

LEVERAGING STATE ASSETS TO CREATE BUSINESS OPPORTUNITIES IN WISCONSIN

ANNUAL REPORT
FOR FISCAL YEAR 2013



Whether it is providing tax credits to innovative startup companies, making loans to major manufacturers that are ready to expand, leading missions into international markets, or encouraging out-of-state businesses to relocate here, the Wisconsin Economic Development Corporation (WEDC) is at the forefront of revitalizing the state's business climate.

This annual report for fiscal year 2013 (July 1, 2012 – June 30, 2013) highlights the many ways WEDC worked to provide businesses with premier support services and economic development tools. As the state's lead economic development organization, WEDC provided more than \$330 million in financial assistance—a total of 270 loan, tax credit, grant and bond financing awards—expected to result in the creation or retention of more than 37,000 jobs. Working with our key strategic partners, economic development assistance was provided to 2,085 companies and 69 communities throughout the state. These successes are made possible by the dedication of WEDC's staff in working with and helping businesses succeed.

For example, WEDC substantially expanded Wisconsin's international representation and businesses' access to international markets. There are now 36 countries in which Wisconsin companies are able to receive global trade assistance where before there were only four. A WEDC-coordinated trade mission to China resulted in eight agreements and more than \$200 million in new business for Wisconsin companies.

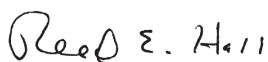
Two new programs at WEDC—Capital Catalyst and Seed Accelerator—provide early-stage capital, business modeling assistance, and mentorship to entrepreneurs. Five startup companies that emerged from the Global Fresh Water Seed Accelerator are now key components in the internationally-acclaimed Global Water Center in Milwaukee.

WEDC does not work alone, but partners with an extended enterprise of regional and local economic development organizations, key strategic partners, local communities, and state agencies to elevate Wisconsin's economy and create family-supporting jobs. To capitalize on the wealth of knowledge and expertise across the state, WEDC began development of an online customer relationship management system for our statewide partners. The resulting network will enable economic developers in Wisconsin to work together, share information, and streamline services to businesses.

These efforts—and many more like them—are paying off. The National Association of Manufacturers ranked Wisconsin fifth in the nation in the creation of manufacturing jobs since 2009. In a survey of Wisconsin employers released in June 2013, 94 percent said the state was moving in the right direction.

WEDC is committed to assisting businesses and communities in Wisconsin and is equally committed to the transparency and accountability of its operations. In October 2013, WEDC released the Annual Report on Economic Development, which details WEDC's and other state agencies' economic development programs and outcomes for fiscal year 2013. New this year are an enhanced interactive database and online map allowing the public to easily access data on all of WEDC's awards throughout the state.

WEDC has changed substantially since its beginning on July 1, 2011. We are proud of the accomplishments achieved in the last year and look forward to continuing to support Wisconsin's businesses, communities and residents in the year to come. WEDC remains, with its partners, dedicated to helping move Wisconsin forward.



Reed E. Hall

Secretary and CEO



“The key to helping Wisconsin companies grow and create new jobs is the development of innovative programs that are flexible enough to meet the ever-changing needs of businesses.

WEDC provides companies of all sizes and all industries with the dynamic economic development tools they need to forge a path to success.

The organization is just one example of the bold and aggressive measures the state has taken to help businesses startup, grow and relocate in Wisconsin®.”

—Scott Walker, Governor
State of Wisconsin



“Charging this new entity with crafting and executing the statewide economic development strategy represents a dramatic structural realignment of government. Yet, such systemic change can position the state in a more effective leadership role.”

—Be Bold Wisconsin, 2010



WEDC Deputy Secretary Ryan Murray learns about hydraulic fracturing components from OEM Fabricators CEO Mark Tyler.

CUSTOMER-CENTERED SERVICE: HOW WEDC IS REINVENTING ECONOMIC DEVELOPMENT IN WISCONSIN

WEDC is structured to “do business like a business.” What does this mean?

One of the most common complaints about government bureaucracy is that it is unresponsive to the needs of citizens. The interactions businesses had with WEDC’s predecessor agency, the Wisconsin Department of Commerce (Commerce), had as much to do with regulations as with business development and growth, a fact that negatively affected the perception of the agency in the eyes of the customers it was meant to serve.

That changed in 2011 when Governor Scott Walker and the Wisconsin Legislature passed Wisconsin Act 7—a law which created WEDC as a public-private corporation to replace Commerce. All regulatory functions of Commerce were moved to other state agencies, and WEDC was charged with a singular mission: to lead the state’s economic development efforts.

While WEDC carried forward many of the financial and technical assistance programs that Commerce had managed, the new organization adopted a customer service model designed to boost the state’s economy by increasing the pipeline of economic development projects statewide. One of WEDC’s values is to be “customer-centric.” That means businesses should know how to reach us, and when they do, their experience should be nothing short of exceptional.

In addition to increasing our staffing levels and adding to our statewide network of regional and community account managers, we’ve also taken steps to improve the standards of economic development practice within our own organization and among the partner network whose work complements our own. As any business does, we monitor our performance and make the necessary adjustments to increase our effectiveness.

We are also actively marketing business opportunities like never before. This includes building tighter relationships with local, county and regional economic development organizations in order to ensure consistent messaging to our shared prospects. It also includes promoting the state and its assets to companies looking to start up, grow or relocate operations here so that they know not only what Wisconsin has to offer, but also how to tap the state’s economic development resources in order to maximize their success.

MEASURING ECONOMIC DEVELOPMENT SUCCESS

WEDC partners with many government agencies and economic development organizations to foster the necessary conditions for healthy job growth in Wisconsin. Our specific role is to provide resources to businesses to help them take advantage of market opportunities. New companies are forming in Wisconsin to meet demands for new products and services, while existing companies are adapting to emerging market forces. Meanwhile, living standards are rising throughout the world, creating a new global imperative for business leaders to direct their attention to growth opportunities outside the United States. WEDC aligns its key performance indicators with the outcomes it achieves in helping companies start up, grow and reach new markets, the result of which is a healthy Wisconsin economy that provides family-supporting jobs for the state's citizens.

ASSISTING BUSINESSES

WEDC uses a range of investment tools from state and federal programs to help businesses establish, grow and relocate operations in Wisconsin. In addition to financial assistance through grants, loans and tax credits, WEDC and its economic development partners provide technical assistance to help businesses in Wisconsin maximize their potential. This technical assistance includes general business education as well as highly specialized consulting services.

ASSISTING COMMUNITIES

WEDC also provides financial and technical assistance to communities where new business opportunities depend upon significant infrastructure improvements, from downtown revitalization initiatives to industrial site cleanup.

LEVERAGING PARTNERS

While WEDC's direct funding to businesses receives widespread attention, our investments in partner organizations and special projects receive less publicity, but are a critical component of our economic development model. By funding organizations with specialized capabilities and a proven track record of success, WEDC maximizes the impact of its economic development funds. Partner investments include contracted business assistance services not provided by WEDC as well as strategic support for small business assistance operations throughout the state.

IMPACTING JOBS

In many of WEDC's financial assistance contracts with businesses is a job impact measurement. This metric captures the effect of WEDC's investment on current or future jobs in the state. In many cases, companies are able to hire new employees as the result of WEDC assistance. In other cases, companies are able to retain existing employees by either strengthening their operations or maintaining their presence in the state. In both of these scenarios, WEDC and the company under contract project the number of jobs that will be either created or retained as a result of the investment. That job impact number is recorded in the contract and the award is contingent upon its attainment.

WEDC's stated job impact goal for any given year is a sum of each of its individual program's job impact objectives. For fiscal year 2014 (FY14), our job impact goal is 20,825.

