



open source economic development

@nn arbor usa



## open source

(o'pə n sôrs) n. **1.** a software development method emphasizing broad accessibility and ongoing collaboration. **2.** a strategic approach focused on teamwork, mutual benefit, and shared access to knowledge and best practices. **3.** a means for accelerating economic growth.

# working together for the greater good

## From college town to “economic driver for the state”

“Forces long in the making are transforming [Ann Arbor] and its surrounding area into a hub for start-up companies and venture capital. Ask most entrepreneurs and venture capitalists why they set up shop in Ann Arbor and you will repeatedly hear two reasons: the University of Michigan and Ann Arbor SPARK... If trends continue, experts predict Ann Arbor could become a key economic driver for the state.” Excerpted from “Ann Arbor Entices Entrepreneurs,” by Katherine Yung, *Detroit Free Press*, April 16, 2009.

At Ann Arbor SPARK, our immediate goal is to promote economic development in the Ann Arbor region. But our larger focus is ensuring long-term growth and viability for the entire state of Michigan — something that can best be achieved through a process we call Open Source Economic Development.

**In theory,** Open Source is an approach that values results over bureaucracy, rejects partisan decision making in favor of partnerships, and encourages cross-boundary collaboration.

**In practice,** Open Source means that we actively share our knowledge, our ideas, our brands, our programs and our successes with stakeholders and prospective partners throughout Michigan.

One of the best recent examples of Open Source at work is the Michigan Life Science and Innovation Center (MLSIC). This new incubator — with the potential to generate hundreds of jobs in the biosciences — is a collaboration of Ann Arbor SPARK, the Michigan Economic Development Corporation (MEDC), Wayne County, academic institutions, private philanthropies, and business leaders.

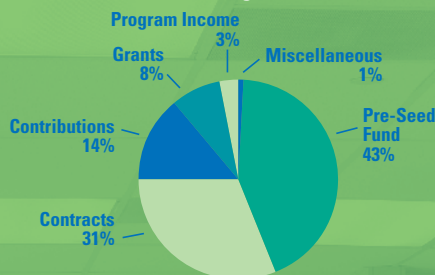
Another example is the Michigan Pre-Seed Capital Fund, which provides crucial gap funding to high-tech start-up companies as they near commercial viability. After successfully partnering with the statewide SmartZone network to secure \$8 million from the State of Michigan 21st Century Jobs Fund, Ann Arbor SPARK rolled the program out to the entire state and is literally sharing the wealth by administering grants through Michigan's 12 designated SmartZones.

The point is this: through its commitment to Open Source, Ann Arbor SPARK will continue to grow businesses in the Ann Arbor region...and help transform Michigan into a national hub of economic activity.

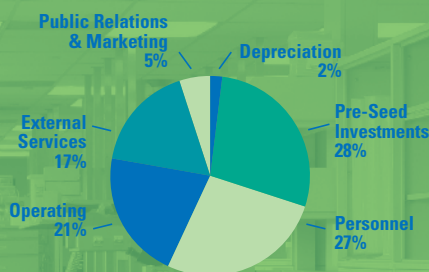
Founded in 2005 as a non-profit economic development organization, **Ann Arbor SPARK** drives business location, retention and expansion in the Ann Arbor region by meeting the needs of enterprises at every stage, from start-ups to large organizations. Partners include an array of business, academic, government, and community investor organizations.

