

Ann Arbor Region Success Strategy

Focusing the region's leadership and resources to succeed in the new economy



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Table of Contents

Section 1: Introduction and Purpose.....	1
Section 2: Community Assessment and Findings.....	3
Section 3: Regional Vision, Strategies and Actions.....	5
Section 4: Leadership, Action and Accountability	16

Appendices

- A. Work Group Reports (Community Assessment)
- B. Labor Assessment
- C. Young Professionals Focus Group Results
- D. University of Michigan Dean Interviews
- E. Descriptive Table of Innovation Companies and Jobs

Section 1: Introduction and Purpose

The place where world-changing innovation happens. . .

This is our vision for the Ann Arbor region in the coming years. After months of research and strategic planning, more than seventy leaders from all sectors of the community have embraced this vision to guide us into an exciting future.

It's a bold vision. And that's just why it's right for our region. If we are going to sustain future economic growth, we must compete successfully in the knowledge economy. To do this, we need a vision and a coordinated strategy that will make the most of our expertise and resources.

We already have so much to build on—vibrant urban centers, world-class educational resources, extensive open spaces, access to some of the finest arts and culture anywhere, an international airport, a solid reputation as a high-quality place to live, work, and retire. We have an emerging talent pool of entrepreneurs and knowledge workers that can grow innovative ideas into world-changing companies.

We also have challenges. While we have been insulated from economic downturns in the past, we can no longer be complacent about our future. Our unemployment rates exceeded the national average for the first time in recent history. Deflated tax revenues stress our capacity to be a strong and caring community. We will reverse these trends and find renewed success if we can focus our leadership and fiscal resources on this shared vision.

You are encouraged to join us. We are working on three strategies simultaneously:

- Develop, retain and attract the best and brightest minds
- Convert innovative ideas into action
- Work together across government, business, not-for-profits and education sectors to achieve success.

These are long-term strategies that will probably take ten years or more to accomplish. But we already have leadership teams in place that are moving forward on critical actions needed to reach our vision.

The following pages summarize the community assessment that led to our vision and strategies, details the most critical actions we need to take, and discusses the leadership, implementation, and accountability required for success.

Section 2: Community Assessment and Findings represents the first step in developing a vision for the region, gaining a common understanding of what it takes to be successful. Leaders and experts from economic development, talent development, arts and culture, open space and recreation, transportation, land use and housing, human services evaluated the community's existing plans and goals, researched other successful communities to identify what they have done to promote sustained economic growth, assessed our economic and quality of place assets and held in-depth discussions about what our future can look like and how we can achieve a success.

Section 3: Regional Vision, Strategies and Actions lays out a realistic long term vision based on the group's analysis and findings, along with key strategies and actions needed to achieve that vision. The vision is based on our current asset and the ability to develop other assets needed to distinguish our region and increase our competitive position.

Section 4: Leadership, Action and Accountability outlines how sustained leadership will enlist community resources in implementing the recommended actions. Project champions (from the private, public and not-for-profit sectors); implementation teams of community leaders and experts; a designated project manager; clear outcomes, measures and timeframes for implementation are key components of the action strategy. The success leaders will also report progress on actions to the public on a regular basis to keep the vision and strategies in the forefront of our individual agendas and enlist resources in areas where progress is needed.

While this strategy was developed with a broad cross section of community leaders, there is a need to validate the results and enlist other leaders in implementing the recommended actions. Therefore, the Leadership Group will present this strategy to a wide range of organizations, governments, individuals and businesses to solicit their response and their leadership and funding resources.

We look forward to discussing the Success Strategy with you and hope to enlist your leadership in a sustained effort to achieve our vision for the future.



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Commissioner
Washtenaw County
Board of Commissioners



Rich Sheridan
President & CEO
Menlo Innovations



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Section 2: Community Assessment and Findings

The community leaders and experts evaluated over 65 existing plans to identify the most important long term goals of the region as a baseline for the vision. They researched over 50 other successful communities (communities with sustained economic growth and unique quality of place assets) to see what they have done to be successful. This research was followed by in depth discussion about our current and future state (see Appendix A for a summary of this research). Based on this research and discussion; the following key findings were identified and form the framework for the long term vision of success.

Sustained economic growth is a driving force behind creating jobs for residents, decreasing the social impacts of a poor economy, increasing growth in all sectors (including innovation, service and retail) and providing the tax base needed for public service and for increased quality of place assets. Based on our research of other successful communities and our own success assets, the Ann Arbor Region has the best ability in the state to have sustained economic growth and become a center of entrepreneurship and innovation. We have a small but growing talent base of successful entrepreneurs and business consultants needed to accelerate growth of innovation based startup companies. We have major research universities to help bring innovative ideas to production and turn out the talent needed for innovation jobs and companies. We have an international airport that connects the world to our innovations.

Quality of place is just as important in attracting companies and talent as having good economic development programs. Technological advances have made it possible for companies and workers to be located anywhere in the world. What often is a tipping point for companies looking to locate or expand in a region is its ability to attract and retain talent and quality of place assets. We have a good quality of place to start with including world-class arts and culture, excellent natural resources and outdoor recreation experiences and cultural diversity. We can access the arts, culture, sports and night scene of a major metro area. However, other communities have stronger assets in some areas and our current assets need to be fully developed and new assets cultivated to have sustained economic growth. A key in retaining and attracting talent is vibrant urban centers with higher housing densities, transit options and walkable neighborhoods.

Sustained economic growth is a driving force behind jobs for residents and decreasing the social impacts of a poor economy.

We have the best ability in the state to have sustained economic growth and become a center of entrepreneurship and innovation.

Quality of place is just as important as having good economic development programs.

We have a good quality of place to start with however; our current assets need to be fully developed and new assets cultivated to have sustained economic growth.

Knowledge-based industries show the most promise for future growth. Industries requiring above average education reported a 0.9% increase in job formation while below average education industries were down 2.6% from 2001-2007. Even in a troubled economic environment, education has a significant payoff. The long term forecast shows job growth in the knowledge economy to be about twice as fast as job growth in sectors requiring less education. The region should strive to become even more successful in educating and retaining highly skilled workers in order to flourish in our transitional economy.

Over the past few years, the ability of government to fund even basic public services such as public safety and transit has been stressed. While we have made strides in some local open space millages, the residents have consistently declined to tax themselves more for basic services, especially as the economy continues to suffer. The region must find ways of providing these basic services at a reduced cost so scarce resources can be redeployed to enhance other important quality of place assets.

Success cannot rely solely on government and not-for-profits; the business community must be fully engaged. In our community, quality of place assets such as transportation, arts and culture, education attainment and open space have been largely left up to the public and not for profit sector to address. In many other successful communities, large local companies have provided leadership and funding for these endeavors. Lacking these “founding fathers”, the region needs to cobble one together from existing companies (both large and small).

From a regional perspective, the Detroit metro area provides major assets but has a poor national perception. Closer to home perceptions about Ypsilanti and the east side of the county need to change. The City of Ypsilanti’s business and living space is just as important to our economic success as is the continued infill in Ann Arbor. Additionally, perceptions about the emphasis on enhancing the quality of place in the urban core is not a situation where some cities and townships win and some lose. The vibrancy of the urban core leads to sustained economic growth in the entire region and anything we can do to bolster Ypsilanti’s and south east Michigan’s perception will help our economic success.

A major force affecting the economy is educational attainment.

The region should strive to become even more successful in educating and retaining highly skilled workers.

Economic success will require structural change in the way government does business.

Our region needs to find ways to engage existing businesses and new companies in providing leadership and resources for success.

Perceptions about our region, externally and internally need to change.

The vibrancy of our urban centers and southeast Michigan leads to sustained economic growth in the entire region.

Section 3: Regional Vision, Strategies and Actions

The Community Success Leaders have identified a focus on growing innovation jobs as the one strategy that can best achieve sustained economic growth and meet other important community needs. Innovation companies are those companies that rely on research and development leading to inventions, patents, and the production of new products and services. The innovation sector is a fast growing sector and the Ann Arbor Region has a realistic opportunity to become a center of entrepreneurship and innovation.

Significant public benefits would be realized from a concerted effort to grow innovation companies:

- Increased job opportunities and standard of living for residents and graduates
- Increased demand for local company products and services
- Increased tax revenues and local funding for arts, culture and social needs
- Increased local wealth as products and services are sold throughout the world

Based on our ability to grow innovation jobs and the benefits received, the Community Success Leaders group proposes the following vision and strategies to reach that vision:

The Ann Arbor Region is the place where world changing innovation happens!

To achieve this vision for the Region, we need three critical components in place: we have to develop, attract and retain the best and brightest minds; we have to execute on innovative ideas; and we have to work together to achieve success.



Strategy 1	Strategy 2	Strategy 3
Develop, retain and attract the best and brightest minds	Convert innovative ideas into action	Work together across government, business, not-for-profit and education sectors to achieve success
In today's economy, those regions that have a good supply of skilled talent have the best success record. Preparing our residents for jobs of the future and retaining and attracting talent by having vibrant urban centers, excellent quality of place and being a welcoming community will be the keys to our success.	In today's economy, most growth will be in new and expanding companies that take ideas to production. Critical success assets include support of research communities, expansion of early stage capital, access to entrepreneurial and management talent, networks of talent and capital and physical and professional resources to attract, expand and create new businesses.	With current fiscal constraints, there is a need to redeploy scarce resources to enhance our quality of place. Efficiencies in government and education, enlisting private sector and next generation leadership, and supporting regional economic initiatives are critical to success.

Strategies to achieve these components in our region along with most important actions to take are presented below. For each strategy, the group identified actions where we can achieve near term results and actions that take longer to achieve but that can address critical gaps in economic and quality of place assets. The recommended actions fall into two categories:

1. **Actions already underway** by various community groups that can be integrated into this Success Strategy by helping to find leadership and project management resources and reporting progress on these actions along with progress on new actions.
2. **New actions** that must be worked on immediately. For these actions, we will need to identify champions, implementation teams, project management resources, and metrics.

There are many more actions the region can take to help us succeed. Once these most critical actions have been accomplished, we can then continue to work on the other important actions.

Strategy 1: Develop, Retain and Attract the Best and Brightest Minds

Developing the best and brightest minds

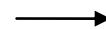
Actions Needed

High quality education systems (from early childhood through post-secondary) are needed to develop skilled workers and attract companies and talent thinking of moving to our region. Companies thinking of expanding or relocating to our region need to know that their children can get the best education possible whether they live in our villages or urban core. This is one of the key factors that site selectors assess when recommending sites for expansion and relocation. High school graduation rates are good in most areas of the county but we need to consistently achieve high attainment levels in all school districts.