For more information about WEDC's specific programs and the economic impact of our investments, including an interactive map that shows which companies have received financial awards and what the expected outcomes of these investments are, visit www.inwisconsin.com/impact.

METRICS

In fiscal year 2013 (FY13), WEDC and our key strategic partners achieved the following measurable results:

RECIPIENT	ASSISTANCE	
	WEDC	KEY STRATEGIC PARTNERS
Businesses	232	1,853
Communities	69	—

BONDING

Amount

Co-Investment Leverage

18
awarded**\$179.7**
million**NA****GRANT**

Amount

Co-Investment Leverage

79
awarded**\$7.4**
million**14.7:1****INVESTOR CREDIT**

Amount

Co-Investment Leverage

50
awarded**\$16.3**
million**3:1****LOAN**

Amount

Co-Investment Leverage

32
awarded**\$14.7**
million**12.1:1****TAX CREDIT**

Amount

Co-Investment Leverage

91
awarded**\$112.1**
million**10.6:1**

Total Number of Awards

Total Amount

Total Co-Investment Leverage

270
awarded**\$330.2**
million**4.1:1**

* For more details regarding WEDC programs and investments, please refer to our Act 125 report published online at www.inwisconsin.com.

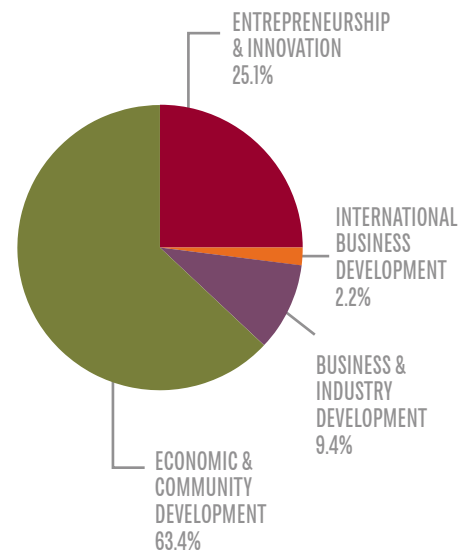
WEDC's FY13 Job Impact Data

11,058
jobs to be created**+****26,255**
jobs to be retained**=****37,313**
total jobs impacted

INVESTING IN WISCONSIN'S FUTURE

WEDC has more than two dozen programs that provide tax credits, loans and grants to businesses in all sectors. In FY14, the organization allocated more than \$130 million toward providing Wisconsin companies with the assistance they need to help them start up and grow.

	FY13 Actual	% of total
REVENUES		
State general purpose revenue (GRP)	\$32,049,088	51.3%
State economic development fund	\$23,189,200	37.1%
Other intergovernmental revenue	\$5,181,444	8.3%
Interest on loans	\$806,294	1.3%
Other revenues	\$1,242,546	2.0%
TOTAL REVENUES	\$62,468,572	100.0%
EXPENDITURES - BY OBJECT		
Programs	\$11,499,379	26.2%
Key strategic partners	\$3,243,756	7.4%
Loan loss reserve	\$14,136,764	32.2%
Total direct economic development	\$28,879,899	65.7%
Marketing and communications	\$2,570,182	5.8%
Payroll and benefits	\$8,340,156	19.0%
Operations, general, capital & debt	\$4,150,168	9.4%
TOTAL EXPENDITURES	\$43,940,405	100.0%
Net Change in Fund Balance	\$18,528,167	
FUND BALANCES - BEGINNING OF YEAR	\$76,800,721	
FUND BALANCES - END OF YEAR	\$95,328,888	



WEDC's financial solutions target the areas of Wisconsin's economy holding the greatest potential for job growth.

“The FY14 budget provides funding for innovative programs that will foster and promote global business development, entrepreneur growth, industry advancement and community development throughout Wisconsin.”

—Stephanie Walker
CFO
Wisconsin Economic Development Corporation

DIVISION	GRANT PROGRAMS	FY14 ALLOCATION
Business & Industry Development	Minority Revolving Loan Fund	\$550,000
Business & Industry Development	Targeted Industry Project Grants	\$2,550,000
Economic & Community Development	Brownfield Redevelopment Grants	\$3,500,000
Economic & Community Development	Brownfield Site Assessment Grants	\$1,000,000
Economic & Community Development	Capacity Building Grants	\$300,000
Economic & Community Development	Community Development Investment Grants	\$4,500,000
Economic & Community Development	DOA - Clean Energy Manufacturing Revolving Loan Fund	\$5,000,000
Economic & Community Development	Idle Industrial Sites Program	\$3,000,000
Economic & Community Development	Regional Revolving Loan Fund Expansion	\$300,000
Economic & Community Development	Workforce Training Grants	\$500,000
Entrepreneurship & Innovation	Capital Catalyst Program	\$1,000,000
Entrepreneurship & Innovation	Entrepreneurial Micro-Grant Program	\$200,000
Entrepreneurship & Innovation	Qualified New Business Venture Program	\$40,200,000
Entrepreneurship & Innovation	Seed Accelerator Program	\$1,000,000
International Business Development	ExporTech™	\$142,500
International Business Development	Global Business Development Grants	\$575,000
TOTAL GRANTS		\$64,317,500

DIVISION	TAX CREDIT PROGRAMS	FY14 ALLOCATION
Economic & Community Development	Development Opportunity Zone Tax Credits	\$6,705,000
Economic & Community Development	Economic Development Tax Credits	\$36,000,000
Economic & Community Development	JOBTS Tax Credits	\$8,708,880
Economic & Community Development	Enterprise Zone Tax Credits (5 of 20 designations available)	NA
TOTAL TAX CREDITS		\$51,413,880

DIVISION	LOAN PROGRAMS	FY14 ALLOCATION
Economic & Community Development	Business Opportunity Loan Fund	\$10,000,000
Economic & Community Development	Impact Loan Program—Forgivable Loans	\$7,000,000
Entrepreneurship & Innovation	Technology Development Loans—State Small Business (SSBCI) Credit Initiative	\$3,500,000
Entrepreneurship & Innovation	Technology Development Loans—WEDC	\$2,500,000
TOTAL LOANS		\$23,000,000

TOTAL PROGRAM FUNDING		\$138,731,380
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SUCCESSFUL COMPANIES DRIVE WISCONSIN'S ECONOMY

When businesses in Wisconsin start up, grow and thrive, Wisconsin succeeds. WEDC provides financial and technical assistance to businesses and communities in the state to help them achieve their full potential. After all, the more productive Wisconsin companies are, the stronger our economy will be.

In FY13, WEDC provided direct assistance to 232 business and 69 communities and worked with regional economic development organizations and other key partners to assist another 1,853 businesses. More than \$330 million was awarded through a variety of financial assistance initiatives, including:

- Business retention and expansion loans
- Technology development loans
- Workforce training grants
- Tax credits for job creation and retention, capital investment and employee training
- Early-stage business investment tax credits

WEDC INVESTMENT SUCCESS STORIES

Here are just a few examples of companies that WEDC assisted as they expanded their operations or relocated to Wisconsin in FY13.

MULLINS CHEESE INC., MOSINEE, is receiving up to \$540,000 in tax credits as part of its \$48 million project that calls for installing a third manufacturing line for cheese production. This capital investment is expected to create 51 new jobs and retain 120.

WALGREEN CO., the national drug store chain, is expected to create up to 115 jobs at its distribution center in DeForest, as part of a \$41 million expansion at the Dane County facility. The project is eligible for up to \$2 million in economic development tax credits.

SPEE-DEE PACKAGING MACHINERY INC., RACINE, has embarked on a \$1.2 million 14,000-square-foot expansion project to meet increased demand for its dry goods packaging solutions. The company is receiving tax credits of up to \$173,000 for the expansion, which is expected to create 27 jobs.

