

Ann Arbor SPARK Annual Report

Washtenaw County

January 1, 2017 - December 31, 2017



<http://annarborusa.org/>

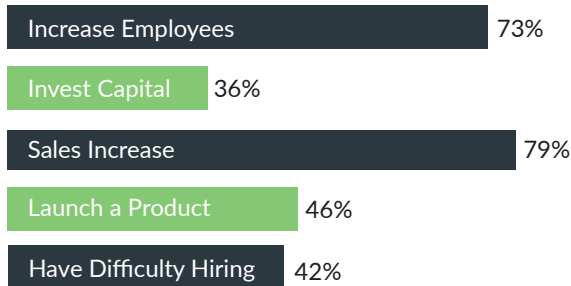
Ann Arbor SPARK will advance the economy of the Ann Arbor region by establishing the area as a desired place for business expansion and location... by identifying and meeting the needs of business at every stage, from those that are established to those working to successfully commercialize innovations.

2017 At A Glance

Project Successes 55

7 Cylinders Studio, LLC, Applied Dynamics International Inc., Arvin Sango, Inc., Barracuda Networks, Inc., BreadCrumb Insights, LLC, Camel Group Co., Ltd., Chris Stranad Photography, Comerica Bank, DaySmart Software, Desktop Dog Training & Development, Endra Inc., EXSTO US Inc., Ford Labs, Forever Labs, Inc, Gestamp Washtenaw, Groundspeed Analytics, Inc., ICON Interactive, InMotion Studios, LLC, Invisible Engines, Lear Corporation, Lycera, Inc, May Mobility, Inc., Modelon, Inc, Navya Technology, Parrable, Inc., Radiant Solutions-Ypsilanti, Rhe Tech, Inc., Rydberg Technologies LLC, SF Motors, Inc., The Back Office Studio, Toyota Technical Center Ann Arbor, TUS International Limited, Universal Robots, Workit Health, Inc. Including 21 Talent Successes. See page 10.

In the next year, companies in Washtenaw County plan to...



Increasing headcount and finding space continue to be areas where companies are in need of assistance. 2017 was a high growth year for Washtenaw County companies.

Projected New Jobs - 2017 Projects



Washtenaw County Business Development Investment \$\$ per Job:
\$271/job*

Retained Jobs - 2017 Projects



Growth Calls

129



of Full Time Staff at these companies:

12,326

Total Investment

\$101.1 M

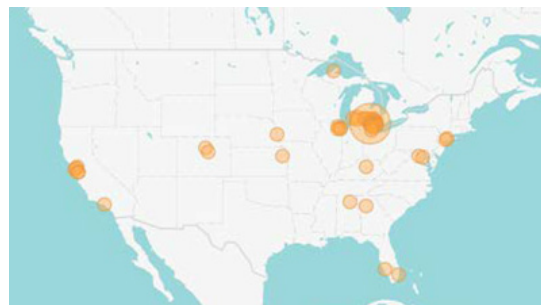
Main sources of investment: Toyota Technical Center, Gestamp, SF Motors

Washtenaw County Business Development ROI:

\$506 / **\$1**
Private Investment / County Investment*

Tech Homecoming 2017

15 participating companies
581 people registered (134% increase in registrations year over year)
266 people checked-in (129% increase in attendees year over year)
140 resumes collected (21% increase in resumes captured year over year)
17 states represented (see pg 20 for more information)



*calculated with \$200,000 in Washtenaw County funding for Business Development activity in 2017

Ann Arbor SPARK's Business Development Mission

Maximize **job creation** and **capital investment** by **growing** the region's GDP through the **retention** and **expansion** of established driving industry companies that sell goods and services outside the Ann Arbor region, and through the **targeted attraction** domestically and internationally of similar companies that could succeed in our region.

Ann Arbor SPARK's Business Development Metrics in Washtenaw County

COMPANIES ASSISTED	2018
Number of growth visits	129
Number of attraction prospect site visits ¹	7
Number of responses to attraction prospect or site consultant requests for proposals ²	31
JOBS - 2017 PROJECTS (see pages 7-8)	
Projected to be created (over the next 3 years) ³	737
Actual jobs created (in the first year)	203.5
Jobs projected to be retained	766
Actual jobs retained	775
TALENT - 2017 MICHIGAN WORKS! PROJECTS (see page 12)	
Number of jobs supported by training funds ⁴	600
Training funds leveraged	\$636,459
INVESTMENT	
Taxable value of new private investment	\$50,558,145
Total value of private investment	\$101,116,291
2017 Capital Investment from American Center for Mobility Activity	\$24,101,651
MISCELLANEOUS	
Number and value of investments leveraged through and including federal and state grants and incentives, foundations and other sources that assisted businesses or organizations	10 incentives valued at \$11,533,035
Number of facilitations, advocacy initiatives, and communication efforts by SPARK to address economic development needs and concerns	See pg 18-21
Number of start-up businesses assisted ⁴	182

¹Number of discreet projects that were physically toured around sites in Washtenaw County.

²Number of requests to which SPARK electronically submitted properties located in Washtenaw County.

³These jobs are projected to be added over the next three years, we will update the numbers as we interact with the companies and determine progress.

⁴These are separate from the jobs reported on pages 7-8 and refer only to jobs supported by grants received from Michigan Works! Southeast.

Washtenaw County Project Map - 2017



Ann Arbor SPARK Metrics - Jobs



SPARK acts as project manager for both the communities it supports and the companies it serves.

SPARK acts as project manager for both the communities it supports and the companies it serves. Our project management efforts can be fairly simple, such as conducting data analysis that a company may use in its business planning, or as complex as full project management for significant company expansions. This would include everything from:

- Connecting them to proper resources
- Working with the site selection community to help determine a location for a project
- Fully managing the tax incentive paperwork and the process it may require
- Creating communication plans
- Traveling to company locations outside of the state
- Making presentations to key public and private decision makers
- Talent recruitment efforts

When companies apply for Local or State incentives they fill out applications that require both job creation and investment estimates. SPARK considers these projects a success after it is publicly announced, or when the proper approval process has taken place for the incentive sought by the company. SPARK's jobs and investments numbers are based on these project announcements provided by the companies. SPARK monitors actual job creation and those results are shown in this report.

SPARK supports a company directly or it supports the consultants the company utilizes during its expansion. Whatever role SPARK might play, we capture jobs and investments for projects that we have played an active role in helping a company make a decision to move forward.

SPARK celebrates all projects that may have an impact on our region. We do not count jobs and investments where SPARK was not directly involved.

Ann Arbor SPARK Metrics - Jobs

Companies assisted in 2017 in Washtenaw County

Specific Projects Unique ID#	Projected New Jobs (2017-2018)	Actual New Jobs (created since beginning of project)	Projected Retained Jobs	Actual Retained Jobs as of 12/31/17	Current FTE (as of last contact)
0243	0	0	50	50	566
0539	101	0	63	63	63
0716	50	0	160	160	160
0750	1	0	50	50	50
0900	1	0	100	100	100
1006	0	0	30	30	30
1379	1	0	25	25	25
1422	115	0	250	250	250
2280	9	0	9	9	9
7011*	0	0	0	0	0
7331	1	1	1	1	2
7448*	9	9	0	9	9
7487*	15	1	0	0	1
7587	0	0	2	2	2
7696	12	0	16	16	16
7754	0	1.5	1	1	2.5
7810*	15	8	0	0	7
7875*	150	20	0	0	20
8115*	0	3	0	0	3
8201*	41	0	0	0	0
8247*	58	5	0	0	0
8253*	1	1	0	0	1
8341*	10	12	0	0	12
8359*	2	9	0	0	9

* Attraction projects, company new to the area
(these numbers only represent growth projects, not talent projects)

(Continued on next page)

