobs in digital product design, development and quality engineering. In 2018, Nexient pledged to create 300 new Michigan jobs by 2020, with the first 60 planned for 2018. But company growth nearly doubled that pace, with over 100 new hires in the first year since receiving a \$1.5M performance-based grant from the Michigan Strategic Fund.



KLA plans to open its newest North American campus in 2021 and expand its workforce to 600 employees at the site within the next three to four years. Ann Arbor was chosen over 389 other U.S. sites for the company's new research and development hub. The company secured temporary space in 2018 and by October 2019 had already reached 100 employees. KLA, founded in 1976, employs 10,000 people at 18 sites around the globe.

### Pandemic Pivots: Startups Harness Opportunities, Aim to Emerge Stronger

Over the past several months, Ann Arbor SPARK has hosted a webinar series called Pandemic Pivots. This virtual lunch series featured Ann Arbor mobility startups that shifted their business strategies in response to changing markets and consumer demand as a result of COVID-19. During the events, business leaders shared key learnings about building more resilient companies during this crisis and beyond. We've outlined some of those key learnings below. Read the full summary and watch the webinars <a href="https://example.com/here/beautilears/

#### **ANTICIPATE RISKS**

According to Michael Sare at Voxel51, the most resilient companies have the skills to anticipate risk and pivot. The startup, whose core capability is around computer vision, identified downstream opportunities and harnessed them to create the Physical Distancing Index — a community-focused resource. This index monitored streets in major cities using camera feeds and provided the community with transparency around how streets are being used during the pandemic. Bedestrian's Shadi Mere spoke about the halting of their pilot at Beaumont in Dearborn as the whole hospital shifted focus to COVID-19. The discontinuation resulted in Bedestrian pivoting to accommodate the immediate needs of clients as well as anticipate the lasting impact of this crisis on their market. They doubled down on innovation like adding contactless features as well as expanding their teleoperation offerings to senior care facilities where there was a shortage of skilled nurses.

#### **METRICS FOR SUCCESS**

Markets and consumer needs have shifted dramatically during the pandemic. Tara Lanigan discussed how May Mobility is adjusting to produce new, relevant success metrics. Pre-pandemic, the key success metric at May Mobility was ridership. However, with fewer people moving around — and even fewer people feeling comfortable in shared vehicles — May Mobility realizes that other metrics may be more important to measure. One of the data points they are considering is engagement. Just because ridership is down does not mean that folks don't need to get around, and it's important to engage with these folks to understand their needs. Additionally, May Mobility is tracking and sharing its learnings with industry partners for broader, lasting impact.

#### **RE-EVALUATE MARKET OPPORTUNITY**

Sudhi Uppuluri of GreenRoute discusses how the mobility industry is experiencing a K-shaped recovery, wherein some businesses are excelling while others are struggling. An example of this is the decline of shared modes and the increase in fleet delivery. As GreenRoute sought pilot opportunities for its technology, they pivoted their strategy to focus on fleet delivery customers. Tony Lancione shared how this was apparent for IndustryStar. During the pandemic, IndustryStar customers used their software to collaborate to solve PPE distribution issues that were front and center during the pandemic. This was a pivot from the core industries that IndustryStar software typically served and allowed them to engage with new partners.

#### **WORK TOGETHER**

At the start of the pandemic, many business leaders perceived that they were alone. For example, May Mobility experienced fear that partners would be upset about service changes. However, May Mobility ended up working collaboratively with these partners because they were also facing similar challenges. Rachel Kosla of Feonix-Mobility Rising discussed the role of community engagement and bringing stakeholders together through their mobility leadership circle. The goal was to spark greater conversation and joint action at tackling issues around access through their Rider50+ program.

#### LOOK TO THE FUTURE

A common theme shared by panelists was the urging of entrepreneurs to accelerate and not slow down. Anticipate the risk, double down on innovation, and continue focusing your energy to solve the problems you set out to do. Historically, major disruptions have fueled some of the greatest startups.













## **Community Engagement**

#### LOCAL TECH COMMUNITY NETWORKING AND EVENTS

The local tech community and universities have hosted several coder groups, hackathons and conferences for the further development of software skills and connections.

#### A few examples are below:

#### MadeinA2

Downtown tech companies worked together to create one online space to collect information on companies, share community events and meetups, and post jobs. All information below is also included at

#### http://madeina2.com/

#### Meetups

The meetup culture in Ann Arbor is open and flourishing. A selection of meetups is below, please visit <a href="http://madeina2.com/community/">http://madeina2.com/community/</a> for a full list of coder groups, maker groups, un/conferences, hackathons, and more in our community. A selection of Meetups and active groups:

#### A2NewTech

A2 Mobility Tech

Ann Arbor FinTech Meetup

**Duo Tech Talks** 

All Hands Active

PyData Ann Arbor

**Ann Arbor Security Meetup** 

**Coffee House Coders** 

tech [inclusive]

Michigan Devs

#### a2geeks

Nonprofit organization dedicated to making Ann Arbor a great place for creative and innovative people to live and work by opening the tech culture to everyone.