EXODUS MACHINES, INC., SUPERIOR, is investing \$10.7 million on a 60,000-square-foot expansion that is expected to create 250 new jobs and retain another 60. The project is being supported by a \$1.15 million loan from WEDC.

JAGEMANN STAMPING CO., MANITOWOC, was awarded tax credits of up to \$620,000 for a \$19 million expansion project that is expected to create 133 jobs.

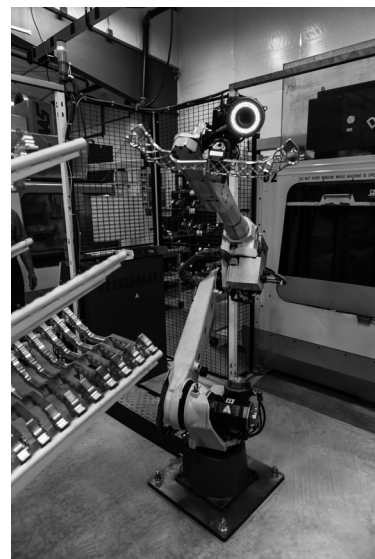
GAUTHIER BIOMEDICAL, GRAFTON, a biomedical surgical device manufacturer, is receiving tax credits of up to \$500,000 to support an \$11 million expansion project expected to create 79 jobs.

INDIANHEAD FOODSERVICE DISTRIBUTOR, INC., EAU CLAIRE, is investing \$4.5 million to expand its operations to meet the growth in its product lines and to continue its expansion into the Minneapolis market. The company, which plans to create an additional 50 jobs, is eligible for up to \$220,000 in tax credits.

VILTER MANUFACTURING, LLC, CUDAHY, was awarded a \$500,000 tax credit for a \$6.2 million expansion project that is expected to create 31 jobs and retain 228 jobs.

“I believe one of the greatest benefits of WEDC is that they provide support to smaller communities like mine. Communities that wish to engage in more economic development, but may not have the necessary local resources to hire the same level of expertise.”

—Nathan Thiel, MPA
City Administrator
Mauston



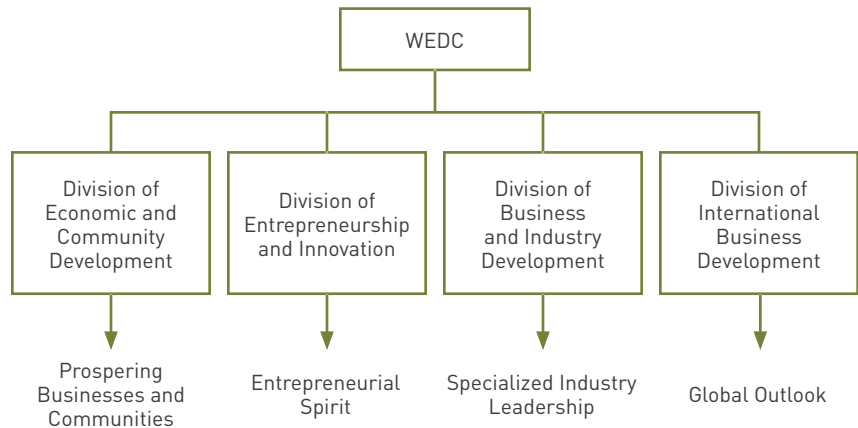
Mathews Manufacturing Inc. in Sparta is receiving assistance from WEDC for its expansion and renovation project. (Photo courtesy of Mathews Manufacturing)

DELIVERING INTEGRATED ECONOMIC DEVELOPMENT SOLUTIONS

In addition to providing direct financial assistance to Wisconsin companies, WEDC develops and deploys programs that help fuel the state's major economic drivers. Our work in the following areas is meant to address Wisconsin's long-term economic vitality:

- Entrepreneurship
- Industry Development
- Minority Business Development
- Exporting
- Community Development

In order to maximize the state's economic output, we need to succeed on all of these fronts. These components of the state's economy require special attention and demand specific strategy development and execution. For this reason, WEDC's organizational structure, staffing and resource deployment give proper weight to these critically important variables. At the same time, we recognize their overlap and make it a point to ensure that all tools are made available to companies and communities looking to flourish in Wisconsin. Projects in these areas are highly-complex with varying implementation timelines.



WEDC divisional structure reflects macro-level forces that create sustainable economic growth.

BUILDING AN ENTREPRENEURIAL ECOSYSTEM IN WISCONSIN

All iconic brands known worldwide started out at one point as small companies, perhaps a single individual with a vision. Similarly, the leading businesses of tomorrow may very well be startups today. The men and women behind the companies along with their mentors and supporters form the foundation of an entrepreneurial ecosystem with the power to change the world. The fact is, we need these innovators to develop new solutions to existing and future challenges. And we need them to move our economy forward. Research by the Marion Kauffman Foundation demonstrates that net job growth in the U.S. economy results primarily from the creation of new startup firms. It is this critical role that entrepreneurs fill that allows our economy to expand and create jobs.

One of the biggest challenges new companies face is raising the necessary funding for their ventures. Concept development, prototype production, research, and market analysis all need to be done before traditional investors will consider funding a new company. Recognizing the need to encourage new ideas in the state, WEDC offers lending options targeting the critical stages of new business development. WEDC's loan funds are tailored to help innovative companies with promising economic futures clear the hurdles associated with bringing new technologies, products and concepts to market. In FY13, WEDC entered into 14 contracts with companies under our Technology Development Loan Program. These awards are expected to leverage other financing at a ratio of 5.1:1.

In addition to such direct financial assistance, WEDC and our economic development partners are addressing Wisconsin's entrepreneurial challenges by matching startup companies with the technical assistance, business model training, and other financial resources and business development relationships they need to succeed.

DRIVING INVESTMENT TO HIGH-GROWTH BUSINESSES

Wisconsin's Act 255 Qualified New Business Venture (QNBV) Program, administered by WEDC, helps high-growth companies attract the investments they need to bring their ideas to market. In calendar year 2012, WEDC helped 63 early-stage companies leverage more than \$201.8 million in private investments and grants through the QNBV Program. Companies participating in the program created 170 net new full-time jobs and 40 part-time positions in 2012. Given the highly technical nature of the work these companies do, the jobs they create pay well above the state's median income and produce a significant positive impact on Wisconsin's economy.

QNBV PROGRAM ECONOMIC IMPACT*

2012 FULL TIME POSITIONS	2012 AVERAGE SALARY	2012 ANNUAL PAYROLL
1,102	\$76,581	\$84.4 Million

*Data reflects 2012 reported information by certified companies.

STIMULATING LOCAL BUSINESS CREATION EFFORTS

WEDC also established the Capital Catalyst Program in FY13 to make seed grants available to capable, local organizations or communities dedicated to stimulating entrepreneurship. Recipients of Capital Catalyst funding in FY13 included the Innovation Foundation of Western Wisconsin and the Whitewater Community Development Authority.

“gener8tor serves as a beachhead for startup funding in Wisconsin, and we've been impressed by WEDC's responsiveness when it comes to supporting entrepreneurs in the state. The QNBV Program, in particular, provides a solid foundation for new companies to attract the funding they need to get off the ground.”

— Joe Kirgues
Cofounder
gener8tor





“The Capital Catalyst funds WEDC and the Whitewater Community Development Authority have helped in our area have helped do exactly what they were meant to do—kick start entrepreneurial activity. The first \$10,000 grant recipient we awarded funds to has gone on to raise over \$700,000 towards his startup and expects to be over \$1 million by the end of the year. It’s an amazing program that is doing really well in Whitewater.”