Ann Arbor SPARK Metrics - Jobs

Companies assisted in 2017 in Washtenaw County

Specific Projects Unique ID#	Projected New Jobs (2017-2018)	Actual New Jobs (created since beginning of project)	Projected Retained Jobs	Actual Retained Jobs as of 12/31/17	Current FTE (as of last contact)
8399	0	0	1	1	1
8401	0	0	1	1	1
8402*	0	0	1	1	1
8414	7	3	1	1	4
8454*	65	52	0	0	52
8467	0	0	2	2	2
8497*	0	0	1	1	1
8521*	3	3	0	0	3
8545*	70	75	0	0	75
Total	737	203.5	766	775	1479.5

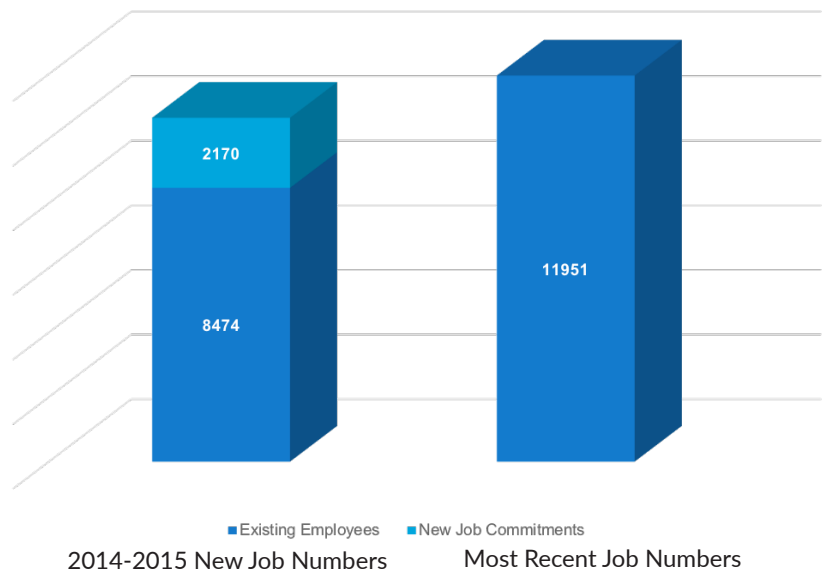
* Attraction projects, company new to the area
(these numbers only represent growth projects, not talent projects)

Our Work with Companies Leads to Continued Growth in Washtenaw County

The Ann Arbor SPARK Business Development team works closely with companies in Washtenaw County to help them expand and grow both footprint and headcount. The type of interaction now involves less focus on incentives and more focus on talent awareness strategies and key introductions. Our metrics are often just the start of their growth in our region.

The Washtenaw County Economic Outlook, published by the University of Michigan Research Seminar on Quantitative Economics, confirms these metrics. It forecasts sustained job growth, growing real wages and moderate inflation from 2017 into 2019, and an increasing employment rate. Washtenaw County has experienced a stronger recovery related to job creation compared to Michigan, and researchers expect the trend to continue into 2019. There were 3,832 jobs created in 2016, an increase of 1.9 percent.

The three-year forecast predicts the creation of 3,523 jobs in 2017, 2,987 in 2018 and 3,225 in 2019. The unemployment rate is thought to stay steady at 3.2 percent throughout 2017, fall to 2.9 percent in 2018 and fall again to 2.7 percent the following year.



11%

more jobs than anticipated

(during a period of historic low unemployment)

Companies SPARK worked with with ended up creating more jobs than expected over a three-year period.

Ann Arbor SPARK Metrics - Investment

Companies assisted in 2017 in Washtenaw County

Specific Projects Unique ID#	Projected New Investment	Taxable Value	Notes re: investments leveraged and source
0243	\$41,000,000	-	12 yr PA abatement valued at \$5.6 M
0539	\$4,370,000	-	\$650,000 BDP credit
0716	-	-	-
0750	-	-	-
0900	-	-	-
1006	\$2,500,000	-	10 yr PA abatement
1379	-	-	-
1422	\$2,375,495	-	\$750,000 BDP credit
2280	-	-	-
7011*	\$7,756,000	-	PA abatement
7331	\$5,400	\$2,700	-
7448*	-	-	-
7487*	-	-	-
7587	\$1,200,000	\$600,000	CRP Program
7696	\$160,000	\$80,000	-
7754	\$42,000	\$21,000	-
7810*	\$513,000	\$256,500	-
7875*	\$10,747,820	-	\$1,000,000 BDP credit, 10 yr PA abatement
8115*	\$20,122,660	-	-
8201*	\$4,600,000	-	\$300,000 BDP credit
8247*	\$3,960,000	-	\$435,000 BDP credit
8253*	\$299,000	\$149,500	-
8341*	-	-	-
8359*	-	-	-
8398**	-	-	Success made possible by \$55,000 Innovate Ypsi grant to Landline Creative

(Continued on next page)

Ann Arbor SPARK Metrics - Investment

Companies assisted in 2017 in Washtenaw County

Specific Projects Unique ID#	Projected New Investment	Taxable Value	Notes re: investments leveraged and source
8399**	-	-	Success made possible by \$55,000 Innovate Ypsi grant to Landline Creative
8401**	-	-	Success made possible by \$55,000 Innovate Ypsi grant to Landline Creative
8402**	-	-	Success made possible by \$55,000 Innovate Ypsi grant to Landline Creative
8414	\$150,000	\$75,000	-
8454*	\$690,000	\$345,000	-
8467	\$10,000	\$5,000	-
8497**	-	-	-
8521*	\$14,616	\$7,308	-
8545*	\$600,300	\$300,150	-
Total	\$101,116,291	\$50,558,146	

*Attraction projects, company new to the area

** Landline Creative tenant. Individual company investment is not listed, as investment is recorded via Landline Creative building investment of \$760,000. On average, each building tenant pays about \$3,000 annually for rent.
(these numbers only represent growth projects, not talent projects)

Ann Arbor SPARK Metrics - Talent

SPARK worked closely with Michigan Works! Southeast in 2017 to increase applications to the Skilled Trades Training Fund. **21 companies** in Washtenaw County were successful in their applications as a result. (



Successful applications from Washtenaw County companies increased by **91%** from 2016 to 2017.

of Washtenaw County companies who received funding in 2016: **11**

of Washtenaw County companies who received funding in 2017: **21**

Company Name	# of Jobs Supported by Training Funds	Training Funds Leveraged	Current FTE
Advanced Industries, Inc.	30	\$44,200	22
Akervall Technologies, Inc.	16	\$16,044	23
Bosal NA	37	\$50,415	135
CEI Composite Materials, LLC	28	\$42,000	50
Dusty's Collision	77	\$67,230	142
ePack, Inc.	8	\$9,985	9
Galaxy Brain and Therapy Center	16	\$21,150	14
Gestamp Washtenaw	76	\$76,000	3
Greene Manufacturing, Inc.	17	\$21,681	27
Hatch Stamping Headquarters	45	\$56,038	235
Hines Industries	12	\$17,705	43
Inmet Corp.	92	\$31,830	110
Leon Speakers, Inc.	16	\$22,880	50
Logic Solutions Inc.	6	\$8,760	50
NuStep	6	\$1,080	97
Quantum Signal LLC	8	\$9,750	35
Radiant Solutions-Ypsilanti	38	\$43,104	160
Saint Joseph Mercy Health System - Chelsea	15	\$13,350	1,082
SimuQuest, Inc.	8	\$11,163	7
Torrance Learning	11	\$15,570	10
Utilities Instrumentation Services, Inc	38	\$56,524	52
Total	600	\$636,459	2,356

(these jobs are in addition to the jobs reported on pages 7-8)

Companies visited Jan 1 - Dec 31, 2017

Growth calls are a core economic development strategy that involve proactively outreaching and engaging with the existing employer base in our region to determine where they face opportunities and challenges. Growth calls recognize that businesses are dynamic entities that involve constant change. These calls allow SPARK to:

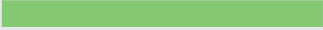
- gather information about local businesses that can be aggregated to reveal trends,
- determine valuable resources that could assist in the company's development,
- identify growth projects that require assistance, and
- serve as an ombudsman between businesses and government.

