

TAPPING IDEAS, TALENT AND PASSION TO GROW BUSINESS IN WISCONSIN.®

ANNUAL REPORT
FISCAL YEAR 2014

PHOTO COURTESY OF ARIENS COMPANY



WELCOME TO A STATE OF SOLUTIONS.

Effective business development means finding the right solutions for your business—from securing capital for startup or expansion to tapping international markets. By connecting with the Wisconsin Economic Development Corporation (WEDC), you gain a partner who delivers high-impact financial assistance and strong business development programs. As the state's lead economic development agency, we work with a network of more than 600 local, regional and statewide partners to provide resources and customized support to businesses In Wisconsin®

To help technology-oriented startups grow, WEDC provides direct funding and tax credits to help facilitate investment capital. When more mature businesses need to upgrade employee skills or expand their facilities, WEDC offers financial assistance, including loans, grants and tax credits. For businesses looking to start or expand their export strategy, WEDC's global development team provides expertise on doing business successfully in many of the world's fastest growing markets.

To learn more about WEDC programs and resources designed to help your business succeed In Wisconsin® call 855-INWIBIZ (toll free), email DoBusiness@InWisconsin.com, or visit InWisconsin.com.



In Wisconsin® is a registered trademark of Wisconsin Economic Development Corporation.





Be it through workforce training, export assistance, loans to enable capital investments, tax credits to incentivize expansion, or one of the many other tools and resources we offer, the Wisconsin Economic Development Corporation (WEDC) always operates with the growth of Wisconsin's economy foremost in mind. This annual report offers a summary of our numerous and varied programs and highlights changes and successes during fiscal year 2014 (July 1, 2013-June 30, 2014).

As the state's lead economic development organization, we are constantly working to update the menu of programs and services we offer to meet the needs of Wisconsin companies and communities. This year, we created a new, flexible Special Projects Loan Fund to provide loans for projects that might not otherwise qualify for traditional financing. We also worked with lawmakers to update the regulations that govern our Economic Development Tax Credits, so that recipients of these credits can transfer them to other companies under certain conditions. We expect that this additional flexibility will make this already popular program even more effective at spurring growth and job creation.

WEDC also demonstrated our responsiveness with a \$5 million emergency loan guarantee program that allowed us to provide loan guarantees to financial institutions in Wisconsin for new or expanded lines of credit to propane distributors in response to a propane shortage that hit much of Wisconsin. WEDC also played a key role in the implementation of the enhanced tax credits for historic buildings. The credits were doubled to cover 20 percent of eligible rehabilitation costs, a change that stimulated economic development in communities across the state.

Two entirely new programs introduced during FY14 have already had a significant impact on community development. Six vacant sites were selected for the Idle Industrial Sites Redevelopment Program, and 20 municipalities and counties received grants for downtown redevelopment efforts through the Community Development Investment Grant Program.

During the fiscal year, WEDC continued to expand Wisconsin's international representation and businesses' access to international markets. We have expanded our international network of trade representatives to cover 54 countries—up from 36 a year ago and just four a year before that. In April 2014, we hosted the first-ever bus tour of our state for 33 trade commissioners from 25 countries who undoubtedly shared their positive experiences with business leaders in their home countries.

WEDC also supports the generation of new commercially viable ideas within our nationally renowned educational institutions. For example, in FY14, we partnered with the University of Wisconsin System to launch the Ileadvance Seed Fund, which supports student, staff and faculty entrepreneurs with seed funding and business modeling training. WEDC's Capital Catalyst Program and Seed Accelerator Program are helping turn groundbreaking research into new business opportunities in Wisconsin. Improvements in our business climate and the publicity these bring are drawing national attention. Amazon.com's decision, announced in November 2013, to open a new facility in Kenosha is just one positive outcome of Wisconsin's growing reputation as a business-friendly state. Amazon's investment is expected to create more than 1,250 new jobs.