Improved performance in all K-12 schools

Early childhood education has been found to a key factor in graduation rates and post-secondary enrollment. Success by Six is a recent initiative by the Washtenaw Intermediate School District, Ann Arbor Area Community Foundation, the United Way of Washtenaw County, and Washtenaw County Government to ensure that every child in Washtenaw County enters school ready to succeed.



School readiness for all children

Innovative education programs such as Early College where students can earn college credits during their last two years of high school can increase attainment and skill development of our youth and provide skilled workers in key growth areas. High school students currently have the opportunity to attend Eastern Michigan University in health careers (one area where there is a shortage of trained workers). Other high potential occupations include information technology, advanced manufacturing, energy development, and green jobs. With the first two years of college at no cost, a key to the success of these programs is the ability of students to pay for their 2nd two years of college.



Early college program expansion and scholarships

Internships and mentorship programs provide personalized skill development. Typically used within an organization, this technique has great potential to be a regional program where professionals match up with our high school students, residents in early career stages and even higher level talent needing CEO experience. Internship programs can address this issue but companies, especially small companies, often do not have the internal resources to connect to, train and administer the paperwork for interns. In addition, connecting qualified talent (unemployed, underemployed and graduating students) with knowledge-based opportunities is especially important to companies in the start up or expansion phase.

Connect employers to trained individuals through internship and mentorship programs

A creative education is a skill set that many companies are seeking in today's entrepreneurial environment. Arts, dance, music and drama education in our schools (targeted at new economy jobs) can prepare our residents for jobs and provide additional labor pool for new and expanding companies.

Creative education curriculum in all schools

Attracting and Retaining talent

A great transit system was identified by every work group as a key to success. This is one of those success components that "moves the needle the farthest" as it ensures that residents and workers can get to jobs, lifeline and leisure activities. It also permits businesses to locate throughout the county knowing that employees can get to work. Data indicates that the 20 and 30 year olds we want to retain and attract even expect public transit in the places they choose to live. In addition, non-motorized options are vital, including but not limited to bicycle paths, with secure lockers and other facilities and safe, pedestrian friendly paths and walkways.

Expand the region's transit system including bus and commuter rail

Better public transit within the county is being looked at by the Ann Arbor Transportation Authority through expanding its scope of service and service area and considering additional sources of funding from local, state, and federal resources and public/private options. The first step is to provide the best possible service with existing busses and look for economies of scale with other bus systems at U of M and EMU. Eventually, we must develop fixed rail routes because studies indicate that fixed rail investments encourage developers to invest in more mixed use buildings, so that a corridor (such as Washtenaw Avenue between Ypsilanti and Ann Arbor) can have developments that are denser and more diversified.

Increase state transportation funding legislation

Regional transit is necessary to connect with commuter rail to Detroit and Metro Airport, north and south (initially Howell to Ann Arbor, but ultimately from Traverse City to Toledo and beyond), and to our west Michigan neighbors and Chicago.

Rail connection to Detroit and other metro areas

High quality and affordable housing choices for workers at all levels: We have a variety of housing available in the region. Residents that have adequate incomes can choose from country estates, village and city neighborhoods, downtown condos and suburban subdivisions. We have community programs and initiatives to address homeless and very low income residents such as the Blueprint to End Homelessness and public/private partnership to provide 500 low income units in the county. However, residents that are just starting their career, interning, or providing supporting services have more limited choices. Ann Arbor is filling up and there is limited space for new housing. Additionally new housing is too expensive for younger professionals. A key in retaining and attracting talent is vibrant urban centers with higher housing densities, transit options and walkable neighborhoods.

Infill residential development in the urban core is needed. Infill development also helps realize other important assets including transit operating revenues; adds to the vibrancy of the urban core (more people more demand for nightlife); generates private developer investment and adds to the tax base; and helps to preserve agricultural lands and open space. Infill development and redevelopment of sites along Washtenaw Avenue and in Ypsilanti provides housing close to jobs and will help retain and attract entry level talent and service sector workers needed for an expanding economy.

→ *Infill development in the urban center with higher density housing, transit options and walkable neighborhoods.*

World class arts, culture, entertainment, sports, open space, recreation and nightlife: The Ann Arbor Area is already considered one of the best places in the world to enjoy arts, culture and outdoor recreation in all four seasons. Research of other successful communities shows that marketing our assets can improve our ability to attract companies and talent to our region and many communities have recognizable creative titles (e.g., weird music capital of the world, Austin City Limits Festival etc.). We have several entities marketing the region. These should be coordinated to achieve maximum results.

→ *Coordinate current and future marketing efforts to best promote what we have*

Showcase open space and recreation (both highly visible and accessible) within and surrounding the urban core is a key asset of successful communities. They have a strong link between open space and cultural activities (e.g., Austin) and that winters are not a deterrent to attracting talent (e.g., Chicago). In assessing our current condition, we found that outsiders think that all the great places are up north or out west; that convenient access from where you work or live is good in some portions of the urban core but sorely lacking in other; and that many of our new workers and residents do not even know about the great open spaces we have.

→ *Connect residents and workers to existing trails, green spaces and recreation*

Arts and culture activities not only contribute to our ability to attract and retain talent, it is a significant contributor to our economic sector. The region could benefit from events that are geared toward younger professionals as the current “scene” is geared mainly toward those residents with larger incomes and families with small children. The economic impact of local artists could be enhanced by providing living/work space for local artists and providing services such as business skills training, arts incubators and micro loans.



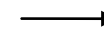
Increase arts and cultural events geared toward young professionals

Expand living/work space for artists



Expand business training, incubators and micro loans for artists

Third Places: Research of other successful communities and local focus group comments show a real need for third places (see focus group results Appendix C). These include a wide variety of affordable nightclub, street and park music events, affordable art from local artists, and the ability to walk or use public transit to access these events and venues. The region needs to identify 3rd place opportunities and develop specific actions to further develop 3rd place assets. We can also make the best use of our existing venues and social scene by developing and hosting network information and social events that are already underway.



3rd place readiness community pilot for the state



Young Professionals Network

Trailing Spouses: Attracting companies and talent to our region sometimes depends on the ability of trailing spouses to find gainful employment in their fields. This was cited as one major consideration in our interviews with University of Michigan Deans. A program to help trailing spouses acquire jobs would increase our chances of attracting companies and university talent.



Trailing spouse job assistance services

Diversity: Being a diverse community is often cited as one of the key assets needed to attract companies into a region. With over 100 ethnic groups represented, our region is already rich in diversity. However, our research shows that we can do many things to make our community more inviting to foreign born residents and to improve assets needed to attract companies to our region. We can make it easier for foreign students to stay here to work, connect company employees moving into the area into the social fabric and invite newcomers into leadership roles. For existing residents, the benefits are rich including enjoyment of ethnic art, entertainment and food.



Increase visas for graduates and artists



Invite new residents to leadership roles on boards and committees



Promote the region as a place that welcomes diversity

Strategy 2: Convert Innovative Ideas Into Action

Providing early stage resources

Innovation resources: With over \$850 million in research funding annually through our universities and additional private research funding, the region has strong innovation capacity and many new companies have been formed in the region based on this research. We have the services in place to take an idea in the lab, through product development and patents to a stage where it is ready for a company to use. However start up companies often lack the capital, management and marketing resources needed to be successful.

Access to capital: The region has been successful in the past in receiving capital funding for startup companies through the State Pre-Seed Capital Fund and federal grants. Since the state pre-seed fund is sporadic, SPARK has submitted a proposal to the New Economy Initiative Foundation (NEI) to secure \$6 million in capital to support high tech startup companies with a return on investment procedure to sustain the fund into the future. In addition to state funding, over \$6.7 million in federal funding has been awarded to companies in SE Michigan as a direct result of grant application assistance from SPARK. Increasing the number and quality of grant proposals through training and direct grant preparation assistance will ensure a continued level of federal funding needed for startup company growth in the region. The region also needs to increase private capital for local companies and have a healthy mix of public and private funding to accelerate business start ups and expansions.

Increase capital funding (both private and public); establish a revolving capital fund; and provide federal grant application services

Attracting foreign born knowledge workers is directly related to sustained economic growth and entrepreneurialism (a recent Duke University study determined that half of all startup companies in California have foreign born owners and investors). With over 100 ethnic groups represented in our community, we can build on our diversity to attract foreign companies and investment in our region. Cultural ambassador programs expedite trade among the international regions as well as help integrate company workers into the cultural and social fabric of their new community. We currently have programs for India and some mid-eastern and European regions and this program should be expanded to include more European, South American and African regions.

Expand the cultural ambassadors program

Access to management (CEO level talent): Connecting startup companies to CEO level talent is critical to ensure initial success and continued expansion. Entrepreneur in Residence and Manager in Residence programs offer CEO level talent to new and expanding companies. A pool of CEO level talent in the region should be identified and recruited to assist companies and funding is in place to pay for their services.

Develop a pool of CEO level talent to assist start up companies in the region

Mentorship programs provide personalized skill development. Typically used within an organization, this technique has great potential to be a regional program where professionals are matched up with high school students, residents in early career stages and even higher level talent needing CEO experience. Mentorship pyramids is a unique idea where residents being mentored, agree to mentor other residents to geometrically increase the number of residents receiving skill development.

→ *Mentorship programs at all career levels*

Access to facilities and services: The region has business start up incubators located in downtown Ann Arbor (SPARK Central) and in a Pfizer building on North Campus. A third incubator (Michigan Life Sciences and Innovation Center) provides lab space in Plymouth Township. Establishing a fourth incubator in the eastern portion of the county (downtown Ypsilanti) is under development. Services provided include reduced rent, administrative services, business plan development, and labor and market assistance. On-line marketing and tools are available to start up companies and can significantly increase commercialization of products and services and free up capital for other start up costs. Training companies on the use of these tools can increase the number of successful start ups in the region.

→ *Longer-term funding of the Eastern incubator and on-line marketing tool training*

Access to cutting edge technology is needed in addition to facilities. Fiber Optic in the urban core and wireless internet in the entire region will give us a competitive position and increase the amount of entrepreneurial thinking and networks.

→ *Wireless Washtenaw*

Self-service business development: Connecting with other companies and entrepreneurs locally and nationally is a great way to accelerate economic activity. Company presidents and CEOs can find needed resources such as legal, management and marketing needed to help their companies grow but also accelerates innovation through the exchange of business ideas and partnerships. Merely getting these people together results in innovative ideas, new products and services and new jobs. We have some formal networks in place through our universities, SPARK, Chambers of Commerce and professional organizations. We can further leverage regional, national and alumni resources by developing (and resourcing) a comprehensive and coordinated regional events driven business network.

→ *Comprehensive and coordinated regional and events driven business networks*

Strategy 3: Work together across government, business, not-for-profit and education sectors to achieve success.