SPARK conducts hundreds of targeted growth calls each year that result in numerous referrals to resources, services and opportunities that companies are often unaware of. The most common referrals involve accessing talent, access to capital or business development/sales opportunities.

Proactive outreach helps companies address challenges before they become problems, supports their continued growth, and helps them see that this region is invested in their success.

SPARK held growth visits with 129 companies in Washtenaw County from January-December 2017.

These companies ranged from 1 to 1,100 employees and encompassed a wide range of industries including Information Technology, Life Sciences, Education, Defense, Aerospace, Automotive, and Manufacturing.



Proactive outreach helps companies address challenges before they become problems, supports their continued growth, and helps them see that this region is invested in their success.

Companies visited Jan 1 - Dec 31, 2017

Company Name	Current FTE (as of growth visit)	Taxing Municipality
248 Partners	17	City of Ann Arbor
AGC Automotive Americas R & D, Inc	30	Ypsilanti Township
Akadeum Life Sciences, Inc	4	City of Ann Arbor
Akervall Technologies, Inc.	23	City of Saline
Alma Machinery	9	Pittsfield Township
Altarum Institute	125	City of Ann Arbor
American Broach & Machine Company	43	City of Ypsilanti
Applied Dynamics International Inc.	63	City of Ann Arbor
Arbor Networks	170	City of Ann Arbor
Arbor Research Collaborative for Health	140	City of Ann Arbor
Arbormoon Software, Inc	7	City of Ann Arbor
Arotech	192	Pittsfield Township
Avomeen Analytical Services	45	Pittsfield Township
Barracuda Networks, Inc.	250	City of Ann Arbor
Bosal NA	135	Ypsilanti Township
CEI Composite Materials, LLC	50	Manchester Village
Citra Lighting	3	Ann Arbor Township
Clark-MXR, Inc	22	City of Dexter
Clinc Inc.	17	City of Ann Arbor
CoMilan	1	Milan City
Compendia Bioscience, Inc	25	City of Ann Arbor
Condat Corporation	50	City of Saline
Covaron, Inc	9	Pittsfield Township
Coyote Logistics	207	City of Ann Arbor
Criteo	80	City of Ann Arbor
Deque Labs	45	City of Ann Arbor
Dexter Research Center, Inc	52	City of Dexter
DIY Collect LLC	6	City of Ann Arbor
Domino's Pizza Inc.	812	Ann Arbor Township
Duo Security	400	City of Ann Arbor
Eberbach Labtools	17	City of Ann Arbor
Eldor Automotive North America Inc.	9	Pittsfield Township
Eleetus, LLC	5	City of Ann Arbor
Elite Defense	9	Sylvan Township

Companies visited Jan 1 - Dec 31, 2017

Company Name	Current FTE (as of growth visit)	Taxing Municipality
Essen BioScience	90	Pittsfield Township
Expedia	14	City of Ann Arbor
EXSTO US Inc.	2	Scio Township
Flatout Bread	123	City of Saline
Fluency Media	15	City of Ann Arbor
ForeSee Results, Inc.	222	City of Ann Arbor
Forever Labs, Inc	2	Scio Township
GenZe	40	City of Ann Arbor
Gestamp Washtenaw	3	City of Chelsea
Go! Ice Cream	4	City of Ypsilanti
Google AdWords	400	City of Ann Arbor
GoWorkCoWork	1	City of Ypsilanti
Greenview Data, Inc.	27	Scio Township
H3D, Inc.	20.5	City of Ann Arbor
Hatch Stamping Headquarters	235	City of Chelsea
HighScope	55	City of Ypsilanti
Hines Industries	43	Scio Township
Human Element, Inc.	31	City of Ann Arbor
Hyperion Coffee Co.	3	City of Ypsilanti
Hyundai America Technical Center	250	Superior Township
IMI Precision Engineering	144	City of Saline
in2being	7	City of Saline
IndustryStar Solutions LLC	8	City of Ann Arbor
Integrated Sensing Systems, Inc. (ISS)	32	Ypsilanti Township
Invisible Engines	2	City of Ypsilanti
IOSIX	5	Ypsilanti Township
ITHAKA	145	City of Ann Arbor
Kaiser Optical Systems, Inc.	90	Scio Township
Kalitta Air LLC	80	Ypsilanti Township
Kalitta Motorsports	70	Ypsilanti Township
Kulisha, LLC	2	City of Ann Arbor
Kyocera Unimerco Tooling Inc.	68	Pittsfield Township
Landline Creative Labs	2	City of Ypsilanti
Latitude Consulting Group, Inc.	40	City of Saline

Companies visited Jan 1 - Dec 31, 2017

Company Name	Current FTE (as of growth visit)	Taxing Municipality
Liebherr-Aerospace Saline, Inc.	180	City of Saline
LYONSCG	39	City of Ann Arbor
Magnetic	42	City of Ann Arbor
Maiz	48	City of Ypsilanti
McCreadie Group	15	Scio Township
Menlo Innovations LLC	43	City of Ann Arbor
Merit Networks	100	City of Ann Arbor
Merlin Simulation	3	City of Dexter
Methods Consultants of Ann Arbor, LLC	3	City of Ypsilanti
Michigan Research Institute	2	Pittsfield Township
Midwestern Software Solutions LLC	15	Pittsfield Township
MMI Engineered Solutions, Inc	118	City of Saline
Modelon, Inc	4	Ann Arbor Township
Motawi Tileworks, Inc.	33	Scio Township
Navitas Advanced Solutions Group	53	Pittsfield Township
New Eagle, LLC	25	Scio Township
NewFoundry	19	City of Ann Arbor
Nexient	197	Pittsfield Township
Northern United Brewing Company	50	City of Dexter
NuStep	97	Pittsfield Township
Pillar Technology Group, LLC	75	City of Ann Arbor
Pollard Banknote Ltd.	141	Ypsilanti Township
Production Services Management, Inc.	40	City of Saline
ProQuest	618	City of Ann Arbor
PsiKick	4	City of Ann Arbor
Pyramid Consulting	20	City of Ann Arbor
Quantum Signal LLC	35	City of Saline
R&B Plastics Machinery	39	City of Saline
Reconsider Michigan LLC	2	City of Ypsilanti
Rhe Tech, Inc.	100	Northfield Township
Robin Hills Farm	8	Sylvan Township
Rubicon Genomics	38	Pittsfield Township
SAAGARA LLC	17	Pittsfield Township
SBD North America	13	City of Ann Arbor