Incubators, Accelerators, and Coworking spaces in the Ann Arbor Region

Ann Arbor has a flourishing networking of incubators, accelerators, and coworking spaces. There's something for everyone. View a full list of incubators and coworking spaces here.





# **Community Engagement**

7 days, 16 inspiring events showcasing Ann Arbor's spirit of innovation to the world



































2020 Tech Trek & Mobility Row Impact





1,400+ Interactive Map



2,000+ Company Tour Video Views





89 Hours Cumulative Time Spent Watching Company **Videos** 

A week-long series of tech-related events that attracts over 6,000 people to explore innovative culture in Ann Arbor.

In 2020, there were 16 virtual events. Learn more at https://a2tech360.com/



## **Destination Ann Arbor**

Every community offers something unique to its residents, but the Ann Arbor area offers much more than the usual quality of life indicators. From recreation to culture, we offer large city amenities with a small-town feel. Read on to learn more about living here.



#### Recreation

In Michigan, you're never more than a few miles from water. In Washtenaw County, we can top that by saying you're never more than a few miles from a lake, river, park, golf course, cross-country trail, or other recreational option.

Washtenaw County boasts 4,000 acres of parkland, of which 2200 acres are natural areas ideal for hiking, bird watching, or mountain biking. The Border-to-Border trail, kayaking liveries, and golf courses add to the county's recreation inventory.

The city of Ann Arbor has 157 parks totaling 2,090 acres, 1,200 acres of which are natural areas. An additional 2,000 acres of farmland and open space surround the city of Ann Arbor, purchased with a Greenbelt millage.

Ann Arbor parks offer baseball and softball diamonds and leagues, soccer fields, disc golf, ice skating, and an excellent skateboard park.

#### Housing

County residents can find multiple housing options and locations: cities, towns, country, and suburban. Housing options include single family houses, downtown lofts, condos, and apartments. Housing costs in Washtenaw County are lower than east and west coast housing: The median sale price of single-family house in Washtenaw County is \$316,558(source: Zillow).

#### **Schools**

Public, charter, and private schools are found in Washtenaw County. A list of recent test scores by school and district is found <a href="https://example.com/here">here</a>.



#### Culture

The University Musical Society brings national and international cultural performances to Ann Arbor (the New York Philharmonic has an annual residency in Ann Arbor). Our local cultural venues include the Ann Arbor Symphony Orchestra, the Ann Arbor Civic Theater, the Ark, and the Purple Rose Theater, along with independent dance and music performance staged in the historic Michigan Theater.

#### Fun

The Ann Arbor area isn't all high-brow. Here is a smattering of the festivals and activities that take place throughout the county.

Ann Arbor FestiFools
Ann Arbor Summer Festival
Ann Arbor's Rolling Sculpture Car Show
Chelsea's Sounds & Sights Festival
Dexter Daze
Manchester Chicken Broil
Manchester's Riverfolk Music and Arts
Milan Bluegrass Festival

Milan Fliers model aircraft flights Saline Celtic Festival Ypsilanti's Summer Beer Festival

Ypsilanti Heritage Festival

#### **Shopping**

You'll find independent retailers, wine shops, bakeries and delis in the downtowns.

Local grocery stores - People's Food Co-op, Arbor Farms, By the Pound, Monahan's Seafood Market, Zingerman's Bakery and Creamery. You'll also enjoy farmers' markets, cider mills, you-pick berry and apple farms, and CSAs.

Regular grocery stores - Whole Foods, Trader Joe's, Busch's, Meijer, Kroger.

Clothing, sporting goods, sundries – Local clothing stores and gift shops are found in downtowns. Arborland, Briarwood mall, and big box stores offer brand name shopping.

### Rankings

2020

#1 "Most Educated Cities in America" - Ann Arbor, WalletHub

"Best College Towns and Cities in the US" - Ann Arbor, WalletHub

#2 "Top Places to Live" - Ann Arbor, Livability

#2 "Up-and-Coming Small Cities Close to Major Metros" - Ann Arbor, Livability

2019

"Top cities for female founders raising first round" - Ann Arbor, VentureBeat

"Top 5 car-free small metros" - Ann Arbor, CityLab

#3 "Top New U.S. Tech Hubs ("Brain" Index)" - Ann Arbor, Bloomberg





## **Contact Details**

Phil Santer, SVP of Business Development, Chief of Staff <a href="mailto:phil@annarborusa.org">phil@annarborusa.org</a>

734-527-9176

#### https://annarborusa.org/











Ann Arbor SPARK will advance the economy of the Ann Arbor region by establishing it as a desired place for innovation, business location and growth, and for talented people to live and work. The Ann Arbor region will be recognized for its academic, business, and community resources, and its collaborative culture.