— Jeffery Knight
Chairman
Whitewater Community
Development Authority

Both organizations have demonstrated a commitment and ability to deploy seed funds in support of early-stage and innovative small businesses that operate in their regions. Loan repayments and returns on their investments will stay in their communities to fund additional startups and create a supportive environment for entrepreneurs.

Building upon the success of the Capital Catalyst Program, WEDC’s FY14 plan calls for the establishment of four additional seed funds, including funding for collaboration with the University of Wisconsin System to increase commercialization activities throughout the state.

BUILDING KNOWLEDGE CENTERS

WEDC’s Seed Accelerator Program helps support business training programs throughout the state so that aspiring business owners can connect with the resources they need to launch their companies. Funding is used by eligible organizations to provide mentor-driven business development training and financial assistance to entrepreneurs.

In FY13, WEDC assisted in the launch of four business accelerators to help drive new business creation in Wisconsin. The first-of-its-kind Global Freshwater Seed Accelerator Program will help five water technology companies tap the tremendous research and business development resources housed in Milwaukee’s Global Water Center. Revolution Labs focuses on startups in central Milwaukee and provides a mentor-driven curriculum that teaches startup best practices and milestone attainment. VictorySpark offers similar services to veteran-owned startups. Graduates of these intensive programs, lasting from 12 weeks to six months, are given the opportunity to present their startup ideas to potential investors. Emergent Labs, also in Milwaukee, is a simulation, interactive media and gaming accelerator that provides space and expertise to help five area entrepreneurs pursue business opportunities in the gaming industry.



DRIVING STRATEGIC INDUSTRY DEVELOPMENT

While WEDC is committed to helping Wisconsin businesses in all sectors succeed, its Division of Business and Industry Development places a special emphasis on the state's "driver industries"—those that have the greatest promise for future growth.

In order to sharpen the focus on those industry drivers, WEDC, along with the Wisconsin Manufacturing Extension Partnership and Milwaukee 7, commissioned the Economic Future Study, which identified key manufacturing industries that drive economic growth statewide and within seven Wisconsin regions. The study, released in June 2013, analyzed all Wisconsin industries and compared the state's economic competitiveness in 2011 to 2005, the last time such a study was conducted.

The study assessed Wisconsin's competitiveness by examining export, innovation and workforce performances of the 37 driver industries compared to competitive states and the nation and reviewed the state's business climate and the challenges it poses for business and government.

Using the study results as a cornerstone, WEDC and its partners are developing a better understanding of those driver industries and how to support them to improve the state's economic performance. Each of the driver industries faces challenges and opportunities that require a public-private collaboration to improve the potential for growth and global competitiveness.

That type of collaboration is prevalent throughout the Division of Business and Industry Development, which, along with WEDC's regional economic development partners, forms strong working relationships with trade groups and industry cluster organizations.

Perhaps the best example of such a partnership is the Global Water Center in Milwaukee, which opened its doors in September 2013. WEDC worked with the Water Council and other entities to develop the seven-story, 98,000-square-foot building in the Walker's Point neighborhood that houses water-related research facilities for universities and existing water-related companies and accelerator space for new, emerging water-related companies.

The facility is a venue for attracting and creating new businesses in the water industry and is attracting worldwide attention as it positions Wisconsin as the global leader in water technology. This building's redevelopment also serves as a catalyst for the development of an adjacent water technology research park, Reed Street Yards.

Just as the Global Water Center is poised to place Wisconsin at the forefront of the water technology industry, the Midwest Energy Research Consortium, another project involving WEDC, aims to make the Midwest the nation's leader in the energy, power and control industry. As a key partner in the consortium, WEDC has invested \$60,000 in the initiative, which emphasizes technology innovation; market industry and expansion; workforce development; and strategic collaboration among its stakeholders.

Another key initiative involving industry drivers is the Skills Wisconsin Program, which is being funded with a three-year, \$6 million U.S. Department of Labor workforce innovation grant. The project involves improving industry-driven worker training services, primarily through increased collaboration between workforce and economic development partners to develop more timely and relevant skills training for Wisconsin job-seekers and workers.

WEDC also is providing funding to the Wisconsin Manufacturing Extension Partnership for its Wisconsin Profitable Sustainability Initiative. Now in its third year, the innovative program helps small and midsize manufacturers focus on improvements in the entire operation that will result in the greatest return on investment and a positive environmental impact.

“WEDC has indeed been a key financial supporter as Milwaukee's water technology has grown and developed as a world water hub, but what cannot be quantified is the value that all of the staff has provided as vital advisors and champions. WEDC's vote of confidence has been instrumental in helping the Water Council, Global Water Center and our cluster as a whole to solidify our foundation and launch us to new heights.”

—Dean Amhaus
President and CEO
The Water Council

\$11.7 million

Total investment over three years by participating companies in the Profitable Sustainability Initiative funded by WEDC

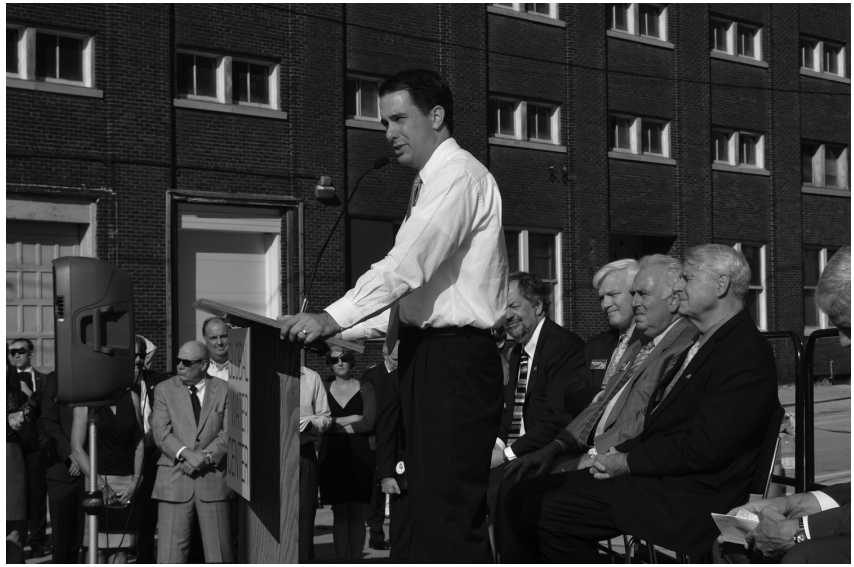
\$150 million

Estimated economic impact over the three years, including 58 jobs created as a direct result of the program

For the 73 participating manufacturers, the program is expected to result in operational cost savings of \$74 million and \$148 million in increased or retained sales over the next five years. The companies already have documented reductions of 7.5 million kilowatt hours of electrical use, 397,000 therms of natural gas, 8,900 tons of solid waste, 17 tons of air emissions and 53,700 gallons of diesel gas.

WEDC also plays a key role in the Aviation and Aerospace Consortium, an entity with more than 40 members that is developing a regional business attraction and retention strategy for the industry. In addition, WEDC provided a \$200,000 grant to the Wisconsin Center for Dairy Research to assist Wisconsin businesses as they commercialize the center's dairy technologies.

Governor Scott Walker congratulates the Water Council for the completion and opening of the Global Water Center.



Left: A.O. Smith Chairman and Water Council cofounder Paul Jones charts the history of the Global Water Center's development.



Right: University of Wisconsin-Milwaukee Chancellor Michael Lovell underscores the importance of industry-academia collaboration in economic development.



MAXIMIZING GLOBAL OPPORTUNITIES

Wisconsin companies seeking new business opportunities need to look beyond the U.S. border in order to capitalize upon demographic shifts that are creating intense demand for products and services in rapidly developing overseas markets. Today, 95 percent of the world's population lives outside the U.S., and while the middle class in this country is projected to shrink in the coming decades, populations around the world are quickly gaining purchasing power. Tapping markets abroad is no longer the luxury of multinational corporations. Rather, it is an imperative for any company seeking a competitive advantage in the 21st century.