## 2008 financial highlights

### 2008 Sources of Funding



### 2008 Uses of Funding



### Washtenaw County Return on Investment From Ann Arbor SPARK Initiatives

#### 2006-2008 Results

- \$925+ million in new investment commitments
- 7,054 new jobs and 5,740 jobs retained
- 101 projects
- 155 innovation start-ups
- Leveraging of community investments to \$25 million\*
- Approximately \$8 million in additional property tax revenue (net of tax abatements)\*\*

#### 2006-2008 Leveraged Funding

##### GRANT SOURCE AMOUNT

Michigan Pre-Seed Capital Fund	\$9,500,000
Wet Lab Incubator	\$1,000,000
Michigan Innovation Equipment Depot	\$ 5,400,000
Michigan Life Science and Innovation Center	\$4,500,000
Federal Government	\$ 282,000
Company Formation & Growth Fund	\$3,750,000
Michigan Technology Tri-Corridor	\$ 500,000

**TOTAL: \$24,932,000**



## a letter from the chair

To our partners, colleagues and investors:

Times are very difficult. So difficult that many business people are wishing they could fast-forward to 2010 or even 2011.

But in reality, now is not the time to retreat. Now is the time to act, and act boldly.

The economy lost altitude in 2008. Even so, as you'll see in this annual report, we kept investing in the kind of companies and talent that will drive the future: alternative energy/cleantech, advanced manufacturing, battery development, information technology, and the life sciences.

In 2009, Ann Arbor SPARK will build on that momentum.

We will demand more of ourselves and expect more of our collaborators. We will invest aggressively and strategically in education, talent, transformational businesses, technology, and infrastructure.

And in the spirit of Open Source economic development, we will share our resources with regional and state partners.

Why? Because we know it's the best way, the only way, to assure that Michigan will defeat the doomsayers and emerge from this global recession stronger, smarter, and ready to compete and win.

Sincerely,

**Rick Snyder**

Chairman of the Board, Ann Arbor SPARK

\* Through acquisition of federal funding, State of Michigan 21st Century Jobs Fund and Pfizer equipment donation to Michigan Innovation Equipment Depot.

\*\* Additional property tax revenue estimate based on client committed investments and jobs.



## a letter from the president and ceo

To our investors, stakeholders and clients:

In this year's annual report, we highlight our Open Source approach to economic development and the model it provides for growing, retaining and attracting business in the Ann Arbor region and across Michigan.

In 2008, Ann Arbor SPARK piloted the Open Source concept by making initiatives and resources accessible statewide. Whether it was business incubation, talent enhancement, pre-seed funding, or cross-regional

assistance with development projects, we chose to view other Michigan communities as partners, not as competitors.

In every case, the results have been positive for our region and the lesson has been clear: when Open Source prevails, Michigan wins. And when Michigan wins the Ann Arbor region wins.

That winning takes many forms. For instance:

A number of Open Source economic development programs are delivering jobs, talent and other resources to communities throughout Michigan. Among them are Michigan's SmartZone network, the Michigan Life Science and Innovation Center (MLSIC), the Michigan Pre-Seed Capital Fund, the Michigan Innovation Equipment Depot, and the Economic Development Coalition of Southeastern Michigan.

Open Source also extends to talent retention and enhancement. Programs such as Hot Shots and Mingle & Match are proving highly effective in preventing a regional "brain drain" and placing high-value knowledge workers in growing companies.

Using the Open Source model, our Entrepreneur Boot Camp is teaching business basics and spurring regional economic development. At the same time, BioArbor and the Annual Collaboration for Entrepreneurship (ACE) are showcasing the innovators and achievers so essential to transforming Michigan's new economy.

Also, Open Source partnerships with the University of Michigan, Eastern Michigan University, Washtenaw Community College, and the University Research Corridor are making it possible to leverage educational resources, accelerate technology transfer and retain knowledge workers.

Our thanks to all of you for helping Ann Arbor SPARK make the Open Source concept a reality in 2008. And one that will be increasingly important in 2009, as we continue to move the Ann Arbor region forward together.

Sincerely,

**Michael A. Finney**

President and Chief Executive Officer, Ann Arbor SPARK



## open source impact

In keeping with its core mission of business retention, expansion and attraction, SPARK collaborated with its economic development partners to provide targeted incentives and support for innovation-based businesses. Here, we offer highlights drawn from the many outstanding successes of 2008:

**Arbor Networks**, launched in 2000 with U-M-based technology research, is currently a leading provider of IT security solutions for customers such as Verizon Business, EarthLink and Cox Communications. With headquarters in Massachusetts, the company employs 72 people at its downtown Ann Arbor research and development facility and is expected to invest at least \$14 million additionally by 2018.