WEDC does not work alone, and our impact is multiplied through our work with partner organizations. In FY14, we worked with the Mid-West Energy Research Consortium (M-WERC) to plan for the 2015 opening of the Energy Innovation Center, which will bring together scientists, engineers and business leaders to accelerate innovation in the energy, power and control industry. This new center is modeled on the successful formula of the Global Water Center, a 98,000-square-foot space in Milwaukee that, through a partnership with The Water Council, moves innovation forward in the water sector.

In all, WEDC provided more than \$156 million in financial assistance during FY14—a total of 316 loans, tax credits, investor credits, grants and bond financing awards, expected to result in the creation or retention of more than 32,000 jobs. Working with our key strategic partners, economic development assistance was provided to 4,272 companies and 119 communities throughout the state. We are proud of these accomplishments, and, as we look back on last year and forward to the year ahead, we reaffirm our dedication to helping to move Wisconsin's economy forward.

Sincerely,

Reed E. Hall
Secretary and CEO



Wisconsin's economy is growing stronger every day, and WEDC plays a critical role in ensuring that businesses of all sizes and all industries have the tools they need to be part of the state's success story.

Whether it's helping innovative startups secure initial capital investment, providing companies with the assistance needed to expand and create new jobs, or persuading businesses in other states to establish operations here, WEDC's proactive approach to economic development is paying huge dividends.

The bold strategies put forth by WEDC and their many economic development partners throughout the state—combined with the confidence that comes from eliminating the state's budget deficit, cutting taxes and ensuring a ready and capable workforce—make Wisconsin the right place to start, grow or relocate a business.

Scott Walker, Governor
State of Wisconsin



MAXIMIZING WISCONSIN'S ECONOMIC PERFORMANCE

Creating a business climate in Wisconsin that supports business development requires dedicated attention to the state's inherent strengths—its rich natural resources, leading education system, talented workforce and proven industry leadership. Additionally, the state's many economic development stakeholders must work together to leverage available resources to ensure businesses operating within the state receive the help they need to grow their operations and create new jobs in Wisconsin. Above all, the state needs to demonstrate its interest in new business development through a combination of long-term strategic planning and day-to-day responsiveness to new opportunities. As a public-private entity formed to foster a positive business climate in Wisconsin, WEDC is uniquely positioned to effectively deploy the talent and funds available to drive business growth in the state.

WEDC's priorities are formed through input from the businesses we serve. Our areas of emphasis include the following:

- Assisting startups and entrepreneurs
- Nourishing existing Wisconsin companies
- Recruiting businesses from other states
- Seeking opportunities for exporting and foreign investment
- Opening doors for minority-owned businesses
- Building strong partnerships

WEDC's structure allows us to be adaptable so that we can respond quickly to changing economic conditions and add new programs to meet market demands. From raising capital for innovation to financing workforce training and expanding global markets, WEDC understands business and delivers customized solutions to help companies succeed in Wisconsin®.

“I have worked with representatives of state government in Wisconsin for more than 10 years and have witnessed an evolution toward greater responsiveness to business needs in that time. The team in place at WEDC understands business and knows how to get things done.”

— Mike Eickhoff
Midwest Practice Leader,
Credits and Incentives Services
Grant Thornton LLP



Located in New Richmond, Wisconsin, Engineered Propulsion Systems, Inc. (EPS) is designing a new diesel engine that the company's owners hope will change the course of general aviation by offering significantly better fuel efficiency than today's gasoline-powered engines. WEDC certified EPS as a qualified new business venture (see p. 6) in 2010. The company received more than \$3 million of qualified investments through the program in 2013.

INVESTING IN WISCONSIN'S FUTURE

WEDC administers more than two dozen financial assistance programs to help companies relocate, start up and grow their operations in Wisconsin®. These programs include tax credits, loans and grants targeted at spurring business development and job growth across a wide range of industries and throughout the state.

WEDC's FY14 budget was both financially responsible and sustainable. Revenues equaled ongoing operational expenditures, and programmatic investments were driven by an operational plan that reflected WEDC's strategic plan and divisional objectives.