WEDC employs a team of experts based in Wisconsin, as well as representatives in 36 countries around the world who serve Wisconsin companies in meeting this imperative. These experts can provide vital strategy and training as well as relevant foreign market insights to build or enrich a company's exporting plan. WEDC also can help companies with financial assistance designed to allow businesses to more efficiently navigate the global marketplace.

GLOBAL BUSINESS DEVELOPMENT GRANT PROGRAM

WEDC's Export Education Grants and International Market Access Grants help companies lay the foundation for a new export strategy or build upon existing export programs. In FY13, WEDC awarded 31 Global Business Development Grants to Wisconsin companies, one of which was RP's Pasta Company in Madison. RP's Pasta Company Vice President Steve Ciurczak attests, "Without WEDC's funding, we would not be selling internationally."

EXPORTECH™

WEDC delivers export training to Wisconsin companies in partnership with the Wisconsin Manufacturing Extension Partnership (WMEP) and the University of Wisconsin-Stout Manufacturing Outreach Center (MOC). The program—ExporTech—helps Wisconsin companies expand their global market reach through targeted export strategy development and execution.

In FY13, 21 Wisconsin businesses completed ExporTech training through six scheduled programs throughout the state. While it is too early to celebrate export successes for these specific companies, they can look forward to a significant boost in international sales based on the experiences of the 70 Wisconsin companies that have completed the program since its launch in Wisconsin in 2010.

The following data reflects the outcomes for companies that received ExporTech training in FY12 and reported results to date in FY13:

SURVEY SAMPLE SIZE	INTERNATIONAL SALES AND IMPACT ATTRIBUTED TO PROGRAM (9-12 MONTHS FOLLOWING TRAINING)	ROI RATIO (COMPANY TO WEDC)	JOBS CREATED OR RETAINED
13 Companies	\$2,085,000	64:1	19

TRADE VENTURES

Central to WEDC's international business development strategy is an understanding that personal contact creates business opportunities. In short, there is no better way for Wisconsin companies to build the relationships necessary for increased global sales than to meet with potential buyers. Unfortunately, the global stage does not lend itself to do-it-yourself prospecting. That is where WEDC comes in.

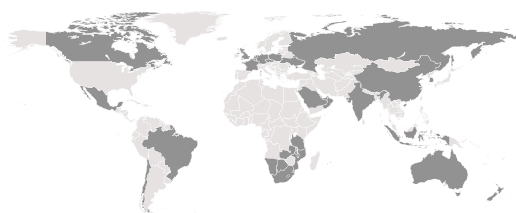
“WEDC's Global Business Development Grant allowed Wyco Tools to participate in one of the world's largest industry events in Dubai. This experience changed the way we view our international opportunities. Without actually spending time in the region, I do not believe that successful relationships could be developed.”

— Paul Jaworski
International Manager
Wyco Tools

“The trade venture to South Africa has proven quite successful for us. We were able to achieve our first sale in the region more quickly than we had initially anticipated. Our success in this new business was achieved in no small part by WEDC’s assistance. Thank you.”

—Michael Ross
Director, FACTS Product Line
Gridtec Solutions

36 foreign
offices
in total



WEDC increased our international market presence from four foreign offices in FY12 to the following total 36 in FY13;

THE AMERICAS

Canada
Mexico
Chile
Brazil

WESTERN EUROPE

United Kingdom
France
The Netherlands
Belgium
Luxembourg
Germany

EASTERN EUROPE

Poland
Czech Republic
Ukraine
Russia

ASIA/PACIFIC

China
South Korea

Indonesia
Australia
New Zealand

INDIA, MIDDLE EAST, AFRICA

India
United Arab Emirates
Saudi Arabia
Kuwait
Bahrain
Qatar
Oman
South Africa
Botswana
Mauritius
Malawi
Namibia
Lesotho
Swaziland
Mozambique
Tanzania
Zambia

As members of Wisconsin’s delegation, participating companies receive special country briefings and access to key decision makers. WEDC staff work with on-the-ground partners in each country to tailor the trade venture experience to fulfill each company’s business objectives.

For example, in April 2013, WEDC organized and hosted a Governor-led trade mission to China which drew participation from 25 Wisconsin businesses and an additional 17 delegates representing government, university and business associations. WEDC coordinated more than 50 customized business meetings between Wisconsin business delegates and Chinese importers and distributors during the nine-day business venture. In addition to the eight business agreements signed during the mission resulting in more than \$200 million in new business for Wisconsin companies, the initiative helped solidify the state’s leadership in the areas of agriculture, biosciences, manufacturing and clean technology. These industries hold immense future trade potential between our state and the world’s most populous country, which now stands as our fourth-largest trading partner.

WISCONSIN EXPORT SUCCESS STORIES

GAMBER-JOHNSON, the world’s leading manufacturer of rugged mounting systems, docking stations and components for securing laptops, tablets and other electronic devices in vehicles, participated in ExporTech training in Appleton in the fall of 2012. Through ExporTech’s strategy development process, the Stevens Point company identified three target markets for export expansion: the United Kingdom, the United Arab Emirates and Brazil.

Since the completion of Gamber-Johnson’s ExporTech training, the company is now fulfilling significant orders to the United Kingdom and Europe. Its exporting success has led the company to increase forecasts for international sales by 22 percent.

PROLITEC, a Milwaukee-based company that enhances indoor air quality with ambient scenting systems, is a 2011 ExporTech graduate. In the year following its ExporTech participation, Prolitec doubled its exports from \$2.8 million to \$5.6 million, adding 15 new countries to its portfolio. In 2012, the company saw another 60 percent increase in international sales and is now exporting to 73 countries. Prolitec’s sales plan for 2013 attributes 65 percent of total company sales to exporting. In recognition of the company’s export excellence, Prolitec received a Governor’s Export Achievement Award in May 2013.

BRUNO INDEPENDENT LIVING AIDS, INC., based in Oconomowoc, is a leading manufacturer of straight and curved stairlifts, vertical platform lifts, and products to transport wheelchairs, scooters or powerchairs in vehicles. The company has worked with WEDC’s International Business Development team to expand its presence in Australia and New Zealand.

Through the company’s participation in WEDC’s Trade Venture to Australia, Bruno received customized market research and business meetings in Australia and New Zealand. This research included contacting government agencies, occupational therapist assessment teams and private sector industry bodies to clarify funding mechanisms, the number of installations taking place and general market sentiment towards the use and recommendation of stairlifts for the aging and disabled markets in Australia.

WEDC’s Australia trade representative set up meetings with partners for Bruno to meet in Auckland, New Zealand, Brisbane and finally in Sydney, Australia, at the Daily Living Expo.

“The early research provided to us really helped us identify the potential market size and retail price of goods. Invaluable market information and some really good targets have been identified to expand our distribution. By far the best money we have spent on market research in the last 10 years,” said Erin York, international sales manager with Bruno.

CREATING THRIVING DOWNTOWNS

Acknowledging that a vibrant downtown is critical to a community's economic vitality, WEDC is responsible for implementing the Wisconsin Main Street Program, which advocates for the restoration of the historic character of downtowns while pursuing strategies such as marketing, business recruitment and retention, real estate development, market analysis and public improvements.

The Wisconsin Main Street Program is recognized nationally for its participation, initiatives and outcomes. The collaboration between WEDC and communities large and small throughout the state demonstrates the value that the organization places on shared community space.

Part of a nationwide program of the National Trust for Historic Preservation, Wisconsin Main Street community projects have resulted in the creation of more than 4,500 new businesses and 17,000 new jobs since its inception in 1987.