**Barracuda Networks Inc.**, the California-based creator of e-mail, computer network and Web security systems, is preparing to invest as much as \$2.55 million in its Ann Arbor staff and research facilities over the next five years. With this move, the Michigan employee roster is expected to grow from 23 to as many as 208.

**Competing Values**, works with high ranking executives around the world to develop and enhance their knowledge and ability to organize, lead, and create a culture of innovation within their organizations. The experience within the Competing Values models helps these leaders navigate the complexity of managing opposite (competing) corporate values. This expertise enables them to take a hard look at their



organizations' strengths and weaknesses while optimizing a structure to resolve obstacles and problems and uncover new growth opportunities. Competing Values chose the city of Ann Arbor and its proximity to U-M to establish "The Innovatrium", which acts as the idea market, think tank, and innovation lab.

**HealthMedia**, this U-M spin-out attracted international attention this year with the announced acquisition by Johnson & Johnson. A pioneer in online behavioral healthcare management tools, this SaaS-based company has been turning heads for the last 10 years and boasts an impressive roster of national and international clients. This acquisition retention resulted in 150 jobs retained and another Fortune 500 company presence in the region.

**NetEnrich Inc.**, which specializes in outsourced IT management services and remote business application support, plans to invest \$2.7 million in a new R & D and networks operations center in the Ann Arbor area. Crucial decision factors included ready access to highly trained local talent and Ann Arbor's proximity to Midwest and East Coast clients.

By every benchmark,  
2008 was a year in which Ann Arbor SPARK made further progress — attracting and retaining innovation-based talent and business while also opening the way to success for entrepreneurs, start-ups and second-stage businesses.



**Sakti3** plans to invest \$1.1 million in Ann Arbor as a key part of its efforts to commercialize a lithium ion battery manufacturing process for the automotive industry, a move expected to generate 112 new jobs. This University of Michigan spinout was also chosen as the anchor company for the state's Center of Energy Excellence and was awarded \$2.5 million from MEDC's Michigan Strategic Fund.

**Terumo Cardiovascular Systems (CVS)** will spend an estimated \$3.57 million on an R & D and manufacturing facility when it relocates from Tustin, California, to Scio Township. CVS is a subsidiary of Tokyo-based Terumo Corporation, a global manufacturer of products for cardiac and vascular surgery.

**Toyota Motor Corporation**, already in the midst of a \$187 million expansion in the Ann Arbor area, announced that it will spend an additional \$100 million over the next four years to launch the Toyota Research Institute of North American (TRI-NA), to be headquartered in Ann Arbor.

## 2008 Summary: Business Retention, Expansion & Attraction

- 40 project successes
- \$225 million in new investments
- 2,033 new jobs
- 1,561 retained jobs
- 11 attraction projects



## business expansion and attraction

American Broach & Machine Company  
American Soy Products Inc.  
Arbor Networks  
Barracuda Networks  
Borders Group, Inc.  
Breonics  
CitiMortgage  
Competing Values  
Creative Automation Inc.  
Esperion Therapeutics, Inc.  
ForeSee Results  
GDI Infotech  
HealthMedia, Inc.  
ICON  
IMRA America, Inc.  
Jetrion LLC  
K-Space Associates  
Lycera, Inc.  
Mercedes-Benz Research & Development North America, Inc.  
Michigan Aerospace  
MIR Preclinical Services  
MyBuys, Inc.  
NetEnrich  
Net Works Group  
Northshore Power, LLC  
Parametric Technology  
Pattco, Inc.  
Promega  
Recellular, Inc.  
Sakti3  
Saline Electronics  
Sampfire Clinical Trials Services  
SRI International  
Tecumseh Products  
Terumo Cardiovascular Systems  
Thomson-Shore, Inc.  
Toyota Research Institute of North America  
Zoltan Laboratories, LLC