Government and education efficiency and effectiveness: The ability for local government and education to provide services and develop our community assets is currently limited. The downturn in the economy is one cause, however, the inefficiencies in our current government structure is also a major cause. Local governments and school districts need to find ways to realize economy of scale in service delivery so that scarce funding can be redeployed to important quality of place assets. As we cannot easily change the form of government we have today, any attempt at providing regional services (e.g., County-wide dispatch and joint fire service in Ann Arbor/Ypsilanti) will go a long way in achieving efficiencies and redeployment of funds. As a catalyst to restructuring how we work, the private sector should be invited to assist in the review of efficiencies and effectiveness and to help generate new ideas.

Public/private task force to assess government and education efficiency and effectiveness

Health care: Access to health care is one of the most pressing social needs in our region. Much of this need is a result in poor economic times, but even in good times there are residents who cannot afford the high cost of coverage. Current efforts to ensure integrated health care (physical and mental) should be supported as one way to increase our local talent pool and ensure productive workers.

Develop comprehensive and integrated health care programs for all residents

Private sector leadership: In many other successful communities, there are large hometown corporations that take a lead in economic development and quality of place assets. The leadership and resources provided by these companies, often termed a “founder’s effects” has allowed regions to thrive as these companies lead important regional initiatives such as trolleys, open space, arts and culture and community well being. Businesses have and will continue to play a pivotal role in community success by being involved and giving back to their community.

Create a regional founders effect

The private sector can also play a major role in assisting economic organizations in attracting new companies and their investment will pay dividends in product and service sales as the economy grows. Company presidents can be part of an attraction team that identify, connect and sell new companies on our region.

Enlist private sector in identifying, connecting and selling companies on our region

Sustained and next generation leadership: Sustained leadership on this Success Strategy will require us to enlist the next generation of community leaders. Current programs such as the Chamber of Commerce Leadership Ann Arbor are designed to do this but we can also use the young professional's network to identify and engage future leaders. We can also leverage the resources of our universities in this effort. Students can be exposed to success strategies and encouraged to participate through university programs that require or provide credits to students to become involved in the region's success efforts.

→ *Engage students in the community with the strategy through Universities*
Young professional network for leadership

Clear development standards in the urban core: As we become more successful in start-ups and attracting companies to the region, local government development approval processes and incentives need to be clear and consistent. The cost in time and money for a company to locate or expand in the region must be reduced so that scarce capital can go toward equipment and materials and ultimately new job formation and salaries. Clear approval process standards with of timelines, minimum standards and incentives offered will greatly increase interest and company location in our region.

→ *Establish clear and unified development standards and incentives in the urban core*

Regional economic and quality of place initiatives: Our region needs the labor force, the nightlife, sports and airport leisure assets of the Detroit area to be successful. Supporting Southeast Michigan initiatives and changing perceptions is largely a function of keeping regionalism in our conversations, promoting the larger region whenever possible and connecting with our regional counterparts to effect needed changes in state legislation and economic incentives.

→ *Promote the larger region whenever possible*

There are some initiatives, however, that will require direct involvement and support. Recently, the County, City of Ypsilanti and Ypsilanti Township have participated in a Wayne County/Detroit Renaissance effort to promote economic growth for the areas surrounding Detroit Metro and Willow Run airports. A development master plan, target business attraction and marketing strategy have been developed and continued participation in this initiative will stimulate jobs in the eastern portion of the county. Another regional initiative that will greatly increase economic opportunity for our region is the proposed east west commuter rail, connecting our companies to the airport and our residents to the nightlife in Detroit.

→ *Aerotropolis and east-west commuter rail*

Summary of Actions

The list of recommended actions in this report may not include all the actions needed to achieve our vision, but they represent the most important actions to begin work on. Since the list is rather extensive, shorter term actions have been identified. Once these actions have been completed, we can begin work on other important tasks. Actions that are already underway in the community (but that may need additional leadership and resources) are shown with an asterisk and the current champions shown in parentheses.

Develop, retain and attract the best and brightest minds	Convert innovative ideas into action	Work across government, business, not-for-profit and education sectors together to achieve success
Near Term Actions		
<ul style="list-style-type: none"> • Improved performance in all K-12 schools • Creative education curriculum in all schools • Expand the region's transit system including bus and commuter rail • State transportation funding legislation • Infill development in the urban core • Coordinate current marketing efforts to best promote what we have • Promote the region as a place that welcomes diversity • 3rd place readiness community pilot project for the state • Young Professionals Network • Early college program expansion and scholarships 	<ul style="list-style-type: none"> • Establish revolving capital fund and federal grant application services • Expand the Cultural Ambassadors program • Develop a pool of CEO level talent to assist startup companies in the region • Long-term funding of the Eastern incubator and on – line marketing tool training 	<ul style="list-style-type: none"> • Public/private task force to assess government and education efficiency and effectiveness • Comprehensive and integrated health care programs for all residents • Create a regional founders effect • Aerotropolis and East-West commuter rail
Other Important Actions		
<ul style="list-style-type: none"> • School readiness for all children • Connect employers to trained individuals through internship and mentorship programs • Connect residents and workers to existing trails, green spaces and recreation • Rail connection to Detroit and other Metro areas • Increase arts and cultural events geared toward young professionals • Living/work space for artists • Business training, incubators and micro loans for artists • Trailing spouse job assistance services • Increase visas for graduates and artists • Invite new residents to leadership roles on boards and committees 	<ul style="list-style-type: none"> • Mentorship programs at all career levels • Wireless Washtenaw • Comprehensive and coordinated regional business network 	<ul style="list-style-type: none"> • Enlist private sector in identifying, connecting and selling companies on our region • Engage students in the community with the strategy through the Universities • Young professional network for leadership • Establish clear and unified development standards and incentives in the urban core • Promote the larger region whenever possible • Join with other regional groups to lobby for state economic regulation and incentive changes

Section 4: Leadership, Action and Accountability

In developing this Success Strategy, the community leaders realized that a long term commitment and definite plan of action was needed. The Group identified sustained action, clear outcomes and measures of success, and accountability to the public as critical aspects of moving toward our vision. Each of these success components are outlined below.

Committed leadership: Throughout the Success Strategy process, a core group of community leaders representing public, private and not-for-profit sectors have committed themselves to discussing our future, chairing work groups and developing this vision for the Region. These leaders have agreed to continue their commitment in the long term by presenting this Success Strategy to the broader community, being co-champions on actions, enlisting other community leaders and experts for implementation teams and holding themselves publicly accountable for progress. They have also agreed to take on the task of engaging and enlisting multiple generations of leadership.

As a first step in engaging the community and validating our work, leaders will present this Success Strategy to their various boards and committees for their thoughts and to enlist implementation team members and resources. A smaller group of the leaders representing each of the sectors (public, private and not-for-profit) will be co-chairs for the process and have additional responsibilities of getting the word out through printed and electronic media and meetings with a broader range of local, regional and state actors. Success Strategy co-chairs will also be responsible for representing the region in presenting this Strategy and soliciting resources from universities, local and state governments, foundations, and corporations. They will also hold meetings of the Leaders Group throughout the year to gauge progress on action, identify and overcome obstacles, adjust the Success Strategy based on real world experience and prepare annual progress reports.

Business Plans for Action: To focus on recommended actions, ensure resources, metrics and accountability; a business plan will be developed for each of the most important actions to begin work on. Each business plan has the following components:

1. **Outcomes and Measures** - Clear description of desired outcome and measures of success (metrics to determine when the outcome is achieved).
2. **Champions** – Two champions are needed to ensure that assignments and meetings are covered. Champions can be public, not for profit and private sector leaders. It is critical to have at least one champion be a private sector leader so that the action is not perceived as just another government activity and to enlist other private sector involvement. Champions will be accountable for all aspects of the action and report progress to the broader region.
3. **Implementation Team** – Community leaders and experts willing to provide their time and resources to help identify actions and bring resources to the effort.
4. **Project Manager** – The project manager assists the champions and the implementation team in developing and implementing the business plan. Responsibilities include managing meetings, research, developing reports, and other items needed to implement the plan. This person can be someone in the community already involved/charged with the action item to some degree, or if no one exists in this capacity, a higher level staff person from government, an agency or private sector will be allocated to the effort.

5. **Action Steps** – Detailed listing of actions, resources and timelines needed to achieve the outcome.
6. **Method of Reporting Results** – Reports will be made throughout the year in addition to reporting at major community events.

Measuring Success: Metrics for both the overall vision of the region and metrics for success in implementing the recommended actions are needed to gauge progress:

For the regional vision “The Ann Arbor Region is the place where world changing innovation happens!” we will report annually on economic and quality of place measures:

- Number of net new innovation jobs created in the region (this measure counts independent contractor (1099) employees and any losses of companies and is an overall indicator of our economic and quality of place assets).
- Unemployment rate as compared to the national average rate (as an indicator of our overall economic success).
- Increase in per capital income and increase in percentage of young professional households (as an indicator of our overall competitive position).

For each action, there will be unique measures and for longer term actions there will be a series of interim action step measures. While these have not yet been developed, examples of some obvious measures include increased transit miles, increased transit frequency and ridership, graduation rates of high school students, foreign capital investment, etc.

Community Accountability: To keep this strategy in the forefront of leaders and to achieve sustained action, regularly reporting results and holding ourselves accountable was seen as a key component to sustained leadership and action. Using the Impact and Outlook events, report back to the community on progress over the past year what actions have been completed, what trends are affecting our ability to move aggressively, what strategy adjustments are recommended for current action items, and what new actions are recommended for the upcoming year. A multi-year plan for soliciting resources, adjusting the plan and reporting progress is presented below:

Plan Kickoff – November 2008

1. Present the plan and accountability methods to various community groups, government and education institutions and private sector
2. Discuss actions and outcomes for the next fiscal year
3. Solicit leadership and resources for recommended actions

Modeling and Measurement – March 2009 Outlook Event

1. Update on economic measurements (plan baseline)
2. Comparison of last year’s job forecast to last year’s actuals

3. 5 year forecast (longer term trends and issues)

Current Year Plan Adjustment and Next Year's Plan Development - March – August

1. Adjustment to current actions if needed
2. Additional actions to take
3. Business plans for actions
4. Leadership, project mgt resources identified
5. Communications and enlistment

Interim Report Card on Current Year and Next Year's Actions - September 2009 Impact Event

1. Interim report card on current actions
2. Adjustments to current year's actions
3. Develop proposed actions and outcomes for the next year
4. Solicit engagement on action implementation teams