On top of that, more than 1,600 public improvement projects have been completed by Wisconsin Main Street communities, representing public investments of \$310 million and private investments of \$935 million.

In the last year alone, the development efforts of the state's 33 Main Street communities resulted in 98 new businesses and the creation of more than 300 jobs.

In FY13, WEDC allocated \$250,000 to provide communities with administration, staff resources, technical assistance and outside consulting services. Assistance includes training, façade renderings, small business consultations, and hiring of consultants to address topics such as business recruitment and retention, branding, and historic preservation planning.

To foster even more participation in the Main Street Program, WEDC in 2013 selected 20 cities for its new Connect Communities Program, which helps local planners leverage the unique assets of their downtowns and provides technical assistance and networking opportunities to help local leaders start a downtown revitalization effort. The program also provides access to additional financial and technical assistance for participants. Successful Connect Communities may choose to apply for Wisconsin Main Street status.



WEDC recognized the best downtown revitalization projects at the 22nd Annual Wisconsin Main Street Awards event at Beloit College.

“Our corner grocery store opened on Platteville's Main Street in June 2008. From its inception as a mere idea, the Main Street Program was involved—providing advice on small business loans, local business resources and other funding ideas. We enjoy participating with our Main Street Program and look forward to many more successful years together.”

—Robin Timm
Owner
Driftless Market, Platteville

98 New businesses started last year as a result of the Wisconsin Main Street Program

333 New jobs created as a result of the Wisconsin Main Street Program

4,526 New businesses started in Wisconsin since the program's inception in 1987

17,270 New jobs created in Wisconsin since the program's inception

428 Number of Main Street events last year

836,947 Attendance at those events

LOAN PROGRAM OPENS DOORS FOR MINORITY-OWNED BUSINESSES

By working side by side with the state's minority chambers of commerce, WEDC is playing a role in helping minority-owned businesses overcome obstacles they can face in trying to start and grow their companies.

This is done primarily through the Minority Business Development Revolving Loan Program, which aims to spur business creation and expansion, increase business diversity in minority communities, and make capital accessible by removing barriers to loan funds.

Working with the African American Chamber of Commerce, the American Indian Chamber of Commerce of Wisconsin, the Hispanic Chamber of Commerce, and the Hmong Wisconsin Chamber of Commerce, WEDC is making seed capital available to businesses in the underserved communities of the state. In most cases, that seed money is leveraged by matching funds from private sources and foundations—and helps facilitate business development and job creation in communities that need it the most.

Funding for the loan program increased from \$300,000 to \$400,000 because of higher demand from Wisconsin's minority business associations.

In addition to helping provide much-needed funding to these companies, WEDC works with other partners to provide assistance to minority-owned businesses. We have teamed up with the Wisconsin Housing and Economic Development Authority on its Transform Milwaukee Initiative, which aims to reinvigorate the economy in the urban core of Milwaukee. We are also working with the Local Initiatives Support Corporation on its efforts to revitalize commercial corridors in Milwaukee neighborhoods.

One of the most important initiatives WEDC undertakes to support minority- and women-owned businesses is the Governor's Conference on Minority Business Development, the largest and longest-running event of its kind. The conference provides businesses with opportunities such as networking, one-on-one meetings with buyers, workshops and more. The 2012 event was the most successful to date with more than 450 attendees and 77 exhibitors.

“Our partnership with WEDC represents a historic moment of enhanced service to our community on an issue that often impedes business development—access to capital.”

—Dr. Eve M. Hall
President/CEO
African American Chamber of Commerce

Marketplace 2012



77
Exhibitors

Marketplace 2012 attracted 77 exhibitors, who made meaningful connections with purchasing agents and representatives from a wide array of governmental and non-governmental agencies including representatives of some of Wisconsin's largest companies.

459
Registrants

Marketplace 2012 drew 459 attendees who celebrated the success of minority- and women-owned business enterprises, met with prospective buyers, connected with small business resource agencies and programs, and learned how to leverage certification programs.

ATTRACTING NEW BUSINESSES TO WISCONSIN

WEDC's business attraction team works with all WEDC divisions to make a compelling case to non-native companies to relocate or expand operations in Wisconsin. Our strategy is twofold: 1. Be optimally responsive to requests for information from relocating companies and site selection consultants; and 2. Actively identify and pursue business attraction opportunities.

Input WEDC received from national site selection consultants underscored the need for a single point of contact for information relating to the state's business climate and available commercial properties. WEDC's business attraction account manager's contact information is listed on all relevant marketing materials, including specialized webpages and relationship marketing collateral pieces. But it doesn't stop there. In FY13, WEDC's business attraction account manager built relationships with site selection consultants throughout the country, including attending the Site Selectors Guild Conference in New Orleans in February 2013. We are effectively delivering the message that not only has Wisconsin's business climate improved dramatically, our new economic development processes are geared toward business success. These efforts have succeeded in creating a strong connection between business relocation decision makers and Wisconsin economic development resources.

LOCATION, LOCATION, PARTNERSHIP

Of course, no successful business attraction project results from one person's efforts alone. One of the notable distinctions of Wisconsin's economic development network is the collaboration between organizations at the local, county and state level—including the multiple state agencies that are often drawn into a major business attraction project. Such was the case with United Natural Foods, Inc. (UNFI), which contracted with site consultant Mike Mullis of J.M. Mullis Inc., Memphis, Tennessee, to lead the search for a 425,000 square-foot distribution center and truck maintenance facility in the summer of 2012.

Mullis used a comprehensive set of criteria to identify and evaluate numerous sites within a 200-mile geographic radius around Chicago. It was also important to the company that the community selected share its commitment to sustainability, a core UNFI principle.

"We want to locate where residents are comfortable having a large distribution center as a neighbor, because, ultimately, joining a community is a symbiotic relationship," said UNFI Senior Vice President Sean Griffin.

After several months of evaluation, site visits and meetings with state and local economic development officials, UNFI announced in December 2012 its decision to build a new facility on a 75-acre parcel in Sturtevant, Wisconsin, in southern Racine County.

Site consultant Mullis, who has represented numerous large Wisconsin corporations during expansion projects, reported that the process went smoothly, citing the ability of state and local economic development officials to listen and work together to respond to the needs of UNFI. Mullins added, "The State of Wisconsin, through WEDC and the local economic development network, is ready to do business."

FY13 WISCONSIN BUSINESS ATTRACTION SUCCESSES

COMPANY NAME	DESCRIPTION	LOCATION	WEDC ASSISTANCE	ANTICIPATED JOB IMPACT	COMPANY INVESTMENT
Fire Safety Sales, LLC	Fire Safety Sales offers a wide range of leading brand-name fire suppression products and systems.	Milwaukee	Economic Development Tax Credits: \$100,000	18 New Jobs	\$4,000,000
Nova-Kem, LLC	Nova-Kem's identifies and develops commercially viable precursors for the high-tech industry.	Germantown	Loan: \$350,000	48 New Jobs	\$6,750,000
Ta Chen International, Inc.	Ta Chen International is a leading master distributor of stainless, aluminum and nickel alloy coils, sheets, plates, long products, tubes and PVFs.	Pleasant Prairie	Economic Development Tax Credits: \$1,025,000	92 New Jobs	\$13,300,000
United Natural Foods, Inc.	United Natural Foods is a leading North American distributor of natural, organic and specialty foods.	Sturtevant	Jobs Tax Credit: \$3,500,000	261 New Jobs	\$41,327,000

“I would recommend anyone looking at a new facility in the Midwest to consider Wisconsin.”

—Sean Griffin
Senior Vice President
United Natural Foods, Inc.