## open source success

**The real test of any business-building strategy is outcome. In the case of Open Source Economic Development, the results are both evident and abundant: start-ups that are prospering, second-stage businesses that are expanding, established ventures that are moving confidently into new facilities and new markets.**

**Here are just a few examples of how Ann Arbor SPARK and its partners are supporting economic development in the region and the state.**



### Northern United Brewing LLC

Jon Carlson and Greg Lobdell are living proof that it's possible to mix friendship and business — with huge success. The childhood friends grew up on Michigan's picturesque Mission Peninsula and, after attending U-M, went their separate ways. Until 2004, that is, when they launched 2Mission, a real estate development firm. Currently, their ever-growing portfolio includes the properties that house Grizzly Peak Brewing Company, Café Zola and Vinology in Ann Arbor plus various ventures in Royal Oak. They also own Ann Arbor's Café Habana and the Blue Tractor Brewery and BBQ as well as pubs, breweries and restaurants in northern Michigan.

Their newest and arguably most exciting endeavor is Northern United Brewing LLC, a \$5.8 million enterprise that will manufacture and bottle beer, distilled spirits and wine in Ann Arbor, Dexter and Peninsula Township, and will generate an expected 398 new jobs in the process. To help convince Carlson and Lobdell stay focused on their home state—rather than relocate to competing sites in Indiana and Ohio, the State of Michigan, the city of Ann Arbor and the Traverse City region teamed up to provide financial assistance, in addition to a \$931,000 state tax credit.

### The Michigan Pre-Seed Capital Fund

It's an all-too-common scenario. An exciting new technology ignites the entrepreneurial spirit. Funding is obtained. A start-up is launched. But after a strong beginning, the company hits an interim phase — the potentially dangerous zone between initial funding and second-stage, follow-on financial support.

That's where the Michigan Pre-Seed Capital Fund comes in. The fund was established by a consortium of Michigan's SmartZones, Ann Arbor SPARK among them, as a way of investing in emerging businesses struggling to meet crucial commercialization milestones required by angel and venture capital investors.

The focus is on Michigan-based companies that are creating the newest technologies in alternative energy, homeland security and defense, the life sciences, and advanced automotive, manufacturing and materials. Pre-Seed Fund investments — which range from \$50,000 to \$250,000 and require a matching cash investment from the recipient — can be used for executive recruitment, prototype testing and development, market assessments, legal assistance, technology evaluations, and other functions that help start-ups on their path to success. To date, the fund has invested over \$6.25 million of pre-seed funding in 30 Michigan companies.

**"The Michigan Pre-Seed Capital Fund has proven to be a dynamic tool for driving businesses and jobs in Michigan."**

**Mark Barker, National City Bank**





## Michigan Aerospace Corporation

Since its launch in 1996 as a U-M technology spinoff, Michigan Aerospace Corporation (MAC) has been on a steep growth trajectory. Today, the Ann Arbor-based firm provides advanced engineering services and products for industries as diverse as homeland security and the wind energy industry.

In 2008, as it prepared to move new technologies into production, MAC began partnering with bcVentures, the investment arm of Battle Creek Unlimited. Now, with the enthusiastic support of Ann Arbor SPARK and with funding from bcVentures, MAC is preparing to launch OptoAtmospherics, a company dedicated to providing wind and atmospheric measurement products for the wind industry. The company intends to add employees and perform machining and fabrication in Battle Creek. Product assembly — and ongoing R & D — will take place at MAC's Ann Arbor headquarters, which is expected to add employees as well.

"We're excited that MAC found the resources it needed in Michigan," Ann Arbor SPARK president and CEO Michael Finney notes, "and we look forward to supporting the company's growing research and development effort in the Ann Arbor area."