Modeling and Measurement - March 2010 Outlook

1. Report Card Annual Report / 3rd party report card
2. 5 year forecast (trends and issues)

Community Success Report Appendices

Appendix A: Workgroup Tasks

Appendix B: Labor Assessment

Appendix C: Young Professionals Focus Group Results

Appendix D: Interview with University of Michigan Deans

Appendix E: Descriptive Table of Innovation Companies and Jobs

Appendix F: Recent Rankings for the Ann Arbor Region

Appendix A: Work Group Reports

Arts & Culture Work Group	1
Review of Existing Plans	1
Assets in Successful Communities	1
Assets in Washtenaw County	2
Community Goals	3
Definition of Success	3
Most Important Actions	4
Economic Development Work Group	4
Review of Existing Plans	4
Benchmark Communities	4
Assets in Successful Communities	4
Assets in Washtenaw County	5
Assessment of Washtenaw County's Assets	5
Community Goals	6
Most Important Actions to Take	6
Human Services (Community Well-Being)	6
Review of Existing Plans	6
Benchmark Communities	7
Success Assets (Other Communities)	7
Assets in Washtenaw County	8
Assessment of Washtenaw County's Assets	9
Community Goals / Indicators	9
Most Important Actions	10
Housing and Land Use Work Group	10
Review of Existing Plans	10
Benchmark Communities	11
Community Goals	11
Definition of Success	11
Most Important Outcomes	11
Open Space and Recreation Work Group	12
Review of Existing Plans	12
Benchmark Communities	12
Assets in Successful Communities	12
Assets in Washtenaw County	12
Assessment of Washtenaw County's Assets	13
Community Goals	13
Definition of Success	13
Most Important Actions to Take	13
Talent Development	14
Benchmark Communities	14
Review of Existing Plans:	14
Assets in Successful Communities	14
Washtenaw County Assets	14
Assessment of Our Assets	15
Definition of Success	16
Most Important Actions	16
Transportation Work Group	17
Review of Existing Plans	17
Assets in Successful Communities	17
Assets in Washtenaw County	18
Community Goals	18
Definition of Success	18
Most Important Actions	19

Arts & Culture Work Group

Review of Existing Plans

- Arts Alliance
 - Washtenaw County Culture Plan (ongoing, 2008)
 - Nonprofit Cultural Organization in Washtenaw County Census (ongoing, 2008)
 - Artists Space Needs Assessment (2005)
 - Artist Census (ongoing, 2008)
 - Online Survey
 - 1999 Art Summit of Washtenaw County
- Economic Impact of Nonprofit Cultural Plan in Washtenaw County (2005)
 - \$164 million
 - 2.4 million admissions – 52% with income greater than \$80,000
 - 2,600 jobs and \$57 million in household income
 - \$2.8 million in local government income
- ArtServe Michigan Statewide Survey on Arts and Culture
- Americans for Arts:
 - Creative Industries Washtenaw Report – 962 companies, 3,200 jobs
 - Arts and Economic Prosperity Report - \$166 billion; 5.7 million full-time equivalent job; \$104.2 billion in household income; \$7.9 billion in local government tax revenue; \$9.1 billion in state government tax revenues; \$12.6 billion in federal income tax revenues
- Other:
 - Critical Evidence: How the Arts Benefit Student Achievement
 - The Creative Economy: A New Definition

Assets in Successful Communities

- Portland, OR:
 - Desirable community because of pervasive type of lifestyle – people love it so much they are willing to put up with the soggy weather
 - Assets:
 - Walkable and Bikeable – Plentiful safe public transportation
 - Located on a dramatic landscape and the Pacific Ocean
 - Highly education population
 - Social and cultural engagement by many residents
 - Attractive to the critical 20-40 YO demographic
 - Sustained economic development with arts and culture community development
 - Initiatives:
 - 1 cent sales tax for Arts Fund – “Percent for Art”
 - Artists consulting on local and national public art installations
 - Work for Art: Employer Match Giving Program
 - Artists Support – a trade organization providing business services
- Austin, TX
 - Assets:
 - Perceived as the hip and trendy center for culture in south-central Texas

- Located on the Colorado River – well-developed riverwalk area with plentiful public access and sports/recreation
 - Aggressively preserved historic resources in downtown area – strong sense of place and pride of local history and culture
 - Initiatives:
 - Creative Branding: “Austin is Weird” & “Live Music Capitol of the U.S.”
 - Ranked by Movie Maker Magazine as the #1 U.S. city in which to make a movie
 - Proposition 4: \$39.5 Million in funding for arts and culture
 - Nationally-known: Austin City Limits Music Festival
 - Broad spectrum of museums, festivals, and events happening year-round
- North Carolina – Hand Made in America
 - Assets
 - Arts important to the community – have dedicated public funding
 - Cottage industries working in coalition
 - Arts and Culture is an economic lever – has made large contributions to overall Economic Development
 - Initiatives
 - Arts-based economic development activity used to replace loss of manufacturing and furniture industries
 - Repackage skill sets of designers, furniture builders, etc. to high-end housing markets; “one of a kind” home elements
 - Public relations and marketing : “The Craft Heritage Trails”, “Farms, Gardens and Countryside Trails”
- Denver, CO
 - Assets
 - Highly education population
 - Investment in several new or expanded facilities: Denver Opera House, new Museum of Contemporary Art, among others
 - Variety of attractions accessible via public transportation: outdoor activities, museums, shopping, etc.
 - Airport that reflects regional arts and artists
 - Initiatives
 - Office of Cultural Affairs: advances arts and culture in the city by facilitating public/private/non-profit collaboration
 - Dedicated public funding streams

Assets in Washtenaw County

- Washtenaw County’s Arts & Cultural Sector is strong
- Other communities look at us for benchmarking arts and culture assets
- Community values arts and culture, quality of life and place
- Communities are distinct and boast an array of historic cultural sites and buildings
- Sophisticated and generous audience – over 100 years of support for cultural institutions
- **Diversity of arts and culture offerings**
 - Over 200 nonprofit cultural organizations in the county
 - Artist Census – 2,400 artists to date
 - Availability and affordability of world-class performing, visual and literary artists
- **Boast local artists, organizations & arts education programs of international/national acclaim:**

- Bill Bolcom, Chenilles, Jeff Daniels, Dick Siegel, Peter Sparling, Jim Berstein, Elizabeth Kostova
- UMS, Michigan Theater, A2 Film Festival, Purple Rose Theater, Ark, Artrain USA
- **Youth Connection to Arts**
 - Strong arts programs in schools, particularly music
 - Strong youth-oriented cultural programs (Neutral Zone, Art Center, Wild Swan, YPT etc.)
- Facilities: theatres (2 Equity), galleries, performance venues & museums
- Outstanding public and research libraries
- Proximity of arts and culture to residents
- CVBs outstanding promoter of programs
- Universities:
 - training ground for young artists and creative professionals – bring them into our community
 - other artists come and stay
- A2's Percent for art: dedicated % of building project for art

Community Goals

- Arts Alliance Arts and Culture Survey
 - 63% of businesses consider Arts & Culture access is important to their choice to locate in/stay in County
 - 57% of businesses believe access to cultural programs is important to recruiting and retaining qualified workers
 - 63% said that Arts & Culture access was important in their choice to live in the County
 - 75% said that business support of Arts & Culture made a difference in where they spend their money
 - (89%) agreed that public tax funding (county, city or township) should support nonprofit arts & culture sector
 - 63% believe there is inequity in access to arts and culture throughout the county
- Identified Initiatives
 - **Communications** - Increase the visibility and public awareness of the cultural sector, enhance marketing to residents and cultural tourists and increase participation.
 - **Economic Development** – stimulate creative economic development to increase the prosperity of Washtenaw County communities and the economic viability of the County's individual artists.
 - **Nonprofit Capacity - strengthen** the capacity of nonprofit cultural organizations through increased and sustainable funding, improved governance and efficient use of cultural facilities.
 - **Arts Education** - insure that students and adults have equitable access to quality lifelong arts instruction and cultural enrichment and engagement programs.
 - **Equity & Access to Cultural Opportunities** - reduce barriers to cultural participation and further diversify nonprofit cultural organizations' management, governance, programs and audiences.

Definition of Success

- **Unquestionable commitment** to the importance of a strong and vital arts and culture sector by business, government, education and funding sectors
- **Expanded resources** (money, people, space) are marshaled for the arts and artists
- **Business, government, education and funding sectors incorporate the arts** in developing policy, strengthening economic, business, quality of life and place initiatives.

- **Working relationships with business and media** increase access and support for the arts
- **The arts are fully integrated into the schools** and educators impart the understanding, appreciation and practice of the arts
- **Lifelong arts continuum** of creation, arts experiences, participation and education is available
- **Community's diverse population is reflected** in available arts and cultural activities

Most Important Actions

- **Private/Public policy-** commitment to arts and culture
- **Arts Alliance** is vital and sustained with appropriate resources (people, funding, space and tools)
- **Arts Education** – partnerships with artists and cultural community augment outstanding and unquestionable arts and humanities curriculum
- **Equal access** to county-wide cultural offerings are available through transportation or produced locally
- **Affordable** housing, studio space and public policy incentives are available for resident artists

Economic Development Work Group

Review of Existing Plans

- GRE, Comparative Assessment
- GRE, Strategic Plan
- NJ Tax Free Zones
- A Virginia Guide, Business Incentives
- Bidding for industrial plants: does winning a 'million dollar plant' increase welfare?
- Saginaw Future, Strategic Plan
- Who's Your City?: Richard Florida and the Geography of Talent
- State Tax Credit Incentives for Equity Investments: A Survey of Current Practices
- CEO's for Communities

Benchmark Communities

- | | | |
|------------------|--------------------------|----------------|
| • Austin | • Nashville | • Tulsa |
| • Salt Lake City | • Hartford | • Atlanta |
| • Minneapolis | • Buffalo | • Birmingham |
| • Omaha | • Grand Rapids | • Cleveland |
| • Middlesex, NJ | • Jacksonville | • Madison |
| • Charlotte | • Richmond | • Ottawa, CAN |
| • Raleigh-Durham | • Albany | • Cincinnati |
| • Louisville | • Rochester, NY | • San Diego |
| • Portland | • San Jose | • Philadelphia |
| • Milwaukee | • Boston | • Kansas City |
| • Providence | • Chicago | • Seattle |
| • Columbus | • Greenville-Spartanburg | • Baltimore |
| • Boulder | • Pittsburgh | |

Assets in Successful Communities

- Best and brightest talent
- Innovation based companies

- Strong regional economy
- Outstanding quality of living
- University/Community collaboration
- Business friendly region/communities
 - Have a culture of engagement and support
 - Have a sustainable economic development model
- Prosperous major metro (indirect)

Assets in Washtenaw County

- Quality of place, vibrant and safe downtowns, affordable housing, commitment to “green”
- High college education rate, engineering/design/manufacturing talent base
- Major research university, major regional university, technology based community college – engaged in economic revitalization of region/state
- Abundant and inexpensive industrial/office space
- Proximity to Detroit and all its assets (international airport, sports and leisure)