LEVERAGING NETWORK PARTNERSHIPS

WEDC's success draws upon the combined strength of an innovative strategy and strong relationships with an extremely capable economic development community in Wisconsin. To foster that community, WEDC invests in key strategic partners with specialized skills and a proven track record of success. Their work contributes significantly to Wisconsin's economic development and job creation outcomes.

REGIONAL ECONOMIC DEVELOPMENT ORGANIZATIONS

WEDC funds administrative and marketing activities for nine Wisconsin regional economic development organizations: Centergy, Grow North, MadREP, Milwaukee 7, Momentum West, New North, Prosperity Southwest, 7 Rivers Alliance and Visions Northwest. While each regional economic development organization is organized differently to meet the needs of its community, they all demonstrate regional collaboration with county economic development organizations; municipal economic development organizations; regional planning commissions; workforce development representatives; educators; and private sector stakeholders.

WEDC works closely with regional economic development partners around the state to facilitate communication and coordinate support for local businesses and communities. Examples of such cooperation over the past year include the following:

- Manufacturing Alliance events collectively engaging more than 300 senior level executives
- "Heavy Metal Bus Tour Week" connecting students with manufacturing career opportunities in nine counties
- Annual summits drawing more than 1,000 business leaders for education and business connections
- Regional "World Trade" events that linked more than 800 Wisconsin companies with resources in Africa, China and Germany

WISCONSIN MANUFACTURING EXTENSION PARTNERSHIP (WMEP)

WMEP provides advisory and implementation services to Wisconsin small and mid-size manufacturers in eastern Wisconsin to implement Next Generation Manufacturing Strategies. In FY13, WMEP reached 580 companies with services resulting in \$7.8 million in cost savings; \$215 million in investment in property and equipment; \$101 million in new sales; \$273 million in retained sales; and 735 jobs created or retained.

UW-STOUT/NORTHWEST WISCONSIN MANUFACTURING OUTREACH CENTER (MOC)

MOC, a resource within the Discovery Center at the University of Wisconsin-Stout, provides advisory and implementation services to Wisconsin small and mid-size manufacturers in western Wisconsin to implement Next Generation Manufacturing Strategies. In FY13, MOC reached 43 companies with services resulting in \$2.7 million in cost savings; \$2.4 million in investment in property and equipment; \$4.2 million in new sales; \$22 million in retained sales; and 365 jobs created or retained.

WISCONSIN PROCUREMENT INSTITUTE (WPI)

WPI helps state companies sell products and services to federal, state and local agencies as well as prime contractors. The institute navigates the government procurement process for small firms and helps them develop competitive processes and technical capabilities to earn federal contracts. In FY13, WPI provided highly impactful assistance to 102 unique companies, helping them obtain \$230 million in federal contracts resulting in 678 jobs created or retained.

Wisconsin's Economic Development Extended Enterprise

- African American Chamber of Commerce, Inc.
- American Indian Chamber of Commerce of Wisconsin
- Association of Wisconsin Regional Planning Commissions
- Bay-Lake RPC
- BioForward
- Capital Area RPC
- Centergy, Inc.
- Commercial Association of REALTORS® Wisconsin
- Competitive Wisconsin, Inc.
- East Central Wisconsin RPC
- Ethnically Diverse Business Associations Coalition
- Greater Milwaukee Committee
- Grow North Regional Economic Development Corporation
- Hispanic Chamber of Commerce of Wisconsin, Inc.
- Hmong Wisconsin Chamber of Commerce
- Madison Region Economic Partnership
- Midwest Energy Research Consortium
- Milwaukee 7
- Mississippi River RPC
- Momentum West, Inc.
- North Central Wisconsin RPC
- Northwest RPC
- Prosperity Southwest Wisconsin
- Southeastern Wisconsin RPC
- Southwestern Wisconsin RPC
- The 7 Rivers Alliance
- The New North, Inc.
- Transportation Development Association of Wisconsin
- University of Wisconsin System
- UW–Stout Manufacturing Outreach Center
- VETtransfer
- Visions Northwest
- The Water Council
- West Central Wisconsin RPC
- Wisconsin Angel Network
- Wisconsin Black Chamber of Commerce
- Wisconsin Business Incubator Association
- Wisconsin Business Innovation Corporation
- Wisconsin Center for Technology Commercialization
- Wisconsin Department of Administration
- Wisconsin Department of Agriculture, Trade and Consumer Protection
- Wisconsin Department of Revenue
- Wisconsin Department of Workforce Development
- Wisconsin Downtown Action Council
- Wisconsin Economic Development Association
- Wisconsin Entrepreneurs' Network
- Wisconsin Housing and Economic Development Authority
- Wisconsin Manufacturers and Commerce
- Wisconsin Manufacturing Extension Partnership
- Wisconsin Procurement Institute, Inc.
- Wisconsin Technical College System
- Wisconsin Technology Council
- Wisconsin Women's Business Initiative Corporation
- Wisconsin Workforce Development Association

CENTER FOR TECHNOLOGY COMMERCIALIZATION (CTC)

Formerly known as the Wisconsin Entrepreneurs' Network, CTC provides services that help businesses secure federal Small Business Innovation Research (SBIR)/ Small Business Technology Transfer (STTR) grants and advance innovations to commercialization. In FY13, CTC provided counseling to 333 clients and offered business modeling training to 56 businesses. Its work has enabled the creation of 41 new jobs and the retention of 11. Through the administration of WEDC-funded microgrants, CTC awarded 22 microgrants focused on SBIR and business commercialization assistance and helped 96 businesses obtain business modeling training delivered by Small Business Development Centers.

WISCONSIN WOMEN'S BUSINESS INITIATIVE CORPORATION (WWBIC)

WWBIC provides small business owners and aspiring entrepreneurs with an array of educational programming, individual consulting and microloan assistance. In FY13, WWBIC served 2,423 clients, with an additional 1,236 clients receiving impactful counseling services totaling over seven hours per client. WWBIC's microloan program provided small businesses with 107 loans totaling over \$3.4 million. Those efforts are expected to have a combined job impact of creating 320 positions and retaining an additional 566.

WISCONSIN TECHNOLOGY COUNCIL (WTC)

As the science and technology advisor to state policymakers, WTC plays an instrumental role in the research and advocacy effort that led to the development of an investment capital program. WTC provided networking opportunities for the entrepreneurship community through the Wisconsin Innovation Network and led additional programming in support of the innovation community, including the annual Governor's Business Plan Contest. Through the Wisconsin Angel Network housed within WTC, the organization held six educational seminars for angel investors throughout Wisconsin and spearheaded the development of two new angel investment groups in the state.

GLOBAL NETWORK OF WISCONSIN INTERNATIONAL TRADE REPRESENTATIVES (WITR)

WEDC's Global Network of Wisconsin International Trade Representatives (WITR) includes contracted personnel located in high volume and high growth-potential markets for Wisconsin companies. Currently, the Global Network covers these 36 countries: Canada, Mexico, Chile, Brazil, United Kingdom, France, the Netherlands, Belgium, Luxembourg, Germany, Poland, Czech Republic, Ukraine, Russia, India, United Arab Emirates, Saudi Arabia, Kuwait, Bahrain, Qatar, Oman, South Africa, Botswana, Mauritius, Malawi, Namibia, Lesotho, Swaziland, Mozambique, Tanzania, Zambia, China, South Korea, Indonesia, Australia, and New Zealand. The Global Network consists of 14 independent contractors, seven of which are under an umbrella contract managed by the Council of Great Lakes Governors (CGLG). WEDC has executed 18 month contracts directly with seven additional WITR's in markets not currently covered by the CGLG. The Global Network provided 107 in-country assistances to 50 Wisconsin companies in FY13.