**"This is a perfect time to build a business in Michigan, because there's so much support from local development groups, universities and private investors."**

**Peter Tchoryk**  
CEO, Michigan Aerospace Corporation

## Michigan Life Science and Innovation Center

Many of Ann Arbor SPARK's partnerships occur at the intersection of challenge and opportunity. A case in point is the new Michigan Life Science and Innovation Center (MLSIC) — a facility that connects experienced entrepreneurs in the life sciences with business accelerator organizations and start-ups.

It all began with a vacant building in Plymouth Township. But this was no ordinary building. The 57,718 square foot facility, located on 7.5 acres along M-14, contained modern office space, state-of-the-art labs, a cafeteria, conference rooms, a loading dock, and ample parking. In other words, everything necessary to launch and grow innovation-based enterprises.

Support for the project coalesced quickly in the form of a boundary-crossing collaboration. Partners included the Michigan Economic Development Corporation (MEDC), Wayne County, Ann Arbor SPARK, and a host of colleges and universities as well as civic-minded business leaders. Thanks to their efforts and financial support, regional entrepreneurs now have access to a well-equipped incubator facility, one positioned to be self-supporting after just five years of operation.



## a unique collaboration for a unique opportunity

**Funding to purchase the MLSIC site in Plymouth Township was provided by:**

- \$1.5 million State of Michigan 21st Century Jobs Fund grant
- \$250,000 MEDC loan
- \$1.75 million Private Foundation grant

**Sources of operating support include:**

- \$250,000 federal earmark grant secured by Wayne County EDGE
- \$750,000 New Economy Initiative grant for first-year start-up costs
- The Wayne County Land Bank TURBO (Transforming Underdeveloped Residential & Business Opportunities) Program





## entrepreneur resources

In 2008, we supported 162 start-up companies through our Business Accelerator services — including two Entrepreneur Boot Camps. During that same 12-month period, those companies attracted more than \$4.3 million in grants and generated an additional \$2 million in private equity. They also formed 23 enterprises with Pfizer-related technologies and launched ten companies based on U-M research.

We also surged ahead in development of the SPARK Regional Incubator Network (SRIN) by:

- Securing community support and physical space for SPARK East, a full-scope business accelerator located in Ypsilanti's new Eastside Innovation Campus.
- Attracting funds and purchasing a building to launch the Michigan Life Science and Innovation Center (MLSIC).

Since the inception of the Michigan Pre-Seed Capital Fund in 2007, 31 companies state-wide have received investment support totaling over \$6.6 million. In 2008, the fund received an infusion of \$1.5 million from the Michigan Economic Development Corporation. And recently, the State granted an additional \$6.8 million in new capital for fiscal years 2010-2011, ensuring the Fund's future.

## open source success



photo by Robert Ramey

### Academic Partners: University of Michigan, Eastern Michigan University and Washtenaw Community College

With world-class academic ranking and faculty that attracts more than \$876 million in annual research funding, our area universities and colleges are an outstanding source of economic development partnerships. Two University of Michigan (U-M) initiatives are integrally linked with Ann Arbor SPARK, with the goal of leveraging University assets to benefit both the region and state. The Business Engagement Center (BEC) provides companies with a gateway to the University of Michigan. Through the BEC, businesses can maximize their growth potential by targeting and accessing the University's vast resources. Staffed by specialists in licensing, new business development and law, Tech Transfer is responsible for moving U-M research and technology into the marketplace in a way that generates

benefits for the University, the community and the general public. The EMU Center for Entrepreneurship provides an extensive set of graduate and undergraduate academic programs. The Center provides assistance for small businesses and entrepreneurs through its SBTDC offices and partnerships with economic development organizations. The student organization, CEO club, sponsors an annual conference and business plan competition for high school, community college and university students in the Midwest. Washtenaw Community College (WCC) partners with SPARK in developing workforce development programming and retraining. WCC and SPARK have also hosted numerous career development and "Starting Your Own Business" workshops aimed at entrepreneurs.