Assessment of Washtenaw County’s Assets

- Great quality of place, but need to better promote assets to targeted businesses/talent
- Favorable weather so business interruption is a “non-issue”
- Innovation focused companies (corporate headquarters / new economy major employers) making good but limited progress (Google, Toyota, Barracuda Networks, Aeronova)
- Local economy (available jobs) is gaining momentum based on recent successes but trailing other successful communities
- Poor regional economy and reputation for both job and leisure opportunities
- Culture of engagement and support.....
 - Partnership collaborations (Conventions & Visitors Bureau, Chamber, universities, etc.) are strong and gaining momentum
 - State government typically supportive of local initiatives by creating an environment for business success with lower taxes and less regulation, and that is highly responsive
- Local government culture of engagement and support for businesses as demonstrated by expedited business location/expansion processes, affordable housing, and strong public transportation
- Local Educational Institution support
 - U-M Business Engagement Center
 - WCC Training & Business Assistance Center
 - EMU SBTDC & SPARK East Incubator
- Sustainable economic development model
 - Support multiple high potential industry clusters
 - Create and maintain long term vision of economic prosperity
 - Coordinate efforts with other organizations to avoid duplication
 - Monitor other communities to ensure competitiveness
 - Incorporate best practices
 - Active export assistance
 - Encourage start-ups to build a company, not seek an exit

Community Goals

- Continue transition from old economy to innovation based economy
 - Education
 - Creative methodology, career change options
 - Retention / expansion of existing employers
 - Grow knowledge based jobs
 - Attraction of new firms
 - Innovation firms that rely on high-value-knowledge-talent
 - Clean projects that support quality of living
 - Entrepreneurial resources
 - Mentors, funding, infrastructure
 - Vibrant Eastern region within Washtenaw County

Most Important Actions to Take

- Implement Effective Regional Marketing Program
 - Target: Site Selectors, Target Industry CEOs, Talent
 - Aggressive marketing of our region
 - Advocate for Stronger State support
 - Funding should be focused on Smart Zones, incubators and to help companies through the start up and expansion phases
 - Connecting jobs to labor in major metro areas requires transit. Due to the cost of establishing commuter rail and bus connections, local governments will not achieve this on their own and state funding is needed.
 - Tax structure and policies that help attract, retain and grow innovative companies
 - Provide additional support to MEDC as primary state resource for ED
 - Prosperous major metro (jobs and leisure opportunities)
 - Practice “Open Source Economic Development” and freely share our best practices/principles with others
 - Sustainable economic development model
 - Attract and grow non-automotive employers
 - Coordinate efforts with other organizations (avoids duplication of efforts)
 - Economic development endowment opportunities
 - Culture of Engagement and Support
 - Continue to engage existing businesses, Chambers, Washtenaw County ETCS/Michigan Works
 - Continue to partner and educate local and state government representatives on economic development opportunities
 - Continue to partner with universities in revitalization of region/state
 - Attract and retain international talent
-

Human Services (Community Well-Being)

Review of Existing Plans

- 2004 Washtenaw County Human Services Coordinating Council Plan
- 2007 Community Needs Assessment (Sponsored by the United Way and the Community Collaborative of Washtenaw County)
- Barrier Busters

- Blueprint for Aging
- Blueprint to End Homelessness
- Building Restorative Communities
- Child Protection Initiative
- Coalition for Infant Mortality Reduction
- Health Improvement Plan
- Michigan Prisoner Re-entry Initiative
- Success by Six
- Teens for Tomorrow/Youth Development Initiative

Benchmark Communities

- Newfoundland & Labrador, Canada
- Victoria, Australia
- San Luis Obispo County, CA
- Tahoe-Truckee Area, Nevada, CA
- Austin, TX
- San Diego, CA
- Seattle, WA
- Philadelphia, PA
- Clinton, Easton, & Ingham Counties (Capital Area, Lansing, MI)
- Oakland County, MI
- Muskegon County, MI
- Cheboygan County, MI

Success Assets (Other Communities)

- Strong linkage between social and economic development:
 - **Newfoundland/Labrador:**
 - **Regional Employment:** To address economic shifts related to the decline in the major local industry and out-migration of residents, implemented a regional approach to strengthen the delivery of human services and stimulate employment in the public/private sectors.
 - **Michigan:**
 - **Education:** Kalamazoo Promise offers college scholarships for residents as a way to revitalize the region by investing in public education.
 - **Housing:** Local Initiatives Support Corp. partners with resident-led, community-based development organizations to transform distressed communities and neighborhoods; funded \$3 million (2006) for the development of public, affordable and mixed-use, and mixed-income housing in Flint, Lansing, and Grand Rapids.
 - **Austin, TX:**
 - **Childcare:** The Economic Impact of Formal Childcare Study, February 2008, found:
 - **Return on Investment:** Innovative childcare & early education programs return to society \$17 dollars per \$1 dollar invested.
 - **Workplace Productivity:** Childcare breakdowns cause absenteeism, tardiness, and reduced productivity at work, costing businesses \$3 billion annually in the U.S.
 - **Outcomes:** Graduates of high quality preschool programs have better high school graduation rates, lower incarceration rates, better employment records, fewer teenage pregnancies, and higher literacy levels.

- **Employer programs to be encouraged:** Flexible schedules/telecommuting, childcare stipends, referrals, direct childcare/pre-school services on-site or nearby.
- **Policy Initiatives:** Formal childcare is considered a key asset in Austin's economic development portfolio. Austin is supporting initiatives to increase access to affordable, quality childcare (increased funding, inclusion of child care facilities in public sector facilities planning, and private sector tax and regulatory incentives).
- Established local foundations with large endowments:
 - **Battle Creek:**
 - **Kellogg Foundation:** Founded in 1930 by W.K. Kellogg; \$8.4 billion in assets; \$335 million in grants (2007)
 - **Flint:**
 - **Charles Stewart Mott Foundation:** Established in 1926; \$2.6 billion in assets; \$107 million in grants (2006)
 - **Detroit:**
 - **Skillman Foundation:** Founded in 1960 by Rose Skillman; \$500 million in assets; \$30 million in grants (2007)
 - **Kalamazoo:**
 - **Kalamazoo Community Foundation:** Founded in 1925 by Dr. W.E. Upjohn; assets \$289 million; \$15.8 million in grants (2006)
 - **Irving S. Gilmore Foundation:** Founded in 1972, \$221 million in assets; \$7.4 million in grants (2006)
 - **Grand Rapids:**
 - **Grand Rapids Community Foundation:** Founded in 1922; \$240 million in assets; \$8.6 million in grants (2006/07)
- Strategic plans for community-wide outcomes:
 - Newfoundland/Labrador: Strategic Social Plan to link social and economic development
- Community collaboratives with large network of public/private sector organizations:
 - Austin, TX: Capital Area Regional Transit Coordination Committee
 - Kalamazoo, MI: Mortgage Loan Pool Project

Assets in Washtenaw County

- Strategic plans for community-wide outcomes that deliver more effective prevention solutions, reducing the cost of treatment & intervention:
 - Blueprint to End Homelessness, 2003
 - Blueprint for Aging, 2003
 - Blueprint to End Illiteracy, 2008
 - Success by Six, 2002
 - 11 Other Strategic Initiatives
- Able to leverage resources:
 - \$242 million/year: Federal/State funding (human services)
 - \$54 million/year: Dept. of Veteran Affairs
 - \$100 million/year: Top 80 human service non-profits
 - National funding for local initiatives
- Deliver services efficiently and effectively:
 - Quality healthcare
 - NAESY certified child care/early education centers
 - Nationally accredited public & non-profit organizations

- Compliance with legal and regulatory requirements
- Create stable workforce for local employers:
 - Services for employees and their families
 - Support younger, lower-income employees
- Community collaboratives with large network of public/private sector organizations:
 - Human services agency network
 - Collaborative partnerships

Assessment of Washtenaw County's Assets

- Strong linkage between social and economic development just now coming to the forefront:
 - Recognized need for greater private sector support:
 - Affordable housing
 - Public transportation
 - Early childcare and education
 - Public education
 - Literacy services
 - Support for struggling kids and youth aging out of foster care
 - Access to higher education and skilled trades
 - Access to healthcare
- Lack of established local foundations with large endowments:
 - Lack of large corporate leaders
 - Ann Arbor Community Foundation: Founded in 1963; \$52 million assets; \$1.6 million in grants (2007)
 - James A. & Faith Knight Foundation: Established in 1999
 - Pfizer: Loss of \$5 million/year to local non-profits
- Some strategic plans for community-wide outcomes are developing strong private/public sector partnerships:
 - Blueprint to End Homelessness:
 - Delonis Center, 2003
 - Blueprint developed in 2003
 - One strategy: Develop 500 housing units
 - Progress: 250 to 270 units
 - Return on Community Investment
 - 17 member Public/Private Sector Task Force, 2007
 - Avalon Housing: Carrot Way Project
- Community collaboratives with large network of public/private sector organizations:
 - Health and human service providers
 - Private sector participants
 - Requires targeted outcomes that enhance region's economic performance

Community Goals / Indicators

- Economic & Community Development: Poverty reduction, food security, affordable housing, employment, public transportation
- Intellectual & Social Development: High quality early care and education, childhood cognitive development, literacy, parenting skills, youth development, high school completion, lifelong learning for adults, recreation

- Individual & Community Health: Access to services (health, mental health, substance abuse, dental); insurance; healthy babies; infant mortality reduction; childhood immunization; healthy lifestyles; physical activity; substance abuse prevention; tobacco cessation; wellness/prevention; suicide prevention; older adult services; caregiver respite
- Safety: Crime reduction; incarceration prevention; prisoner re-entry support; child abuse/domestic violence prevention; independence of older adults/disabled
- Environment: Recycling/waste diversion; air quality; bike lanes/sidewalks; protected land
- Community Connections: Arts & cultural activities, civic engagement

Most Important Actions

- Sustained economic development will reduce the root causes of many social needs:
 - Provide employment opportunities (youth/adults)
 - Connect employers to trained individuals, prepared for competitive employment in a global economy
 - The economic vitality of the region depends on an educated workforce:
 - Increase investment in early childcare & education
 - Dramatically increase literacy (basic skills & workplace, health, and financial literacy)
 - Ensure that youth graduate from high school prepared for college, vocational training, or employment.
 - Cultivate opportunities for lifelong learning
 - The workforce needs basic infrastructure:
 - Develop affordable housing
 - Provide transit system.
 - Ensure access to quality healthcare
 - Create sustainable revenue streams to fund strategic initiatives:
 - Build endowment as a community asset
 - Engage the private sector more fully:
 - Develop specific measures for success
 - Target priority outcomes that enhance economic performance
 - Respond to rapidly changing conditions
-