Companies visited Jan 1 - Dec 31, 2017

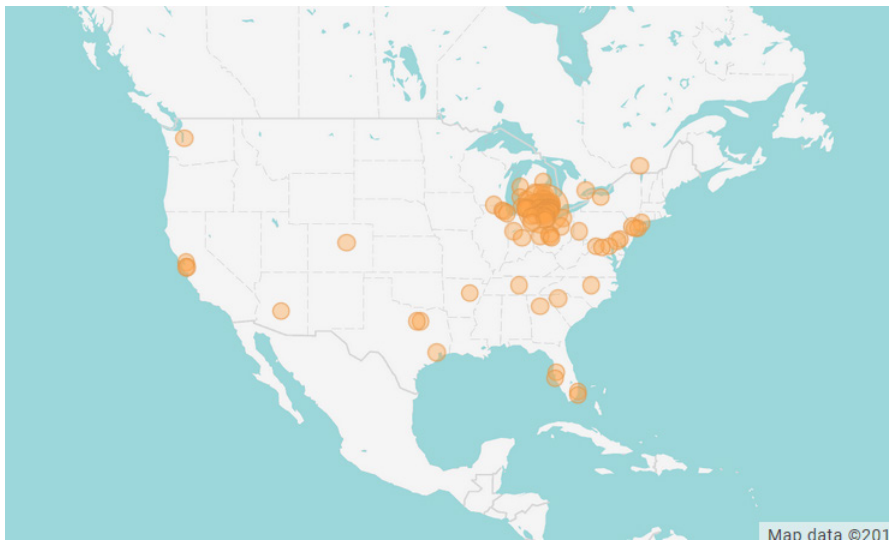
Company Name	Current FTE (as of growth visit)	Taxing Municipality
Sensei Change Associates, LLC	4.5	City of Ypsilanti
Sensitile Systems	28	Ypsilanti Township
Sequoia Applied Solutions, Inc.	7	City of Ann Arbor
SkySpecs, Inc.	13	City of Ann Arbor
Soar Technology, Inc.	52	City of Ann Arbor
Solar Tonic LLC	2.5	Pittsfield Township
Southwest Research Institute	10	City of Ann Arbor
Splitting Fares, Inc.	14	City of Ann Arbor
TD Ameritrade	118	City of Ann Arbor
Terumo Cardiovascular Group	1100	Scio Township
The Back Office Studio	2	City of Ypsilanti
Thomson Reuters	1200	Pittsfield Township
Torrent Consulting, LLC	22	City of Ann Arbor
Toyota Technical Center York Twp	1095	York Township
Unity Vibration Living Kombucha Tea LLC	5	Ypsilanti Township
Urban Ashes	8.5	City of Saline
Vayu, Inc.	15	Ypsilanti Township
Voyomotive	12	Ypsilanti Township
Wabash & Main	1	City of Milan
WACKER - Silicones R&D Center	10	Scio Township
Warmilu, LLC	5	City of Ann Arbor
White Pine Software Technologies, LLC	5	City of Ypsilanti
Windsor Mold Group-Saline	100	City of Saline
Xoran Technologies	54	Pittsfield Township
Zingerman's Family of Businesses	700	City of Ann Arbor

Total # of companies visited: 129

Total # of FTE at all visited companies: 12,326

Facilitations, advocacy initiatives, and communication efforts by SPARK to address economic development needs and concerns

- **Tech Trek 2017:** an annual community event where downtown tech companies opened their doors to the public to share their workplace, creations, opportunities, and culture in a family-friendly manner. Building on the success of Tech Trek 2015 and 2016, the scope of Tech Trek has grown significantly. Many companies and community organizations approached us to become involved in a variety of ways. The number of participating companies ballooned from 25 in 2015, to over 70 in 2017. Over 4,000 people registered for Tech Trek 2017, with approximately 2,400 ultimately attending. Much of this increase in engagement can be attributed to a strategic marketing campaign, which had a national focus. This resulted in a 230% growth in registration, with 30 states (see map below) and 8 countries represented. With the increased size and complexity of the event, new measures were taken to maintain and improve the experience of the trekkers, such as the development Tech Trek app, which was developed in collaboration with Ann Arbor software firm Arbormoon. Video for Tech Trek 2017 [here](#).



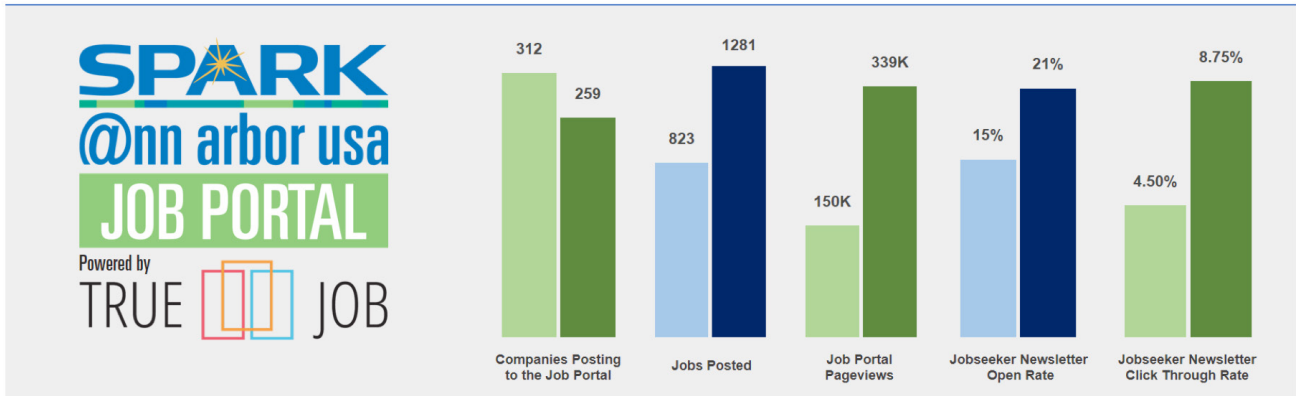
- Ann Arbor SPARK leads the **Greater Ann Arbor Region** initiative, a six county economic development effort that is focused on regional opportunities and leveraging our region's combined assets to pitch opportunities for national and international projects. These efforts include specific marketing materials and social media channels. Our efforts have resulted in the region's ability to respond to new project opportunities.

- **Tech Talk 2017:** New to this year's Tech Trek was Tech Talk. Before walking the walk, community members were invited to hear talks by leading local innovators at the Michigan Theater. Modeled after TED events, speakers each had seven minutes to talk about their innovations, what they see happening in the world of tech, and what they foresee for the future. Tech Talk attendees also had the chance to submit questions for the speakers to answer. In this inaugural year, Tech Talk had 891 attendees. Participating companies included: Arbor Networks, Backyard Brains, Barracuda Networks, Duo Security, Girl Develop It, Llamasoft, Menlo Innovations, Nutshell, Spellbound, and Universal Robots. More information on speakers and format [here](#).



- Ann Arbor SPARK held its **Annual Meeting** at the Eastern Michigan University Student Center on April 24, 2017. Richard Florida, author and urbanist, was the keynote speaker, and the focus was on the "new urban crisis;" making sure the opportunity and prosperity enjoyed by urban centers across the US can be accessed by all.
- **Benchmarking Study:** at the Annual Meeting, SPARK presented a comprehensive benchmarking study, analyzing the economic competitiveness of Ann Arbor and Washtenaw County in comparison to competitor regions around the nation. The study measured performance on eight metrics, highlighting areas where our region succeeds, and areas where we can do better. Read the full study [here](#).
- Ann Arbor SPARK organized a **legislative outreach** for our local legislators and economic development partners in the Greater Ann Arbor Region to emphasize the importance of economic development and the importance of state and location incentives that support economic development. The meeting was held at Ann Arbor SPARK Central on April 21, 2017. Representatives Adam Zemke, Yousef Rabhi, Donna Lasinski and staff from Representative Ronnie Peterson's office attended the meeting.
- **Landline Creative** held an open house on June 15, 2017 to celebrate the grand opening of the building. This new development in downtown Ypsilanti was awarded \$55,000 in Innovate Ypsi funding in 2016. As of today, the building is fully leased by a mix of more than 10 creative companies. Tenants include: Invisible Engines, Desktop Dog Creative, Pearl Street Ventures, 7 Cylinders Studio, LLC, InMotion Studios, LLC, and Chris Stranad Photography.
- Ann Arbor SPARK, in partnership with the Michigan Economic Development Corporation (MEDC) took a delegation of five Greater Ann Arbor companies to the **Michigan Technological University Design Expo** in April 2017 to engage with students and promote the Ann Arbor region as a great place to start a career. As part of the event, the Ann Arbor delegation interacted with over 100 students and several companies hired people because of the event.
- **Wacker Chemical** officially opened its Silicones R&D Center at the Mi-HQ Innovation Headquarters in Scio Township on June 13, 2017. SPARK worked with company in 2016 to help the company find wet lab space in Washtenaw County. Wacker has hired 10 chemists and has plans to grow the small R&D office to over 20 employees.