REVENUES

State General Purpose Revenue (GPR)	\$6,124,400	14.2%
State Economic Development Fund	\$33,776,300	78.5%
Other Intergovernmental Revenue	\$1,679,856	3.9%
Interest on Loans	\$1,006,824	2.3%
Other Revenues	\$455,534	1.1%
TOTAL REVENUES	\$43,042,914	100%

EXPENDITURES - BY OBJECT

Programs	\$10,436,024	25.9%
Key Strategic Partners	\$4,644,154	11.5%
Loan Loss Reserve	\$7,558,524	18.7%
Total Direct Economic Development	\$22,638,702	56.1%
Promotions	\$4,715,979	11.7%
Payroll and Benefits	\$8,661,026	21.5%
Operations, General, Capital and Debt	\$4,305,599	8.7%
TOTAL EXPENDITURES	\$40,321,306	100.0%

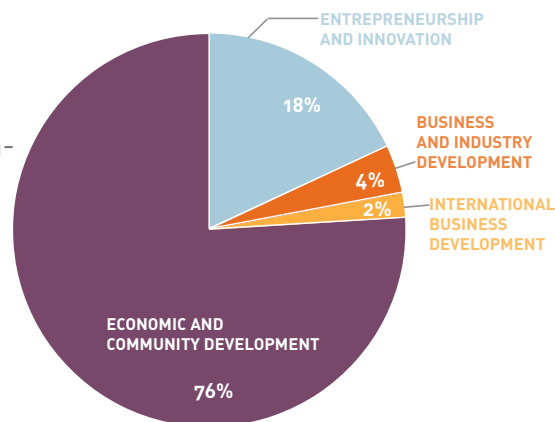
Net Change in Fund Balance \$2,721,608

FUND BALANCES - BEGINNING OF YEAR \$95,328,888

FUND BALANCES END OF YEAR \$98,050,496

LOAN DRAWS \$17,109,441

FY14 Grant and Loan Funding Allocation



“WEDC’s financial investments in fiscal year 2014 fulfilled our operational goals relating to high-impact economic development and full accountability and transparency.”

—Stephanie Walker, CFO
Wisconsin Economic
Development Corporation

\$ **32.2 M**

In FY14, WEDC deployed \$32.2 million in funding through grants and loans to help businesses succeed in Wisconsin either through direct funding or through strategic investments in partner organizations whose work complements our own.

\$1.6 BILLION

In FY14, WEDC invested in contracted projects that will result in more than \$1.6 billion in capital investments in Wisconsin.

MEASURING ECONOMIC DEVELOPMENT SUCCESS

WEDC employs a variety of measures to gauge the effects of our economic development investments. Our work ranges from helping fund new high-tech startups to increasing the competitive advantage of targeted industries and assisting companies in their efforts to reach new international markets.

In FY14, WEDC and our key strategic partners (see page 19) achieved the following measurable results from financial awards and technical assistance to customers:

Recipient	WEDC	Key Strategic Partners	Total	FY14 Goal
Businesses	668	3,604	4,272	2,140
Communities	119	--	119	150

ASSISTING BUSINESSES

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

ASSISTING COMMUNITIES

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

LEVERAGING WISCONSIN'S ECONOMIC DEVELOPMENT NETWORK

Less visible than our direct funding to businesses are our investments in partner organizations and special projects. Partner investments include contracted business assistance services not provided by WEDC as well as strategic support for small business assistance operations throughout the state.

CAPITAL INVESTMENT

When a company spends millions of dollars on an expansion project, much of that money is pumped into the local economy through the purchasing of contractor and vendor services. These investments increase Wisconsin's competitiveness for additional new business attraction. In short, a successful business nourishes other businesses.

The types and amounts of WEDC's FY14 contracted financial awards are listed to the right, along with the leverage ratio achieved for each award type. Details of these contracted awards can be found in the online database at InWisconsin.com/impact.

IMPACTING JOBS

Many of WEDC's financial assistance contracts include a job impact measurement. This data point captures the effect of WEDC's investment on current and future jobs in the state. In some cases, companies are able to hire new employees as a result of WEDC assistance. In other cases, companies retain existing employees by either strengthening their operations or maintaining their presence in the state. In both 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.