Housing and Land Use Work Group

Review of Existing Plans

- Regional land use plans
 - Chelsea Area Planning Team (CAPT) Regional Plan (2003)
 - Southwest Washtenaw Council of Governments (SWWCOG) Regional Plan (2003)
 - Milan Organization for Regional Excellence (MORE) Regional Plan (2003)
 - Washtenaw County Comprehensive Plan (2004)
 - Saline Sustainability Circle (SSC) Regional Plan Planning Guidelines (2004)
- Focused issue plans
 - Washtenaw County Agricultural Lands and Open Space Preservation Plan – Final Report (1997)
 - Non-Motorized Plan for Washtenaw County (2006)
 - Vision and Policy Framework for Downtown Ann Arbor (2006)

- Affordable Housing Needs Assessment – Washtenaw County (2007)
- City of Ann Arbor Greenbelt Strategic Plan (2005-2006)
- Green Places: Open Spaces: Plan for Coordinated Parkland and Open Space – Wash. Metro Alliance (2007)
- Other plans
 - Michigan's Land, Michigan's Future: Final Report of the Michigan Land Use Leadership Council (2003)
 - The Vital Center: A Federal-State Compact to Renew the Great Lakes Region, Brookings Institution (2006)

Benchmark Communities

- Portland, OR
 - Vibrant urban centers
 - Defined development pattern and growth boundary
 - Transit system that provides automobile alternative
- Minneapolis, MN
 - Successful multi-modal transportation system; explicit goal to reduce automobile dependence
 - Urban areas connected to greenways networks
 - Quality affordable housing development
- Grand Rapids, MI
 - Jurisdictional cooperation
 - Transit system under development
 - Walkability
 - Revitalizing communities through recipe of arts, mixed-use, and diverse income levels

Community Goals

- Coordinate land use decisions across jurisdictions
- Preserve open space and agricultural land uses to maintain a sense of place and environmental quality
- Preserve and protect important natural resources and features
- Housing choice to all (location, type, price)
- Develop a multi-modal transportation system that provides increased mobility and mode choice for users
- Create and maintain viable urban centers

Definition of Success

- Vibrant urbanized areas surrounded by community-supported agricultural and open space networks including:
 - Residents can live close to work and recreational opportunities and enjoy improved connectivity throughout the region
 - A reduced ecological footprint

Most Important Outcomes

- Urban and Suburban Infill development at higher densities in core population areas.
- Development of transportation system that improves connectivity, supports Transit Oriented Development, and provides an alternative to the automobile.

- Accelerate preservation of publicly-accessible open space and economic support of agriculture.
 - Public investment in affordable housing development to ensure economic diversity
-

Open Space and Recreation Work Group

Review of Existing Plans

- Washtenaw County Parks and Recreation Plans and public surveys
- Local recreation plans
- Various land trust and local government recreation and land protection plans
- Ann Arbor Greenbelt Plan

Benchmark Communities

- Seattle
- Salt Lake City
- Austin
- Rhode Island
- Louisville
- Minneapolis/St. Paul
- Madison
- Boulder
- San Antonio

Assets in Successful Communities

- Recognized natural features (Seattle, Salt Lake City, Rhode Island)
- Promote what they have (Austin, San Antonio)
- Connect open space and recreation areas to neighborhoods, business areas and one another (Seattle, Madison, Salt Lake City).
- Physical connection and informational connection
- Define urban boundaries and quality of place by open space and natural areas (Boulder)
- Strong link to cultural opportunities (Austin)
- Generally started from 'we have a problem'
- Have long term view and sustainable funding
- Top down vision; bottom up implementation
- Have committed private and public champions will to risk failure

Assets in Washtenaw County

- Have year round recreational opportunities
- Have great natural areas and parks; healthy rivers
- Local farms and natural areas (woodlots, wetlands)
- Good separation between urban and rural areas (open space and farms between urban centers)
- Strong public support (millages; commitment to quality of place)
- Strong network of local governments, non-profits, others
- Abundant cultural experiences

- Ability to link culture and active lifestyle

Assessment of Washtenaw County's Assets

- Don't promote recreation/outdoor/natural assets
 - Internal – residents think 'it's all developed'; 'there are no wild places'; 'farming is dead'
 - External – Southeast Michigan is the rust belt; all the great places are 'up north' or 'out west'
 - We have a four season recreational climate!
- Have great cultural experiences but need to connect and promote open space/recreation assets to cultural assets
 - Currently have good separation between urban and rural areas (open space and farms between urban centers)
 - Have a lot of open space and recreation facilities but need better access:
 - Good pedestrian and bicycle access in some areas; need better job non-motorized access throughout the region.
 - Neighborhood parks should be walkable
 - Connect natural areas and protected lands via corridors
 - Biking, hiking, water
 - Automotive
- Have strong public awareness and support, have good partnerships in place
 - Relatively new; little overarching vision
 - Funding limited
 - Champions mostly at staff and public sector levels

Community Goals

- Open spaces to separate urban and rural uses (natural areas, farmland)
- Non-motorized trails (pedestrian, bicycle, water) connecting people to activities; showcasing rural landscapes
- 'Walkable' recreation – parks, etc. safe and accessible
- More recreation opportunities for active lifestyles (seniors, youth and families)
- Restore and manage natural areas
- Encourage local foods
- Green infrastructure important

Definition of Success

- Awareness of our natural resources, internally and externally
- Residents, businesses, institutions use and support open space, recreation areas, and farmlands; understand long term needs for maintenance and management.
- Abundant open spaces, farmland, water resources and recreation resources in all their forms
- Resources are linked and accessible to all

Most Important Actions to Take

- Develop a high level vision of 'what's important'
- Maximize our current assets:
 - Market the four seasons locally and nationally
 - Better information about how to get there and use them ...overcome the "I didn't know that was here!"

- Inventory our natural assets; better understand ‘what’s important’
 - Get better connected:
 - Non-motorized access to recreation and open space opportunities
 - Scenic routes for recreation and driving
 - Link to leisure and cultural experiences
 - Link to local farms/local foods
 - Stronger partnerships / leadership:
 - Broader funding
 - Business and institutions take a leadership role
 - Incorporate green infrastructure concept into what we build
-

Talent Development

Benchmark Communities

- Austin, TX
- Madison, WI
- Raleigh-Durham, NC
- Gainesville, FL

Review of Existing Plans:

- Richard Florida (Creative Class)
- Wadley Donovan- Washtenaw County Workforce Development Board Labor Market Information (LMI) Assessment

Assets in Successful Communities

- Great places for talent to be:
 - Physical environment (climate, urban feel, diversity)
 - High quality education systems from early childhood through post-secondary
 - Large and medium sized companies...ecosystem of job opportunities
- Great places for companies:
 - High education attainment levels
 - Labor availability
- *Common characteristics.....*
 - *These areas grow, retain and attract talent*

Washtenaw County Assets

- *Cited by Wadley-Donovan as “one of the top” on a wide range of Talent assets including available workforce and education levels.*
- Ranked by Who’s Your City (Richard Florida)
 - #12 for Ages 20-29
 - #32 for Ages 29-44
 - #34 for Families with Children
 - #22 for Empty Nesters
 - #48 for Retirees
- Educated workforce:
 - **One of the top locations in the country for a young and well-educated workforce**

- Ranks among the top five of all the 364 MSAs as a center for the young and educated in WDG's index of this coveted demographic group
 - Younger population than the state and nation. The median age in the county in 2007 is 32.9 years, compared to 37.1 years in Michigan and 36.6 years in the U.S.
- **Residents have a significantly higher-than-average educational attainment at key levels:**
 - Higher-than-average ratio of residents with a four-year college degree or higher (47.8%) than the state (22%) or nation (24.6)
 - The county's employment in key, knowledge-based, occupational groups exceeds national averages
- Labor availability:
 - Surveyed employers report they can satisfactorily fill 84% of their occupations. Only 12% of occupations are somewhat difficult to fill
 - Occupations that can be satisfactorily filled are in engineering, business, computer and mathematical, construction, management and office/administration sectors
 - Occupations that are somewhat difficult to fill are computer security specialists, computer software engineers and computer systems engineers
- *Labor availability ratings by employers are strong, and they are among the best seen in a long time by WDG*

Assessment of Our Assets

- Ecosystem of jobs Needs to Improve
- There have been significant job gains due to expansions within technology sectors and gains in knowledge- based occupations.
 - Google, Aeronova Engineering, and Toyota Research Institute, plus Toyota Technical Center and Hyundai KIA America Technical Center.
 - Several new entrepreneurial and startup operations, encouraged by the actions of Ann Arbor Spark, the University of Michigan, and others
- New jobs are being created but don't equal losses created by the closing of Pfizer R&D facility and downsizings at in automotive
- Interviewed employers report that job opportunities for "trailing" spouses are limited, which serves as a recruiting deterrent for many job candidates.
- Not enough opportunity for 22-40's to move up, change careers
- Fewer mid-sized companies than comparative regions
- High quality education system from early childhood through post secondary:
 - Good in most areas of the county but need to achieve high attainment in all school districts:
 - High school graduation rates for the 2006 school year range from 98.8% (Manchester) to 68.2% (Willow Run High School).
 - Of the 16 public high schools in Washtenaw County, seven meet the Average Yearly Progress requirements under the No-Child-Left- Behind Act.
 - Excellent range of post- secondary institutions
- Talent Development Gaps
 - Need more private sector employment to attract and retain 22-40's to move up/ change careers and for trailing spouses
 - More headquarters
 - More mid-sized employers

- Need to achieve high quality early childhood education and schools attainment in all school districts
- Need to provide more resources for people in transition
- Need to create mentorships and internships at all levels
- Need to stop being complacent
- Talent Development Opportunities
 - We need to increase our stickiness – tension to stay
 - Internships (Knowledge Industry Partnership Research)
 - Entrepreneurship while in college (Kauffman)
 - Continue identifying additional sticky factors
 - Opportunities for college graduates
 - Most employers are seeking talent with a minimum of 3-5 years experience – what jobs are our college graduates eligible for?
 - Foreign born – we need to attract more
 - We have a base of foreign born talent
 - We need to leverage these assets to attract more
- Talent Development – Gaps in Sense of Place
 - According to Michigan Futures – We need to get younger and better educated
 - 25-34 College Educated Unmarried Households
 - 8,000 = Washtenaw
 - 23,000 = Madison
 - 225,000 = Chicago
 - 22-40 year olds WITHOUT children need to be a focus
 - As a place and product we are not competitive
 - Our lifestyle product (3rd places) is insufficient
 - Our housing product is insufficient
 - More connectivity with Detroit
 - These deficiencies will continue to make it hard for us to attract and retain top talent

Definition of Success

- Ecosystem of jobs at all levels
- Perception as the place people want to be
- High quality education from early childhood through post-secondary
- Diversity
- Urban/environment mix

Most Important Actions

- Grow → Attract → Retain
- Let People and Companies know we are here!
- Realize that there is room for improvement and make it happen
- Be a place where people can have careers from entry level through CEO, and want to be when they are young and single as well as to raise a family
- Be a place where no one is left behind