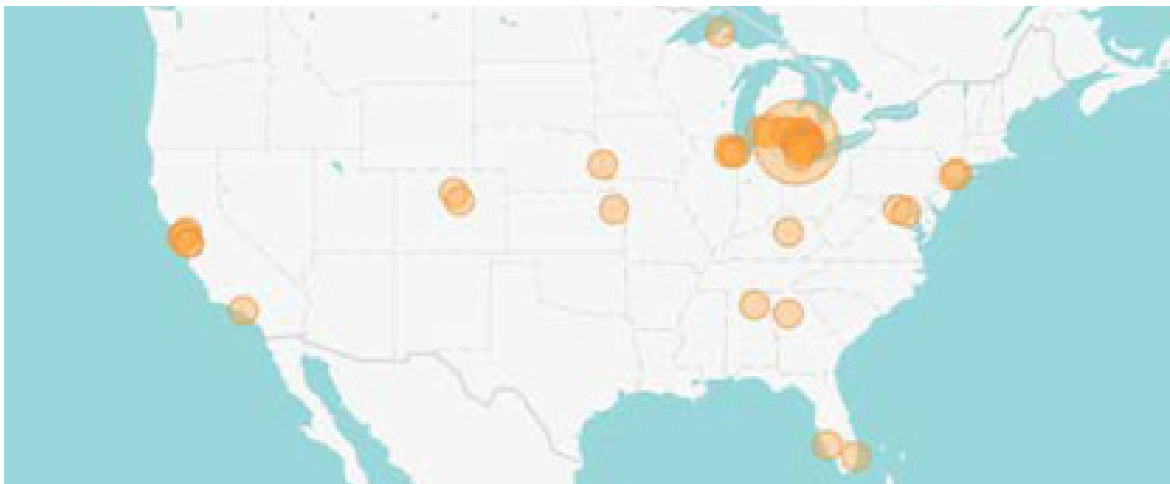
- SPARK Job Portal:** In 2017, the SPARK Job portal underwent a transformation with the help of local Ann Arbor startup TrueJob. The newly designed portal is more user-friendly for applicants, and allows employers to post jobs quickly and efficiently to reach a targeted, local pool of talent. TrueJob also allows SPARK to collect more and better data, which we look forward to sharing as the portal becomes more established. Employers can view resumes submitted by becoming a “job manager” [here](#).



comparing 2016 to 2017

- Tech Homecoming:** In November, Ann Arbor SPARK sponsored Tech Homecoming, a showcase of Ann Arbor’s tech community to people that come “back home” the night before Thanksgiving – traditionally one of the busiest bar nights of the year. Tech Homecoming offers an opportunity for out-of-towners to learn about our technology companies and see if there are chances to find new careers in Ann Arbor. In 2017 there were:
 - 15 participating companies
 - 581 people registered (134% increase in registrations year over year)
 - 266 people checked-in (129% increase in attendees year over year)
 - 140 resumes collected (21% increase in resumes captured year over year)
 - 17 states represented

Registrations reached the following states:



- **Manufacturing Day:** Ann Arbor SPARK helped organize and run Manufacturing Day for Washtenaw County. Over 100 students from five Washtenaw County area high schools participated in National Manufacturing Day. Students toured the Advanced Transportation Center at Washtenaw Community College and participated in interactive presentations from Welding and Advanced Manufacturing departments. Students then took a tour of Extang's manufacturing and research and development facility. Participating schools included Ypsilanti RCTC, Lincoln High School, Ann Arbor Pioneer High School, Ann Arbor Huron School.

 **Ann Arbor SPARK** added 84 new photos from October 6
— at  **Washtenaw Community College.**
Published by Lindsay Thomas [?] · October 6 · 

In partnership with [Washtenaw Community College](#) we were able to showcase potential careers for both skilled trades and engineering professionals to approximately 150 students from area high schools!



Connections beyond our region

The Ann Arbor Area is an internationally recognized area; the following activities undertaken by SPARK increase its visibility and presence worldwide.

- Ann Arbor SPARK represented the Ann Arbor Region at a variety of **site selection events**. The members of the Business Development team traveled to Seattle, Chicago, and New Orleans, and heard from site selectors on national and regional trends. The Ann Arbor region is viewed favorably for the most part, though the site selectors noted a general “gun-shy” attitude toward building new product in southeast Michigan. The event allowed SPARK to position Ann Arbor as an innovation hub with access to talent from the entire region; an important message that often gets lost in raw unemployment data. Participated in statewide engagements with the MEDC.
- In April 2017, Ann Arbor SPARK hosted the **North American Conference for the International Association of Science Parks and Areas of Innovation (IASP)**. The three-day conference brought representatives from the USA, Canada, China, Mexico, France, Spain, and Jamaica together in Ann Arbor to discuss global trends in science and innovation, and how economic development organizations can work to nurture innovation ecosystems.
- SPARK CEO Paul Krutko was in **Stuttgart June 20-22, 2017** presenting at the [Autonomous Vehicle Test and Development Symposium](#). His focus was on the particular capabilities and methodology that will be utilized at the American Center for Mobility in Ypsilanti. It was also an opportunity to connect with potential users, vendors, partners and businesses around this work.
- **Silicon Valley outreach** for Ann Arbor was conducted by SPARK at the Automated Vehicles Symposium in July 2017. The event allowed SPARK to connect with Silicon Valley companies working with connected vehicles and mobility technology who are considering Ann Arbor as a relocation or expansion opportunity.
- Ann Arbor SPARK presented to and hosted **international delegations** from France, The Netherlands, and Hong Kong at SPARK Central in 2017. The French and Dutch delegations were made up of companies in the connected car and mobility industries, while the Hong Kong delegation primarily consisted of young entrepreneurs. Each group received a tailored presentation on “Why Ann Arbor?” advocating the advantages of the region for international business expansion. As a result of their visit to Washtenaw County in 2016 as part of the same annual French delegation, Navya (a French mobility company) opened an assembly plant in Saline in 2017 and is currently working closely with Mcity.
- SPARK receives 10 **international business leads monthly** through OCO Global, a foreign direct investment research organization, and conducts outreach accordingly.

Press releases - 2017

Ann Arbor SPARK Honors 18 Growing Companies with 2016 and 2017 FastTrack Awards: At its annual meeting, Ann Arbor SPARK presented its annual FastTrack awards to 18 Washtenaw County-based companies that have demonstrated fast growth. Several of the 2016 and 2017 FastTrack award recipients were multiple year winners. One of this year's winners, LLamasoft, has won a FastTrack award every year since 2008. FastTrack awards are presented to companies with impressive records of growth. Recipients of 2016 FastTrack awards were required to have revenue of at least \$100,000 in 2012, with an annual growth of 20 percent for the following three years. Recipients of 2017 FastTrack awards were required to have revenue of at least \$100,000 in 2013, with an annual growth of 20 percent for the following three years.

Barracuda to expand in Ann Arbor: Barracuda intends to add 115 new jobs in downtown Ann Arbor over the next four years. Ann Arbor SPARK will support Barracuda's expansion via its Job Portal, which helps facilitate connections between the highly talented workforce and employers located in the region. Ann Arbor SPARK will also help by promoting talent mixers to assist with recruiting high quality talent through the University of Michigan, Eastern Michigan University, and other targeted groups. Barracuda's open positions will also be featured in Ann Arbor SPARK's Talent Newsletter, a bi-weekly e-newsletter sent to over 10,000 subscribers. In addition, Ann Arbor SPARK will use its integrated marketing platform to help increase awareness of Barracuda's job openings. Barracuda will be able to leverage Ann Arbor SPARK's targeted social media network to increase its visibility to job seekers across LinkedIn, Twitter, and Facebook, as well as via Ann Arbor SPARK's website.