## SPARK East

Beginning in 2008, businesses and non-profits on the county's east side gained access to a remarkable collection of resources made possible by an equally remarkable partnership. Located in downtown Ypsilanti, the Eastside Innovation Campus offers tools for innovation-based companies and non-profits in partnership with EMU's College of Business, Washtenaw County etcs/Michigan Works!, Ann Arbor SPARK, the Small Business and Technology Development Center (SBTDC), the Ypsilanti Area Chamber of Commerce, the Procurement Technical Assistance Center, and SCORE.

**"The Eastside Innovation Campus offers a concentration of resources for entrepreneurs, start-ups, second-stage companies, and nonprofits — all packed within the equivalent of two city blocks in the heart of downtown Ypsilanti — just steps from EMU's Central Campus."**

**Dr. David Mielke**  
Dean, Eastern Michigan University  
College of Business

As one of the anchors of the Eastside Innovation Campus, SPARK East is intended to help bolster enterprises of every size, at every phase, in every sector. In a relatively short time, this new accelerator facility has become a go-to site for coaching and mentoring, business equipment, help with expansion and relocation, educational forums, networking events, introductions to venture capital and angel networks, access to small business loans and lines of credit, and other strategic business-building services.

## The Michigan Innovation Equipment Depot

When AAPharmaSyn needed expensive lab equipment at a crucial stage in its development, it turned to the Michigan Innovation Equipment Depot (MIED). The global research organization is one of more than 130 life sciences companies across the state that have received as much as \$150,000 worth of essential equipment annually. In return, the companies pay a one-time fee equivalent of just one percent of the total fair market value of the equipment.



MIED was launched in 2006 by Ann Arbor SPARK in partnership with MichBio, Southwest Michigan First, Michigan's SmartZones, and Pfizer Global Research and Development, which donated \$1.3 million in previously used lab equipment. Pfizer provided an additional \$4.5 million in surplus lab equipment in 2008, following the closure of its Ann Arbor site.

The purpose of MIED is to provide critical support to resource-hungry, cash-strapped emerging companies that require high quality equipment in order to proceed with product research, development and manufacturing. Donated equipment ranges from basic microscopes and ultra-low temperature freezers to specialized units such as high-pressure liquid chromatography instruments.



# open source education & outreach

Enhancing the regional talent pool through education, mentoring, networking, and recruitment is part of the Open Source strategy for robust economic development. In 2008, we offered a diverse line-up of events and programs geared toward entrepreneurs, and job seekers.



## Networking and Learning-Community Events

- Marketing Roundtable – This series aims to help start-ups and second-stage companies market their businesses and products more effectively.
- IT Users Groups – Ann Arbor SPARK provides support for a number of user groups including drupal, agile and RIA/flex.
- CEO Power Lunch – Based on best/next practices, executives from diverse business sectors meet informally to share information.
- BioArbor – In partnership with MichBio, this life science industry support association features national speakers and invaluable networking opportunities.

## Entrepreneurial Education

- Entrepreneur Boot Camp – Conducted bi-annually and supported by a rich field of entrepreneur mentors and coaches, this two-day boot camp offers intense business plan development and assistance for start-ups.
- Entrepreneur 1.0: Launch Program Series – These business development programs help

train entrepreneurs in the art and science of business formation.

- Cantillon-Online Business Planning – A computer-based business formation course coupled with one-on-one mentoring makes this a 24/7 option for entrepreneurial business development.
- Starting Your Own Business – In these seminars, prospective entrepreneurs learn the basics of business formation.

## Talent Enhancement and Career Connection Programs

- Hot Shots – Our monthly “career fair” connects job seekers with growing companies.
- Mingle & Match – This bi-monthly networking event puts entrepreneurs in the spotlight and gives them the opportunity to connect with interested partners.
- Talent Search – Ann Arbor SPARK’s online job post newsletter reaches 3,000 weekly recipients.
- Career Catalyst – Our newest program is designed to assist active job seekers.