Of course, it takes time—sometimes years—for the positive effects of a WEDC investment to be realized. The issue, then, is: when are the jobs in question actually impacted? And when do they get counted? We report the total impact of the jobs in the year the contract is executed and track performance progress to that impact goal throughout the life of the project.

	AWARDED	MILLION	LEVERAGE RATIO
BONDS*	7	\$28.4	NA
GRANTS	142		4:1
INVESTOR CREDITS	31	\$12.5	3:1
LOANS	40	\$19.4	20:1
TAX CREDITS	96	\$79.1	17:1
TOTAL	316	\$156.9	14:1

*No longer includes the Midwest Disaster Area Bond Program

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

WEDC'S FY14 JOB IMPACT DATA

JOBS TO BE CREATED	JOBS TO BE RETAINED	TOTAL JOBS IMPACTED*	FY14 GOAL
10,621	22,068	32,689	20,825

*Jobs impacted totals are derived from contracts executed between July 1, 2013, and June 30, 2014. These include executed contracts from both current and previous year commitments. Jobs impacted for commitments not yet contracted at current fiscal year end are not included in these figures.

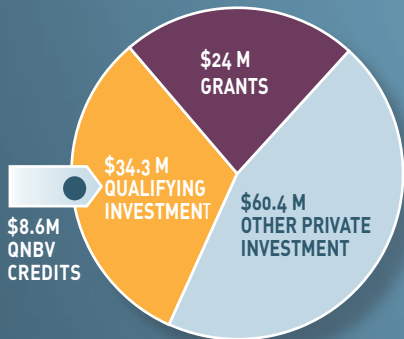
2013 QNBV Summary

\$ **8.6 M**

\$5.8 million in angel tax credits were issued along with \$2.8 million in early-stage seed credits.

\$ **118.7 M**

Total funding received by certified companies including qualifying investments, other private investments and grant funding.



“WEDC is a valuable economic development engine. At ConsortiEX, we found WEDC resources, programs and assistance key to expanding our healthcare IT services that support hospital pharmacy quality management. In addition to providing incentives such as financial assistance and tax credits to our investors, WEDC also guided us to other resources, programs and opportunities in Wisconsin to promote our growth. We certainly will continue to work with WEDC as our business continues to grow.”

— Neal Long
CEO,
ConsortiEX

SUPPORTING THE ENTREPRENEURIAL ECOSYSTEM

In order to create and sustain steady growth of new businesses in Wisconsin, it is important to encourage and support entrepreneurs at every stage of their development. Simply put, we need these innovators and risk takers to move our economy forward. Research consistently shows that the majority of net job creation comes from young companies.

WEDC and the many educational and economic development partner organizations we work with understand the need to more efficiently commercialize the tremendous research and development taking place in our colleges and universities. While Wisconsin has many potential new business ideas at the starting line, too few reach the finish line. To draw attention to this challenge, WEDC has developed the Start.Seed.Scale. (S³) initiative.

Under the S³ umbrella, WEDC and partners across the state are implementing financial and operational assistance programs to address Wisconsin’s business startup and seed funding challenges.

QUALIFIED NEW BUSINESS VENTURE PROGRAM

In calendar year 2013, WEDC helped 69 early-stage companies directly leverage more than \$35 million in private investment and an additional \$84 million in other financing and grants through the Qualified New Business Venture (QNBV) Program. The QNBV Program, also known as the Early-Stage Business Investment Tax Credit Program, allows eligible investors to claim a 25 percent tax credit on the amount they invest in a QNBV-certified company. The tax credit, which applies to equity investments made by individual investors, angel groups and venture capital investors, is a good example of a program designed to address a specific barrier to starting and growing a high-tech business in Wisconsin.