Camel Energy Chooses Ann Arbor Region for R&D Headquarters, to Invest \$4.6 Million and Create 41 Jobs: With support from Ann Arbor SPARK, the Michigan Economic Development Corp. (MEDC), and Pittsfield Township, Camel Energy, a subsidiary of Camel Group Battery Academy Co., LTD, is establishing its research and development headquarters in the Ann Arbor region. The company will invest \$4.6 million and create 41 jobs at its new location in Pittsfield Township. Camel Energy manufactures batteries for cars, electric vehicles, agriculture, and other applications. The company has been awarded a \$300,000 Michigan Business Development Program performance-based grant by the MEDC and will also receive support in filling its new jobs from Ann Arbor SPARK.

Autonomous Vehicle Maker Navya Set to Open First U.S. Production Plant in Saline, MI: NAVYA's Michigan plant will be located in the city of Saline, Michigan with a 20,000+ sq. ft. facility. NAVYA plans to build approximately 25 of its ARMA fully autonomous shuttle vehicles at the plant before the close of 2017. NAVYA's breakthrough ARMA shuttle has become a global leader in first and last mile transportation solutions with a fleet of 45 vehicles deployed worldwide and more than 170,000 passengers transported to date. With the addition of its new plant in Saline the company will be able to boost production significantly to serve the growing North American market. Ann Arbor SPARK hosted NAVYA during its first visit to the region as part of a French Mobility delegation in 2015. Going forward, Ann Arbor SPARK will help NAVYA locate the employees it needs to continue its growth at its new manufacturing facility in Saline.

Tech Homecoming Spotlights High Tech Career Opportunities in Ann Arbor: Tech Homecoming is a chance to mingle over drinks and appetizers and find out about hundreds of jobs in Ann Arbor in tech, software, engineering, sales, and more! Participating companies include Google, FordLabs, Nokia, ProQuest, and ForeSee Results. Tech Homecoming is strategically held on Thanksgiving Eve to allow those who have relocated outside of Ann Arbor the opportunity to experience first-hand the exciting tech corridor that's developed in the region.

Press releases - 2017 - continued

Ann Arbor SPARK Hires Komal Doshi as Director of Mobility Programs: Ann Arbor SPARK recently hired Komal Doshi as its entrepreneurial services director of mobility programs. In this role, Doshi will work with existing and new startups to identify and solve challenges, engage stakeholders, and build new relationships within the mobility industry. This new position at Ann Arbor SPARK, funded by the City of Ann Arbor-Ypsilanti SmartZone (Local Development Finance Authority or LDFA), was created to assist the entrepreneurial community in its engagement with new technologies and established companies in the industry. Doshi's impressive experience includes strategizing and growth and development at the University of Michigan's Sustainable Mobility and Accessibility Research and Transportation (SMART). She also developed and managed a range of global partnerships and collaborated with multi-sector stakeholders.

Eastern Washtenaw County press releases - 2017

Ann Arbor Ypsilanti SmartZone Awarded 15 Year Funding Extension by State of Michigan: The Michigan Department of Treasury recently awarded a 15-year funding extension to the Ann Arbor Ypsilanti SmartZone, which is managed by the Local Development Financing Authority (LDFA), a volunteer board approved by the Ann Arbor and Ypsilanti City Councils. The funding and services are designated to support entrepreneurial activity in Ann Arbor and Ypsilanti. The Ann Arbor Ypsilanti SmartZone was one of only three SmartZones in Michigan whose funding was renewed for a 15-year period.

American Center for Mobility Issues Request for Partnership to Develop HQ, Labs: The American Center for Mobility (ACM) has issued a Request for Partnership (RFP) for the development of its technology park which will include a headquarters and labs for the organization. The selected development partner will conceptualize and develop a world class tech park adjacent to the connected and automated vehicle proving grounds built on more than 500 acres at Willow Run. The partner will also manage the construction of the tech-park facilities. Ann Arbor SPARK, a founding partner of ACM, is managing the RFP process.

White Pine Technology Awarded Innovate Ypsi Grant to Add IT Infrastructure, Fiber to Historic Building: White Pine Software Technologies was recently awarded a \$10,000 Innovate Ypsi grant to add information technology infrastructure and fiber internet access to its new office space in downtown Ypsilanti. The company recently relocated to the space from Ann Arbor SPARK's East business incubator, where it had been located since it was founded in 2014. White Pine Software Technology offers data management and analysis expertise to the science, engineering, and computer science industries.

Eastern Washtenaw County press releases - 2017 - continued

American Center for Mobility designated by US Department of Transportation as national automated vehicle proving ground: The United States Department of Transportation has designated the American Center for Mobility at Willow Run as one of the first national proving grounds in the country. The solicitation of proposals for the designation of the Automated Vehicle Proving Grounds Pilot program was announced in November 2016 by the USDOT and 10 facilities were selected. More than 60 organizations applied to receive the designation. Located on 530-plus acres at the famous and innovative Willow Run site, the Center will be a purpose-built facility designed for testing, education and product development, to enable safe validation and self-certification of CAV technology, and to accelerate the development of voluntary standards, leveraging Michigan's unmatched mobility expertise. The American Center for Mobility is a joint initiative with the State of Michigan founded in partnership with the Michigan Department of Transportation, the Michigan Economic Development Corp., the University of Michigan, Business Leaders for Michigan, and Ann Arbor SPARK.

Ann Arbor SPARK Supports Landline Creative Labs' Development of Historic Ypsi Site: With support from the Innovate Ypsi program from Ann Arbor SPARK, funded by Washtenaw County, Landline Creative Labs is redeveloping the former Michigan Bell Telephone building in downtown Ypsilanti. The space will become a mixed-use development, featuring high-quality office space for creative professionals as well as a restaurant. Landline Creative Labs, co-founded by Mark Maynard and Jesse Kranyak, will invest more than \$650,000 in the development of the space. Ann Arbor SPARK is providing support to the project with a \$55,000 Innovate Ypsi performance-based grant, and helped the company secure a tax incentive from the City of Ypsilanti.

MDA Information Systems LLC Announces Staff Expansion in Ann Arbor: MDA Information Systems LLC (MDA), a major provider of geospatial information products, is expanding its geospatial information systems (GIS) staffing at its location outside of Ann Arbor, Michigan. MDA has recently hired 50 employees for work on a variety of geospatial projects using state-of-the-art satellite image interpretation and processing and GIS technology to produce land cover and land cover change products. Brandon Wysowski, the MDA project manager who recently relocated to the Ann Arbor office, commented, "By basing this project out of our Ann Arbor office, we were able to tap into the excellent talent this area has to offer. In addition, our new team members are very excited to find a job in the geospatial sciences right here in Michigan. We've even have a few employees who came back home to the Ann Arbor area from out of state to join our team. The excitement of the new team is palpable."

Ann Arbor Ypsilanti SmartZone Awarded 15 Year Funding Extension by State of Michigan: The Michigan Department of Treasury recently awarded a 15-year funding extension to the Ann Arbor Ypsilanti SmartZone. The funding received by the SmartZone from the State are designated to create and promote the development and attraction of high-technology activities to the SmartZone areas of Ann Arbor and Ypsilanti. The Ann Arbor Ypsilanti SmartZone was one of only three SmartZones in Michigan whose funding was renewed for a 15-year period. The Ann Arbor Ypsilanti SmartZone activities include activities permitted by the legislation such as providing startups with business acceleration and incubator services, creating networking opportunities, and leading talent attraction and retention efforts. The SmartZone in the City of Ypsilanti was identified as part of the 15-year extension.