Last year,  
350 regional employers advertised more than 900 positions through our free job posting service — nearly 30% of these employers hired qualified candidates as a result of Ann Arbor SPARK’s efforts.



## 2008 fasttrack winners

Established in 1997 and sponsored by Ann Arbor SPARK, the FastTrack awards program honors successful Washtenaw County businesses with annual growth rates of 20 percent for three consecutive years.

### One-Year :

Llamasoft Inc.  
Saline Lectronics  
University Bancorp, Inc.

### Two-Year :

ForeSee Results  
Latitude Consulting Group  
Shepherd Advisors

### Three-Year:

AKASHA (ACI)  
Adaptive Materials, Inc.  
Online Technologies Corporation  
Soft-Link International Inc.

### Four-Year:

HealthMedia, Inc.  
Menlo Innovations, LLC

# open source support

## regional partners

- Ann Arbor Angels
- Ann Arbor Area Chamber of Commerce
- Ann Arbor Area Convention and Visitors Bureau
- Ann Arbor Area Board of Realtors
- Ann Arbor Business Review
- Ann Arbor Area Community Foundation
- Ann Arbor News
- Ann Arbor-Ypsilanti Local Development Finance Authority (LDFA)
- Automation Alley
- County and Local Units of Government
- Detroit Regional Economic Partnership
- Detroit Renaissance
- Eastern Leaders Group
- Educational Institutions:
  - Eastern Michigan University
  - Michigan State University
  - University of Michigan
  - Washtenaw Community College
  - Wayne State University
- Enterprise Group of Jackson
- Genesee County/Flint Regional Partnership
- Home Builders Association of Washtenaw County
- Lenawee Economic Development Corporation
- MichBio
- Michigan Department of Labor & Economic Growth
- Michigan Economic Development Corporation
- Michigan Manufacturing Technology Center
- Michigan Small Business & Technology Development Center
- Michigan SmartZones
- Michigan Venture Capital Association
- Southwest Michigan First
- United Way
- Washtenaw County etcs/Michigan Works!
- Wayne County
- West Michigan Science & Technology Initiative
- Ypsilanti Area Chamber of Commerce
- Ypsilanti Area Convention and Visitors Bureau
- Ypsilanti Gateway, CEDC





## funders

- Altarum
- Ambassador Ronald Weiser
- Ann Arbor Area Board of Realtors
- Ann Arbor Community Foundation
- Ann Arbor Downtown Development Authority
- Ann Arbor News
- Ann Arbor Township
- Ann Arbor/Ypsilanti Local Development Finance Authority
- Arboretum Ventures, Inc.
- Arivium, Inc.
- AT&T Michigan
- Bank of America Charitable Foundation
- Bank of Ann Arbor
- Biotechnology Business Consultants
- CFI Group
- City of Ann Arbor
- City of Chelsea
- City of Saline
- City of Ypsilanti
- Core 13 LLC
- DTE Energy Foundation
- Detroit Edison/ DTE Energy
- Eastern Michigan University
- First Martin Corporation
- GDI Infotech
- Google, Inc.
- HealthMedia
- Home Builder's Association of Washtenaw County
- Honigman Miller Schwartz and Cohn LLP
- Hygieia, Inc.
- IMRA America
- James Libs
- Locomatix
- Michigan Economic Development Corporation
- Miller, Canfield, Paddock, & Stone, P.L.C.
- Mobatech, Inc.
- Monarch Antenna, Inc.
- NSF International
- New Economy Initiative for Southeast Michigan
- Optimal Webworks
- Pattco Inc. - Flatout Bread Company
- Peter A. Long, Attorney at Law
- Plante & Moran, LLP
- Polyergic Informatics, LLC
- PR Newswire
- Quicken Loans
- Rick Snyder
- Ruby Skills LLC
- Salesforce.com
- S.I. Company
- Superior Township
- The Esperance Family Foundation
- The MEDSTAT Group, Inc.
- Toyota Technical Center, USA
- U.S. Small Business Administration
- United Bank & Trust
- University of Michigan
- University of Michigan Medical School
- Village of Manchester
- Washtenaw Community College
- Washtenaw County
- Washtenaw County etcs/ Michigan Works!
- WorkSquared, LLC
- Ypsilanti Township