Transportation Work Group

Review of Existing Plans

- 11 regional and county transit plans
- 2 Non-motorized plans
- 2 corridor studies
- 1 parking study
- 1 air travel plan
- 1 county wide multi modal plan
- 1 Area plan
- 1 public involvement plan
- 1 Short range programming document

Assets in Successful Communities

- **Regional Public Policy Directives & Strategic Regional Transportation Investments**
 - Defined areas for growth / investment
 - Mass transportation as a catalyst to economic development
 - Density along transit corridors and stops
 - Examples:
 - **Portland Streetcar and MAX** – investment in rail and redevelopment of adjacent land to create vibrant urban centers
 - **Cleveland Euclid Corridor Project** – improve transit service and increase dense, mixed use development along corridor
- **Public and Private Sector Champions**
 - Business buy-in
 - Financial support, outreach programs, and partnerships
 - Grass roots/ citizen ownership
 - Examples
 - **Cleveland Downtown Trolley & Loop:** Two free trolleys made available through private business sponsors in the area
 - **University City Station, Pennsylvania:** Strong public and fiscal support from University of Pennsylvania to support increased connections between campus and surrounding community
- **Multi-modal Plan with defined phases and steps for implementation**
 - Prioritized projects with timeline for implementation
 - Trolley or loop transit connecting major destinations
 - Regional commuter transit links integrated with non-motorized system
 - Emphasis on travel demand management through transit, HOV and HOT lanes, smart signals, etc.
 - Example: Vancouver Transportation Plan
- **Economically Sustainable transportation System with Sufficient & Stable Dedicated Funding Source**
 - Sales tax
 - Payroll tax
 - Dedicated state funding

- Property transfer tax
- Local gas tax
- Examples:
 - **Cleveland Regional Transit Authority**– 1% county-wide sales tax = 70% of operating revenue
 - **San Diego County** – 22 mile long light rail along congested interstate is funded by a half cent local sales tax combined with state and federal money to build local transportation initiatives
 - **Portland Rail Initiatives** – Local Improvement Districts, Tax Increment Financing, US HUD grant

Assets in Washtenaw County

- Strong support for non-motorized and public transportation
- Top of line bus system in small portion of county
- Universities & colleges provide large supportive audience for transportation alternatives
- Proximity to airports and several major highways
- Many plans....
- What Do They Have that We Don't?
 - Investment in light rail and other competitive alternatives to the automobile
 - Dedicated and reliable source of funding for public transit
 - Direct connection between transportation planning and land use planning;
 - Fixed transit connecting significant urban areas
 - Dedicated lanes / fixed guideways to allow transit travel times to be more competitive

Community Goals

- Integrated transportation vision
 - Land use that supports alternate modes of travel including transit and non-motorized
 - Transit links connecting within and to other counties
 - Inclusion of multi-modal considerations in all improvements
 - Investments in alternative modes of transport

Definition of Success

- Safe and convenient access and mobility for people and goods using all modes of transportation
- Transportation options including high quality regional transit service and convenient non-motorized transportation opportunities for both commuting and recreation
- Transportation choices that support economic engine of region and provides mobility and accessibility for a diverse community
 - Public transit as a catalyst to economic development
 - Talent attraction and retention
 - Job access
- Land use that supports transportation choices
 - Higher densities near public transit stops and corridors
 - Destination point for housing, activity and employment
 - Focus on infill and redevelopment in areas identified as priority for investment
- Long term dedicated county-wide funding source for transit

- Network efficiency through:
 - alternative modes of transportation,
 - use of HOV lanes,
 - access management &
 - other traffic demand management systems

Most Important Actions

- Promote choice in mode through policies
- Encourage infill development and higher density along transit corridors
- Public/ private partnerships to fund and promote transportation options
- Prioritization resources/investment for transit projects
- Develop a multi-modal financing package
- Public official/citizen outreach campaigns for public transit
- Maximize efficiency of existing system
- Connect our existing transit system with others in the region

Appendix B: Labor Assessment

Executive Summary from the Wadley Donovan Labor Assessment

Appendix C: Young Professionals Focus Group Results

June 30, 2008

Background:

As part of the Success Process research phase, a focus group was held to identify what are important factors in retaining and attracting young professionals to our region. While we have a good idea of the physical and social success factors required through the many articles we have read, we thought it was important to gather local young professional opinions. Fourteen young professionals (representatives of existing YP networks and recommended attendees through interviews with success leaders) attended a focus group meeting. The focus group was conducted by Kathy MacDonald with the assistance of Michael Nisson and Tony VanDerworp.

Attendees:

Jason Costello
Anya Dale
Andrea Bernardini
Linda Brown
Ken Thomson
Jen Langenberg
Megan Sheridan
Rebecca Lopez-Kriss
John Paul Narkowski
Kathryn Knapp
Newcombe Clark
Diana Bowen
Bennett Borsuk
Michael Nisson

Focus Group Questions and Results:

What factors most affect your happiness?

Job related comments:

- Financial stability... sufficient to ensure the lifestyle I desire
- Having meaningful work
- Debt reduction
- Rewarding work

Lifestyle related comments:

- Good music – a variety of different types
- Choices for what to do ... those that require both high and low energy
- Friends and a social network ... friends to be with 3 or 4 nights or days or week

- A variety of things to do and events
- A “place” to live that feels cool to me
- Weather ... Ann Arbor’s weather gives you an appreciation for the days a year you can enjoy
- Sunshine
- Good food ... a variety of types and places
- Recreational groups
- Giving back ... opportunities
- Beers and place to drink it
- Cocktails and places to have them
- Cocktails in a place without television
- Shopping
- Access to nature
- A sense of how you spend your time ... a sense that you are building something or doing something meaningful
- A sense that I am a productive part of society
- Exercise
- Time spent outdoors

Transportation related comments:

- Parking
- Travel
- The choice to have a day without a car

On a 1 to 10 scale, how many of these factors are present in Ann Arbor now? (10 is high; 1 is low)

- Range of responses from 4.5 to 8.5
- Average for the group was 7

Friends are leaving the area because ...

- Big city appeal
- Weather ... NOTE: This may not be that significant since the weather in New York or Chicago is not that great
- A job elsewhere.
- Density of young people is too low
- Going to grad school elsewhere
- Lack of convenience (the car factor and the desire to walk places)
- Ann Arbor feels stale after a while
- Affordability factor
- Lack of big group venues with music or concerts
- Variety
- Concerns about development, growth, and career

What factors compel you to stay in the area?

- Paying off debt

- Love my job (if I had my friends here I would stay)
- Family (NOTE: for some having family in the area was a real plus ... for others, it was a negative)
Desire to have family close, but not too close
- Too inconvenient to move
- Access to people of influence
- How easy it is to network
- Grad school community
- I am “established”
- The university connection ... being in a university town
- Cost of living here versus in a big city
- Dog-friendly town
- Loyalty to the community ... feeling I am paying the community back for being good to me
- Diversity of the community

How could Ann Arbor do better? Ann Arbor could do what things better?

Job related comments:

- Incentives to us
- More “middle” jobs
- More internships
- More interaction with professional community

Transportation and housing related comments:

- Direct transportation to other areas such as Detroit, the airport or Toledo
- Downtown affordability and walkable housing; a variety of housing
- Having a young professional area or neighborhood

Lifestyle related comments:

- “Go to” or “be with” groups
- Broader issue groups ... meet more people through these
- Increase diversity (race/ socioeconomic/GLBT/age) in the area

Other comments:

- Bi-partisan government at the local level (NOTE: Local government seen as ineffective)

What things should the community STOP doing?

- Refusing to plow snow on Sundays and holidays
- Stupid spending on things such as signage
- Parking tickets
- Parking meters should be for longer periods such as 3 hours
- Lots of talk but not action within local government
- Thinking we (the city of Ann Arbor) will always be OK
- Thinking as individual communities

Appendix D: Interview of University of Michigan Deans

David A. Nacht
Nacht & Associates, P.C.

Tony VanDerworp
Washtenaw County Government

June 2008

Summary

Interviews with deans from various schools at the University of Michigan were conducted by David Nacht and Anthony VanDerworp for the purpose of assessing ways to improve the Ann Arbor community. The idea was that the University, as the main economic engine for the community, should play a role in priority-setting. Therefore, various deans were asked to assess the community in terms of recruitment and retention of faculty. In response, deans proposed a variety of changes. Throughout the course of the interviews, however, there was no overriding unanimous voice. Indeed, every dean felt Ann Arbor is a selling point – once a faculty member is willing to live outside a warm weather climate or a major city.

Nonetheless, the most cited concerns were the need for improvement of Ann Arbor's economic development, and for highlighting our community's strengths through an image-building process; an improved transportation system connecting North and Central Campus; and finally, the need for more centralized spousal hire opportunities.

Methodology

Deans from various schools at the University of Michigan were contacted for a meeting concerning the discussion of possible future improvements that could be made in the Ann Arbor community. Almost all meetings took place in the office of the respective dean. Interviews were done in a free flow manner, with few prompts from the interviewer. Deans were simply asked to comment about the Ann Arbor and University of Michigan community and to report any needs of their school which would improve their ability to attract and retain top-tier their faculty, and graduate students in Ann Arbor. Deans interviewed were:

Dean Pollack, School of Information

Dean Caminker, School of Law

Dean Warner, School of Public Health

Dean Allen-Meares, School of Social Work

Dean Kendall, School of Music, Theater, and Dance

Dean Rogers, School of Art and Design

Dean Munson, School of Engineering

Dean Weiss, Rackham Graduate School

Dean Potempa, School of Nursing

Dean Dolan, School of Business

Dean Woolliscroft, School of Medicine

The Needs of Ann Arbor

Transportation

The need for improvement of transportation was the most cited area for improvement. Mostly spearheaded by the deans of the North Campus schools (Art and Design, Engineering, and Music, Theater, and Dance), the need to improve connectivity between downtown Ann Arbor, Central Campus and North Campus were pointed to. Monorail or other rapid transit between North Campus and Central Campus was strongly supported by Deans Munson and Kendall. Each felt that this would bolster the North Campus area, fostering improvement and business growth. With regard to transit outside of Ann Arbor, three deans advocated faster train service to Detroit and Chicago.

Ease of Relocation to Ann Arbor and Spousal Hires

A major barrier cited by most deans in hiring top candidates was the relative certainty that the spouses of faculty members could get jobs in major cities compared with Ann Arbor. Plus, several deans noted that those professors of entrepreneurial bent would be better off in major cities than in Ann Arbor. The Deans of Rackham, Business, Engineering, and Medicine all expressed frustration with the lack of progress in economic development. Efforts at the state level shift focus, and they fail to result in meaningful investments that yield long-term sustained economic development. The lack of development means Ann Arbor lacks, or is perceived to lack, the human capital necessary for successful ventures in the knowledge-based industries. Since Detroit is the large metropolitan area close by, and its image, along with the state's reputation is in decline due to the auto industry, some of the most dynamic faculty would rather live in a place with more economic activity.