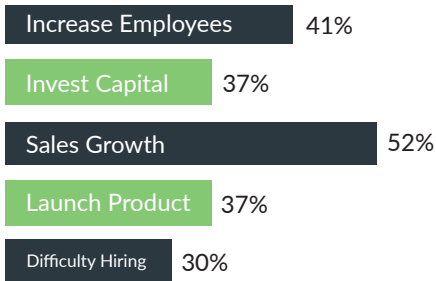
Eastern Washtenaw County 2017 Highlights

2017 Project Successes

9

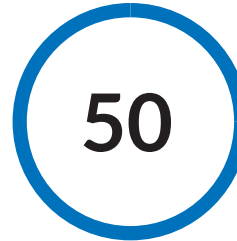
7 Cylinders Studio, LLC, Bosal NA, Chris Stranad Photography, Desktop Dog Training & Development, InMotion Studios, LLC, Invisible Engines, Radiant Solutions-Ypsilanti (2 projects), The Back Office Studio

In the next year, companies in 48197/48198 plan to...



Companies in Ypsilanti and Ypsilanti Township are planning on growing in 2018 and beyond, projecting increases in headcount and sales specifically, and express less difficulty hiring than the wider County.

Projected New Jobs - 2017 Projects



Retained Jobs - 2017 Projects



Growth Calls

25



of Full Time Staff at these companies:

887

Innovate Ypsi Grant Awards 2017

\$135,000

Back Office Studio: \$60,000 grant for \$1.2 million project

Restaurant Depot: \$75,000 grant for \$10 million investment

(Note: Restaurant Depot plans to start construction in March 2018 and investment has not been recorded yet)

ROI: $\frac{\$83}{\$1}$
 Private Investment / County Investment

SPARK East Update

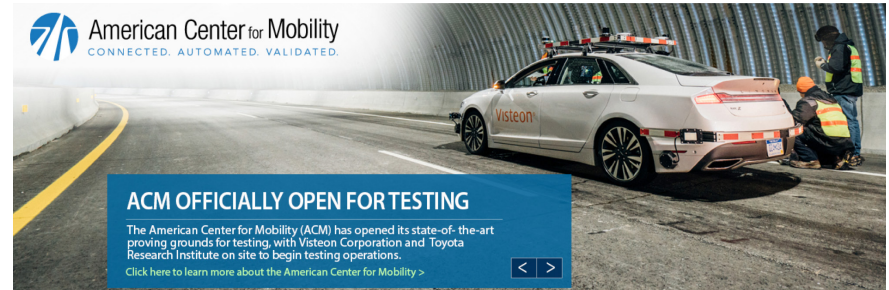
- added 35% more space for tenants
- new paint inside and outside
- 15-year funding extension
- 7 tenants and counting



Eastern Washtenaw County - continued

Continued Investment into SPARK East.

The Ann Arbor Ypsilanti SmartZone was one of only three SmartZones in Michigan to receive a 15-year funding extension from the State of Michigan. This means that SPARK East will be able to continue to provide services to Ypsilanti for entrepreneurs and early stage companies.



Clockwise from top left

Landline Creative held its open house in 2017, and currently houses 10 tenants. Ann Arbor SPARK is providing support to the project with a \$55,000 Innovate Ypsi performance-based grant, and helped the company secure a tax incentive from the City of Ypsilanti.

MDA Information Systems (now Radiant Solutions), located in Washtenaw Business Park added 50 new employees and received training funds for 38 employees. SPARK and Ypsilanti Township work to retain MDA (now Radiant Solutions) as lease is up in 2018.

SPARK worked closely with WCC on Manufacturing Day, bringing students from Ypsilanti RCTC to tour Extang (Truck Hero).

Phase 1 of construction on The American Center for Mobility was complete in December 2017, and both Ford and Visteon immediately began testing on the site located in Ypsilanti Township. In 2017 Ford, Visteon, Hyundai, and Toyota all became Founder-level sponsors with multi-million dollar commitments.

Ann Arbor SPARK held Growth Calls with 25 companies in 2017:

AGC Automotive Americas R & D, Inc, American Broach & Machine Company, Bosal NA, Go! Ice Cream, GoWorkCoWork, HighScope, Hyperion Coffee Co., Integrated Sensing Systems, Inc. (ISS), Invisible Engines, IOSIX, Kalitta Air LLC, Kalitta Motorsports, Landline Creative Labs, Maiz, Methods Consultants of Ann Arbor, LLC, Pollard Banknote Ltd., Radiant Solutions-Ypsilanti, Reconsider Michigan LLC, Sensei Change Associates, LLC, Sensitile Systems, Solar Tonic LLC, The Back Office Studio, Unity Vibration Living Kombucha Tea LLC, Vayu, Inc., Voyomotive, White Pine Software Technologies, LLC

Innovate Ypsi Overview - 2017

The Innovate Ypsi incentive program is designed to provide grants, loans and other economic assistance to businesses that create jobs and investment in the 48197/48198 zip codes. Projects are reviewed on a case-by-case basis by a review committee, with consideration given to the type of project, number of new employees, capital investment, financial support and impact on the community. Options are available for all types of companies but some incentives are only available to certain industries.

Eligibility

Incentives, in the form of performance-based grants, are available to eligible businesses that create qualified jobs and make new investment in Eastern Washtenaw County. Preference may be given to businesses in need of additional assistance for deal-closing and company gap financing.

The use of funds is flexible. Funds can be used for a variety of expenses. For example:

- Marketing and business development assistance
- Product development and scaling manufacturing
- Talent relocation and recruitment assistance
- Direct lease assistance
- Rehabilitation grants
- Purchase and leaseback of machinery and equipment
- Payroll/Salaries
- Real Estate

Key Timeline Activities:

2017

- In February, Whitepine Software Technology moves into historic buildings in Downtown Ypsi with help from Innovate Ypsi grant.
- Landline Creative held its grand opening on June 16, 2017. The project totals over \$760,000 in investment and provide office space for 20 creative employees. New tenants in the space include: Invisible Engines, Desktop Dog Creative, Pearl Street Ventures, 7 Cylinders Studio, LLC, InMotion Studios, LLC, Chris Stranad Photography, and On the Ground Ypsi.
- In June 2017, Innovate Ypsi approves grant of \$75,000 to Restaurant Depot. To be eligible for the performance based grant, all work outlined in the proposal must be completed by June 30, 2018. Company is making over \$10 million in investment in a new facility in Washtenaw County Business Park in Ypsilanti Township and hiring 50 new jobs. Restaurant Depot provides restaurant equipment and supplies to restaurants.
- In October 2017, Restaurant Depot closes on property with anticipation of starting construction in spring 2018.

Innovate Ypsi Overview - 2017 - continued

- In November 2017, The Back Office Studio is granted \$60,000 Innovate Ypsi grant for project. The Back Office Studio has been working with SPARK since 2015 on this project. Project has evolved over the past two years to include more private offices in the 9,000 sq. ft. co-working space to meet demand and office needs in Ypsilanti. Ultimate project cost is \$1.2 million.

2016

- In May 2016, Innovate Ypsi provides first grant of \$56,000 to Landline Creative. This project included the redevelopment of the former Michigan Bell Telephone building, which has been largely vacant since a fire in 2014.
- In July 2016, Vayu is granted \$10,000 for marketing support to help hire talent. Vayu, Inc, an Ypsilanti based technology company, develops fully autonomous, long-range unmanned aerial vehicles (UAVs). Vayu's UAVs are designed specifically around last-mile delivery of critical healthcare supplies in developing countries, where aid is often impeded by poor infrastructure. Vayu used grant to develop a video to help the company recruit talent and gain additional funding from investors. Company grew from 5 to 12 employees in the last year and is looking to add 5 employees at their Willow Run location.
- Vayu is a start-up in the Unmanned Aerial Vehicle (UAV) space and is headquartered in Ypsilanti at Willow Run Airport. They chose the Willow Run location as they needed high ceilings for testing. Vayu has raised \$1.6 million from Angel investors and Drone VC. Vayu worked with Ypsilanti based video company Little Hill to develop the video.
- In October 2016, SPARK provides \$10,000 grant to White Pines Software Technologies. White Pines Software Technologies was formed in November 2014 and was a tenant of SPARK East. The company moved to new building on 300 N. Huron Street in May 2017 with help from Innovate Ypsi grant. In the past year, the company has grown from 1 full time employee to 5 full-time employees and 2 part-time employees. They grant was used to install new networking wiring and infrastructure to new space. Company is upgrading an historic Ypsilanti landmark which will also benefit other tenants in the building and provide more quality office space in Downtown Ypsilanti.