# open source expertise

## board of directors

**Rick Snyder (Chair)**  
CEO and Co-founder,  
Ardesta LLC

**Robert E. Guenzel (Vice-Chair)**  
Administrator, Washtenaw County

**Kenneth Nisbet (Treasurer)**  
Director, University of Michigan  
Office of Tech Transfer

**Dr. Edward D. Pagani (Secretary)**  
General Manager, Lumigen, Inc.

**Albert M. Berriz**  
CEO, McKinley

**David A. Brandon**  
Chairman and CEO,  
Domino's Pizza, Inc.

**Dr. Mary Sue Coleman**  
President, University of Michigan

**Michael A. Finney**  
President and CEO,  
Ann Arbor SPARK

**Charles Gulash**  
Vice President,  
Toyota Motor Engineering  
& Manufacturing

**Timothy G. Marshall**  
President and CEO,  
Bank of Ann Arbor

**Bill Milliken**  
President,  
Milliken Realty Company

**Roger Newton**  
President and CEO,  
Esperion Therapeutics, Inc.

**Richard B. Sheridan**  
President and CEO,  
Menlo Innovations LLC

**Maria A. Thompson**  
President and CEO,  
T/J Technologies, Inc.

**Dr. Larry Whitworth**  
President,  
Washtenaw Community College

**Kingsley P. Wootton**  
Plant Manager, GM Powertrain

## executive committee

**Robert J. Buckler**  
President and COO, Detroit Edison

**Grady Burnett**  
Head of Online Sales & Operations,  
Google, Inc.

**Laurel R. Champion**  
Publisher, Ann Arbor News

**Paul Dimond**  
Senior Counsel, Miller Canfield

**Gretchen Driskell**  
Mayor, City of Saline

**Michael A. Finney**  
President and CEO,  
Ann Arbor SPARK

**Kenneth C. Fischer**  
President, University Musical  
Society, University of Michigan

**Stephen Forrest**  
Vice President for Research,  
University of Michigan

**Roger W. Fraser**  
Administrator, City of Ann Arbor

**Robert E. Guenzel**  
Administrator, Washtenaw County

**Michael Korybalski**  
Ann Arbor/Ypsilanti SmartZone,  
Local Development Finance Authority

**Bhushan Kulkarni**  
President and CEO,  
GDI Infotech, Inc.

**Timothy G. Marshall**  
President and CEO,  
Bank of Ann Arbor

**Dr. David E. Mielke**  
Dean, College of Business,  
Eastern Michigan University

**Bill Milliken**  
President, Milliken Realty Company

**Kenneth Nisbet**  
Director, University of Michigan  
Office of Tech Transfer

**Dr. Edward D. Pagani**  
General Manager, Lumigen, Inc.

**David Parsigian**  
Partner, Honigman Miller Schwartz  
and Cohn LLP

**Rick Snyder**  
CEO and Co-founder,  
Ardesta LLC

*SPARK will be the driving force in establishing the Ann Arbor region as a desired place  
for business expansion and location...by identifying and meeting the needs of business at every stage,  
from those that are established to those working to successfully commercialize innovations.*



[www.AnnArborUSA.org](http://www.AnnArborUSA.org)

201 South Division St., Suite 430, Ann Arbor, Michigan 48104 734-761-9317 888-SPARK01 (772-7501)



Printed in the USA on 50% recycled paper with 25% post consumer fiber.