The Engineering and Business Schools are currently cooperating in fostering entrepreneurial activity. Greater connection between university entrepreneurial initiatives and the community is beginning. Several deans were pleased at Spark's creation, but noted that we have a long way to go to promoting business development. Several deans expressed hope that the Pfizer space could be used strategically in this manner. The bottom line is that deans uniformly hoped that we could get a more vibrant business community in Washtenaw County, and they saw a variety of benefits from that.

In a related but narrower vein, the University lacks a centralized resource for rapidly finding jobs for the spouses of faculty and graduate student recruits. Because candidates often face rapid deadlines in choosing Ann Arbor over other alternatives, the problem is the speed at which appropriate jobs can be found. In terms of recruitment, this is especially a stumbling block for Deans Pollack, Dolan, Caminker, Weiss, and Woolliscroft. Improvement in this area would be a major advancement.

While central administration of the University provides resources, particularly for academic spouses, several deans thought additional resources to assist in rapid searches for jobs would make a real difference. Several of them had assistant deans or other support people devoted to this area. It is easy to imagine an information clearing-house for jobs that would be open to both University and non-university people in the community that could encourage economic growth.

Highlight Our Strengths: Diversity, Cultural Visibility and Retail Improvement

All of the Deans felt that the diversity, cultural and restaurant life in Ann Arbor, for the size of the city, was more than adequate. Many mentioned, however, that certain attributes should be made more visible or highlighted.

Deans Woolliscroft, Dolan, and Munson all noted that Ann Arbor does not do a good enough job of selling itself, compared to, for instance, North Carolina's research triangle. Woolliscroft and Dolan noted that Michigan's image of a depressed rust-belt economy with Detroit's poor reputation were significant barriers they had to overcome. Ann Arbor's positive attributes remain a bit hidden, and stereotypes about living in a small Midwestern town pose a barrier to some east coast and west coast candidates. Dean Woolliscroft noted that he has, over the years, learned how to market opportunities of interest to diverse populations: in particular, he remarked that he has had to learn about Ann Arbor's Asian grocery stores, and our African-American community to successfully recruit. He has ensured that the medical school web site highlights Ann Arbor's strengths. Even so, he noted that almost all faculty – and the Medical School has 2000 of them, vastly exceeding any other unit, had a Michigan connection of some sort prior to coming.

The North Campus deans, Dean Kendall, Munson, and Rogers, also expressed that there need to be more unique businesses and destinations on North Campus. Each would like to see North Campus become a place to attract more visitors. Dean Rogers and Weiss spoke of the need for more room to display the work of their students, on central as well as north campus. Each felt this would improve the visual character of the city. Deans Potempa and Rogers also felt a need for more affordable but distinctive restaurants to cater to students and middle income families. Each Dean also did not want Ann Arbor to lose its distinctive qualities: unique, non-chain retail, for instance.

Conference Center and Improvement of the Hotel Scene

Dean Potempa and Munson had concerns regarding the weak hotel scene in Ann Arbor. Dean Potempa felt that the alumni as well as visitors would be more interested in visiting Ann Arbor if there was an improvement in the quality and variety of hotels in the area. Each spoke of the need for a conference center for upwards of 300 people to improve recruitment. Dean Woolliscroft noted that large medical conferences are not held here, and if they were, then more people would have the chance to see a bit of Ann Arbor at some point in their careers. Other deans however felt these issues were not of concern.

Infrastructure

A few Deans were concerned about improvement of Ann Arbor's infrastructure (roads, sidewalks) and were optimistic that improvement of this aspect would be of great help to the quality of life in Ann Arbor. Dean Potempa, specifically, spoke of the quality of the sidewalks. Because one of the draws of Ann Arbor is that it is a "walk-able" city, she felt that improvement in the quality of the sidewalks would really highlight this attribute of the city. Dean Munson also was concerned about infrastructure, but more about the quality and layout of the roads. He expressed that it can be confusing in Ann Arbor, especially with all of the construction. Dean Munson felt that making Ann Arbor more navigable is a concern in terms of recruitment.

Cultural and Community Outreach

Some Deans talked about the need for more outreach in Ann Arbor and its surrounding areas. With Ann Arbor's vast resources, Deans Allen-Maeres and Kendall thought that having more interaction with those in Ann Arbor and the surrounding areas would not only help the community but improve Ann Arbor's image. Dean Kendall, the dean of the school of Theater, Music, and Dance, felt that he would like to see his students become more "stewards of culture." He felt that outreach to the cities surrounding Ann Arbor and Detroit by way of the arts would help the quality of life in Ann Arbor. Dean Rogers spoke similarly along those lines. Given that the art fair mainly supports outside artist, there should be a space for local artists to showcase themselves. Dean Munson talked about how a relationship with Detroit helps us as well as Detroit; outreach to this area would help foster a stronger connection. Dean Allen-Maeres felt that more activities for the young and elderly in Ann Arbor would help with recruitment and retention.

Conclusion

1. We have great strengths but we don't highlight what we have adequately.
2. We need to beef up economic development.
3. We need to have a centralized job finding service.
4. We need to make some investments in transit and other infrastructure.

Respectfully Submitted,

David A. Nacht
Nacht & Associates, P.C.

Tony VanDerworp
Washtenaw County Government

Appendix E: Descriptive Table of Innovation Companies and Jobs

Industry Description

Optical instrument & lens manufacturing

Computer & peripheral equipment

Communications equipment}

Audio & video equipment }

Semiconductors & other electronic components

Navigational, measuring, electromedical, control instruments

Manufacturing & reproducing magnetic and optical media

Fuel cells, electrochemical generators

Aerospace products & parts

Medical equipment & supplies

Basic inorganic chemicals

Pharmaceutical & medicine manufacturing

Software publishers

Internet services

ISPs, search portals, data processing

Computer systems design & related services

Engineering services

Testing laboratories

R&D in the physical, engineering, & life sciences

R&D in the social sciences & humanities

Appendix F: Recent Ranking for the Ann Arbor Region

This is not a comprehensive listing but provided to indicate the breadth of current assets in the region.

Source: Ann Arbor Convention and Visitor's Bureau, SPARK

Ann Arbor Rankings

- **#1 Best Places to Live** – CNNMoney.com
- **#1 Brainiest Places to Retire** - 2008 US News & World Report
- **#1 Knowledge Worker Metro** – Top 10 Knowledge Worker Metro
- **#1 Top 10 Brainiest Small Cities** – Bizjournals 2006 <http://www.bizjournals.com/specials/pages/9.html>
- **#2 Top 100 Cities for Healthy Pregnancies** – BabyFit.com <http://babyfit.sparkpeople.com/articles.asp?id=621>
- **#3 Best Cycling City (Population 75,000 – 200,000)** – 2006 Bicycling Magazine
- **#3 Smartest City** – 2006 MSNBC
 - Percentage of population 25 and older whose highest educational attainment is a bachelor's degree: 24.5%
 - Percentage whose highest degree is a master's degree: 15.01%
 - Percentage whose highest degree is a Ph.D.: 4.66%
 - Percentage whose highest degree is a professional degree, such as a degree from law or medical school: 3.75%
 - Percentage with a bachelor's degree or higher: 47.9%
 - Population: 343,400
- **#4 Smaller City for Venture Capital Deals** – 2007 Site Selection Magazine
- **#42 – 100 Best Places to Live and Launch a Business** - 2008 CNN/Money
- **#5 – Best Places to Live** – Sperling's Best Places, 2007 (up from #6 in 2006)
- **#5 – Top 5 Places to Retire** – Good Morning America 2005
- **#5 City** - 2007 Frommer's "Cities Ranked & Rated"
- **#10 Metro for College-Educated Workers** – Top Metros for College-Educated Workers
- **#10 America's Best Vegetarian Friendly Small Cities** – PETA, 2006
- **#11 Best Green Place to Live in America** – Country Home Magazine, 2007
- **#15 – Best Places for Singles**- 2006 Money Magazine
- **#22 Best Arts Destination** – American Style Magazine
- **#24 – Top 50 Green Cities** - 2008 Popular Science
- **#25 – Top 100 Best Places to Live** – 2006 Money Magazine

Ann Arbor Other Designations

- **Cities on the Verge** – 2007 Fast Company Fast Cities "Cities on the Verge" Ann Arbor is Start-up Hub
- **2007 Knowledge Worker Quotient** – Expansion Management Magazine
- **Smartest Cities** – 2006 Forbes.com Ann Arbor one of the 10 Smartest Cities in the U.S.
- **Educational Quotient Gold Star** to Ann Arbor Public Schools, 2007 Expansion Management Magazine
- **Top Restaurants** – Zingerman's Delicatessen and the Common Grill included in Zagat America's Top Restaurants in the country (2006)
- **Top 21 Cities for Cyclists** - *Bicycling Magazine* includes Ann Arbor, 2005
- **Bicycle Friendly Community Award**- 2005, League of America Bicyclists
- **Notable residents including:** Gerald Ford, Playwright Arthur Miller, Cartoonist Cathy Guisewite and Soprano Jessye Norman
- **Grammy Signature School (Top 7 High School Music Program)** – Ann Arbor Pioneer – 2006.

Regional Rankings

- **Saline - #59 Best Places to Live**, 2007 CNNMoney.com
- **Washtenaw County - #6 Digital County** - National Association of Counties, 2007

University of Michigan Rankings

- **#25 – Top National Universities** - 2008 US News and World Report “America’s Best Colleges 2008” (Ranked #24 in 2007)
- **#4 “Top Public National Universities”** - 2008 US News and World Report “America’s Best Colleges 2008” (Ranked #4 in 2007)
- **#3 Top 10 University for Nanotechnology** - 2007 Small Times Media
- **#11 Top 100 Global Universities** - 2006 Newsweek
- **#1 Business School** – 2006 Wall Street Journal. The Stephen M. Ross Business School is one of only two business schools to be ranked in the top four every year since the Wall Street Journal began its rankings in 2001.
- **#3 Undergrad Business Program** – US News and Work Report 2007 America’s Best Colleges
- **#5 University for producing the most Peace Corps volunteers** – Peace Corps
<http://www.peacecorps.gov/news/resources/stats/pdf/schools2006.pdf#search=%22ann%20arbor%20rankings%22>

University of Michigan Hospital Rankings

- **#14 America’s Best Hospitals** - 2007 US News and World Report
- **#13th Best Hospital** – Child Magazine, 2007. University of Michigan C.S. Mott Children's Hospital was also ranked as the top hospital in the state.