2015

- On November 6, 2015, SPARK, in partnership with Innovate Ypsi program committee hosts tour of vacant properties for rent in Downtown Ypsilanti and announces Innovate Ypsi incentive program. Eight properties available for lease are part of the tour.

The American Center for Mobility

Willow Run's Connected and Automated Vehicle Center Overview

In December 2017 construction of Phase 1 was completed, and ACM opened its proving grounds for testing. Also in 2017 AT&T, Toyota, Ford, Hyundai, and Visteon all became Founder-level sponsors with multi-million dollar contributions.

The first phase of the project - the construction of the high speed loop - was complete by the end of 2017. Both Visteon and Toyota immediately began testing at the site in December. The opening builds on years of involvement by Ann Arbor SPARK, Ypsilanti Township, elected officials, the University of Michigan, the State of Michigan, Washtenaw County, and numerous other partners to bring this project to the site.

SPARK is deeply involved in the ongoing work of the American Center for Mobility, helping to manage all aspects of the process, including:

- CEO Paul Krutko serves on the Board and as Treasurer of ACM;
- Providing back of the house support to ACM staff (human resources and finance management);
- Supervising the development of a technology park at ACM;
- Development of funding solicitation proposals;
- Business development (lead generation and relationship management for both users and tenants of the site);
- Managing the entirety of the Request for Partnership process (to find a partner to develop the tech park and headquarters facilities).

SPARK also creates and maintains marketing material for the site, including:

- [The American Center for Mobility - Driving the Future of Transportation](#)
- [Michigan's mobility research cluster](#)
- [Mobility companies in the region](#)
- [Mobility assets near the American Center for Mobility](#)
A map of resources and local companies
- [In the news](#)
Recent news about ACM
- [Search available properties nearby](#)

Below are some of the activities and efforts related to this project, which began in 2013. Note that this project is a key strategic project for the organization and this list cannot capture all of the activity and work that has been conducted over the past several months.

Key Timeline Activities:

2017

- In December 2017, construction on Phase 1 of the project (the high speed loop) was completed, and American Center for Mobility opened its proving grounds for testing, with Visteon Corporation and Toyota Research Institute on site to begin testing operations.
- In September 2017, the American Center for Mobility and Ann Arbor SPARK released a Request for Partnership (RFP) for the development of its technology park which will include a headquarters and labs for the organization. The selected development partner will conceptualize and develop a world class tech park adjacent to the connected and automated vehicle proving grounds built on more than 500 acres at Willow Run. The partner will also manage the construction of the tech-park facilities. The 25 acre location for the 45,000 sq. ft. headquarters has already been selected based on its proximity to the ACM proving grounds. In addition to the headquarters, the project includes design and construction of a 13,500 sq. ft. lab that will be adjacent to the headquarters and the proving grounds. Ann Arbor SPARK is managing the RFP process.
- Throughout Q3 and Q4 of 2017, Toyota, Ford, Hyundai, and Visteon all announced their intent to support the American Center for Mobility (ACM) as Founder-level sponsors with a \$5 million contribution each.
- In April 2017, the Michigan Strategic Fund (MSF) pledged an additional \$15 million to see the autonomous and connected vehicle research facility in Washtenaw County reach the next stage in development. This brought total funding from the MSF to \$32 million.
- In Q1 2017, construction officially began at the American Center for Mobility at Willow Run in Ypsilanti Township. Phase 1 of the project - the high speed loop - should be complete by the end of 2017.
- ACM competed with dozens of sites around the U.S. to receive federal designation, announced in January of 2017: **"American Center for Mobility designated by US Department of Transportation as national automated vehicle proving ground"**. The solicitation of proposals for the designation of the Automated Vehicle Proving Grounds Pilot program was announced in late November by the USDOT and 10 facilities were selected. More than 60 organizations applied to receive the designation.

2016

- In the winter of 2016, the American Center for Mobility reached an agreement with AT&T as an exclusive cellular network provider until 2020 - teaming up with the Center, car companies and tech start-ups to test automated and connected vehicles. AT&T will also provide network service to allow the cars to talk to infrastructure, pedestrians and also to another car. The current partnership will now essentially provide the center with a lot more data.

- On November 21, 2016 Gov. Rick Snyder joined state officials and automotive technology leaders to celebrate the official groundbreaking of the American Center for Mobility at Willow Run in Ypsilanti Township. Earlier in November, Willow Run Arsenal of Democracy (WRAD) Landholdings Limited Partnership completed the purchase of the property from RACER Properties LLC, which paved the way for construction of the new facility. The property at Willow Run was acquired from Revitalizing Auto Communities Environmental Response (RACER) Trust following a \$1.2 million purchase agreement that was reached in July with WRAD, which will then lease the property to the American Center for Mobility.
- On July 26, 2016 the Michigan Strategic Fund approved a \$17 million investment for the finalization of the acquisition of land at Willow Run, operations, and to facilitate the design and construction of phase one of a state-of-the-art global center for research, development and testing for automated vehicles.
- In January 2016, Governor Snyder announced the State's intention to develop the site in his State of the State address. The American Center for Mobility was officially launched in January of 2016, ACM is a joint initiative among the State of Michigan – including the Michigan Department of Transportation and MEDC, the University of Michigan, Business Leaders for Michigan and Ann Arbor SPARK. The board of directors includes representatives from the university, BLM, and SPARK, which initiated the project and will play a key role in economic development tied to the center. Automotive industry and community advisory boards will also be established. CEO Paul Krutko serves as Treasurer of ACM and Ann Arbor SPARK provides back of the house administrative and managerial support to ACM.

2015

- Work began to organize a non-profit entity that would operate the American Center for Mobility, as well as begin the due diligence process for development of the site, owned by RACER Trust. In addition, outreach to industry partners continued.
- Continued outreach to stakeholders in Washington, DC and at the state level, as well as further development of the site plan and operating model.
- A working group was designated to continue work on the study, including the Center for Automotive Research, the Detroit Regional Chamber, Business Leaders for Michigan, MEDC, MDOT, Walbridge, the University of Michigan. The working group met several times over the course of 2015 to provide direction, develop materials and work on next steps for the site
- Ann Arbor SPARK and Walbridge were awarded a grant from the U.S. Economic Development Administration to conduct a feasibility study for the former manufacturing site to serve as a national center for connected and automated vehicle (CAV) research, testing, product development, validation and certification facility.

- SPARK staff began a series of meetings with key officials at the federal and legislative levels, briefing them on the importance of the project to the region, and to the state. Meetings included: Regular calls and meetings with the Michigan Congressional Delegation, including Representative Dingell, Senator Peters, and Senator Stabenow, as well as other members of the Michigan delegation. Briefings in Washington, DC with officials from the Department of Energy, Department of Transportation, Department of Commerce and the White House. Briefings with the Michigan Economic Development Corporation, Michigan Department of Transportation, University of Michigan, Ypsilanti Township and other community partners.
- TASS International completed “The Willow-Run Automated and Connected Car Test Site: A Technical and Business Assessment,” which outlined the site plan and key elements of Willow Run as a test center.

2013

- In 2013, Ann Arbor SPARK released “Ahead by a Century: The Future of Automotive Technology” outlining how the Willow Run site could be utilized as a connected and automated vehicle testing center.



<http://www.acmwillowrun.org/>

Work continues on the project, which involves continued engagement with numerous stakeholders, including the federal government, industry and other partners.



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Ann Arbor SPARK will advance the economy of the Ann Arbor region by establishing the area 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.