WEDC also works closely with a strong network of economic development partners that include regional economic development organizations, regional planning commissions, county economic development entities, state and federal agencies, industry groups and chambers of commerce (see sidebar). WEDC has formalized its collaboration with the University of Wisconsin System to align the economic development resources contained within our state universities. Such business development cooperation is intended to spur business growth throughout the state for years to come.

MARKETING WISCONSIN'S ECONOMIC ASSETS

Among the many recommendations made by the authors of the 2010 Be Bold Wisconsin study, which formed the foundation for the establishment of WEDC, was a concerted marketing effort designed to promote the state's unique economic advantages. As a result of historically fragmented and underfunded marketing efforts, the study concluded, Wisconsin's value proposition was little known in the corporate world. In contrast, competing states had implemented aggressive business attraction policies, which they trumpeted in highly visible marketing campaigns.

While Wisconsin was known nationally and in some cases globally for a number of things, a positive business climate is not among the top-of-mind associations business leaders made with our state. Addressing the state's perception challenges would require highlighting the state's commitment to business development. That commitment is not new, and it does not reside solely within the public sphere. Rather, it is in the state's DNA. The fact is, we have a great story to tell. We just needed to get better at telling it.

BUILDING A BUSINESS CLIMATE BRAND FOR WISCONSIN

To this end, WEDC introduced a new brand—In Wisconsin®—in September 2012. Our brand launch strategy leveraged the names of world-class Wisconsin companies—Rockwell Automation, Schneider National, Trek, Organic Valley and Virent—whose success underscores key benefits of doing business in Wisconsin. Print ads and billboards concentrated in Wisconsin and neighboring states drew visitors to WEDC's website, which had been branded as InWisconsin.com. Here, visitors were treated to powerful videos of company representatives extolling the virtues of Wisconsin's business environment.

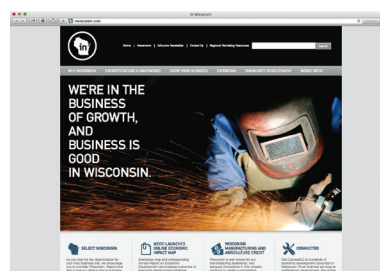
Visitors to InWisconsin.com not only learned about how other companies succeeded in Wisconsin, they gained access to the tools and resources available in Wisconsin to help all businesses succeed. A new site which WEDC launched in May 2013 serves as a one-stop-shop for business development opportunities throughout the state. At launch, the site contained over 400 total webpages and dozens of downloadable information resources. In addition to programs and services provided by WEDC, InWisconsin.com features 270 links to our economic development partner organizations, reinforcing the strong network of resources available to businesses operating here.

We've also developed a marketing collateral system that helps put business leaders in touch with the right resources in Wisconsin, whether they are looking to relocate, expand or launch their business here. We've made our marketing folders available to regional partners and have posted some 30 downloadable documents online for economic developers throughout the state to incorporate into their marketing efforts. These documents cover topics ranging from relocation incentives to community development programs.

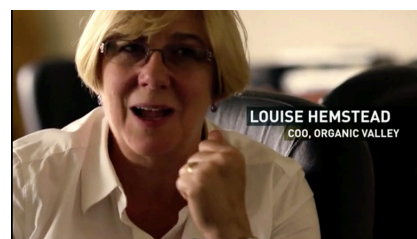
WEDC's marketing department supports each of the organization's operational divisions, providing specialized communications solutions to reach targeted audiences. We have developed relationship marketing strategies aimed at delivering compelling, actionable messages to economic development partners; site selection consultants; and businesses looking to tap international markets. We have also increased Wisconsin's visibility at major tradeshow by deploying the In Wisconsin brand in a highly-visible, adaptable booth property that can be used to showcase Wisconsin's economic assets.



Billboards featuring world-class Wisconsin companies helped launch the In Wisconsin brand.



InWisconsin.com serves as a one-stop-shop for economic development opportunities and resources in Wisconsin.



Organic Valley is one of the companies to speak passionately about the benefits of doing business in Wisconsin.



Headquartered in Milwaukee, Rockwell Automation supplies products to more than half of U.S. manufacturing plants.



In FY13, WEDC certified 12 commercial sites in Wisconsin as development ready.

WISCONSIN INTRODUCES PROGRAM TO MARKET DEVELOPMENT-READY COMMERCIAL SITES

WEDC introduced the Certified In Wisconsin initiative in FY13 to help spur development of commercial properties in communities throughout the state. By certifying that these sites meet basic development requirements, WEDC provides comfort to potential buyers looking to build quickly, thereby increasing the state's competitiveness when it comes to attracting new projects.

In FY13, WEDC announced the first 12 Certified In Wisconsin sites: Beaver Dam, Beloit (two sites), Chippewa Falls, DeForest, Village of Howard, Fitchburg, Janesville, Menomonie, Prescott, Stevens Point and Verona.

Communities who successfully completed the certification process praised the increased attention the designation would draw to their available properties. "Not only does a program like this build a positive business climate in Wisconsin, but also in Beaver Dam. It awards Beaver Dam a competitive edge in development of business growth and expansion and will significantly foster economic growth for the community," said Tom Kennedy, mayor of Beaver Dam, which had its 151 Industrial Park designated as a Certified In Wisconsin site.

"This allows us to have the resources of the breadth of the state of Wisconsin's economic development apparatus, the national and international positioning that the state is doing, the bully pulpit of the Governor's office advocating on behalf of Fitchburg," said Shawn Pfaff, mayor of Fitchburg. "It recognizes Fitchburg made the right investments in this program."

"For businesses time is money and if they know that they can get things moving, they're going to get up and running faster. This certification expedites the process," said Judd Blau, DeForest village president.

"This is a big step for the state to help the Village of Howard move forward with its economic development strategy," said Paul Everett, Village of Howard administrator.

The Certified In Wisconsin initiative is a partnership between WEDC and the community with a certified site. WEDC pays for a portion of the certification cost and provides a site summary for each community. WEDC markets the certified sites through the LocateInWisconsin.com website, national site selection publication advertising (through the In Wisconsin brand campaign) and direct marketing to site selectors and consultants.



WISCONSIN SHOWCASES BIOSCIENCE ASSETS AT GLOBAL INDUSTRY EVENT

Taking place in nearby Chicago April 22-25, 2013, the 2013 BIO International Convention provided an excellent opportunity for Wisconsin's bioscience industry to showcase its strength and develop new business prospects. Leveraging the industry leadership of BioForward and the marketing assets of WEDC, Wisconsin drew strong interest among attendees at the show for the innovation taking place in the state.

Wisconsin's showing at BIO 2013 included 107 attending companies and organizations. Twelve industry representatives joined BioForward and WEDC as sponsors of the Wisconsin pavilion, a 20-foot by 40-foot exhibit designed to deliver powerful messages regarding the state's business climate and our bioscience capabilities.

Wisconsin's physical presence at the event drew upon the In Wisconsin branding strategy developed by WEDC to promote business opportunities in the state. Marshfield Clinic's Director of Applied Sciences Marsha Barwick points out that the booth used at this year's event helped tell the Wisconsin story and communicate the many benefits bioscience companies operating here enjoy. "The power of the new branding helped underscore the cohesiveness of our industry and the dedication with which its members work toward growing the research and biosciences sectors."

While WEDC provided marketing and event logistics support for the BIO 2013 conference, BioForward focused on messaging and business development. WEDC Events Manager Sarah Bownds sees additional opportunities for this partnership model. "Leveraging the In Wisconsin brand and WEDC's exhibit property and event planning expertise, we see great potential to work with other industry groups to market the state at major international tradeshows," she said.



Governor Scott Walker chairs the WEDC Board of Directors composed of state legislators, departmental secretaries and private business owners. The Board of Directors provides WEDC with strategic leadership and operational oversight, representing statewide public and private economic development interests.

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