TECHNOLOGY DEVELOPMENT LOAN PROGRAM

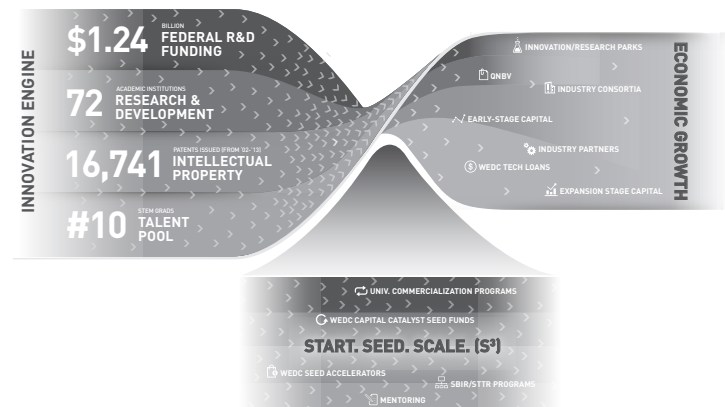
Traditional financing is oftentimes unavailable to technology-based startups. WEDC’s Technology Development Loan Program provides a lending option to our innovative entrepreneurs as they advance their technologies and ideas through critical stages of business development from concept, research, prototyping, production, and market analysis. In FY14, a total of \$5.2 million in loan commitments were made to 19 companies, and the program achieved an 8:1 leverage ratio of WEDC loans against other financing.

CAPITAL CATALYST PROGRAM

WEDC utilized its Capital Catalyst Program to provide funding in partnership with the UW System to launch the Ideadvance Seed Fund, which supports student and faculty entrepreneurs with seed funding and business modeling training. We understand that effectively deploying capital to spur new business generation requires an agent that is close to the action. The UW System plays that role on campuses throughout the state. Capital Catalyst also supported community-based seed funds established by organizations including the Innovation Foundation of Western Wisconsin; Whitewater Community Development Authority; Baraboo Community Development Authority; and Greater Green Bay Chamber/Advance. In addition, two new seed funds providing capital to health care startups were created with Capital Catalyst support by Bridge to Cures and the Wisconsin Technology Innovation Initiative.

SEED ACCELERATOR PROGRAM

WEDC’s Seed Accelerator Program assisted in establishing new business modeling training programs at UW-Oshkosh and in Madison and continued to support new water technology businesses at The Water Council’s BREW (Business. Research. Entrepreneurship. In Wisconsin.) accelerator.





**WE GROW BUSINESS
HERE. WE DO IT
WITH INDUSTRY
LEADERS, CUTTING-
EDGE RESEARCH,
AND POLICIES FOR A
STRONGER BUSINESS
CLIMATE IN WISCONSIN.®**



The Wisconsin Economic Development Corporation and its network of over 600 economic development partners can help you start, expand or locate your business in Wisconsin. Call 855-INWIBIZ, visit inwisconsin.com, or email us at dobusiness@inwisconsin.com.

“The entire team at WEDC has been both professional and supportive in partnering with us to secure a loan in support of our critical startup activities. It is apparent through their actions that the WEDC has the state of Wisconsin’s best interests in mind and is a leader in driving economic growth.”

— Raphi Hanessian
 Managing Director
 PSC Investments, a California firm that is starting a new biotech company in Madison

“Working with WEDC was a great experience. They helped us find a loan that met our needs, and the process was quick and smooth. This will help the company continue to grow and succeed.”

— Brian Larso
 Account Manager
 Forte Research Systems, Inc.

ACCELERATING BUSINESS GROWTH

Growth-oriented companies around the state are eager to expand their facilities, hire more employees and/or add new equipment in order to take advantage of market opportunities. And WEDC stands ready to help with a wide range of economic development tools that target key growth objectives.

WEDC’s most popular tool to spur business growth is the Economic Development Tax Credit Program, and in FY14, WEDC worked with legislators and other partners to enhance the program, a change expected to spur additional growth and job creation. Companies receiving Economic Development Tax Credits are now allowed to transfer those credits to other companies under certain conditions. Before the law was changed, those credits could only be used by the company authorized to receive them. If that company had no state income tax liability, it had no need for the credit, a provision that hampered the program effectiveness.

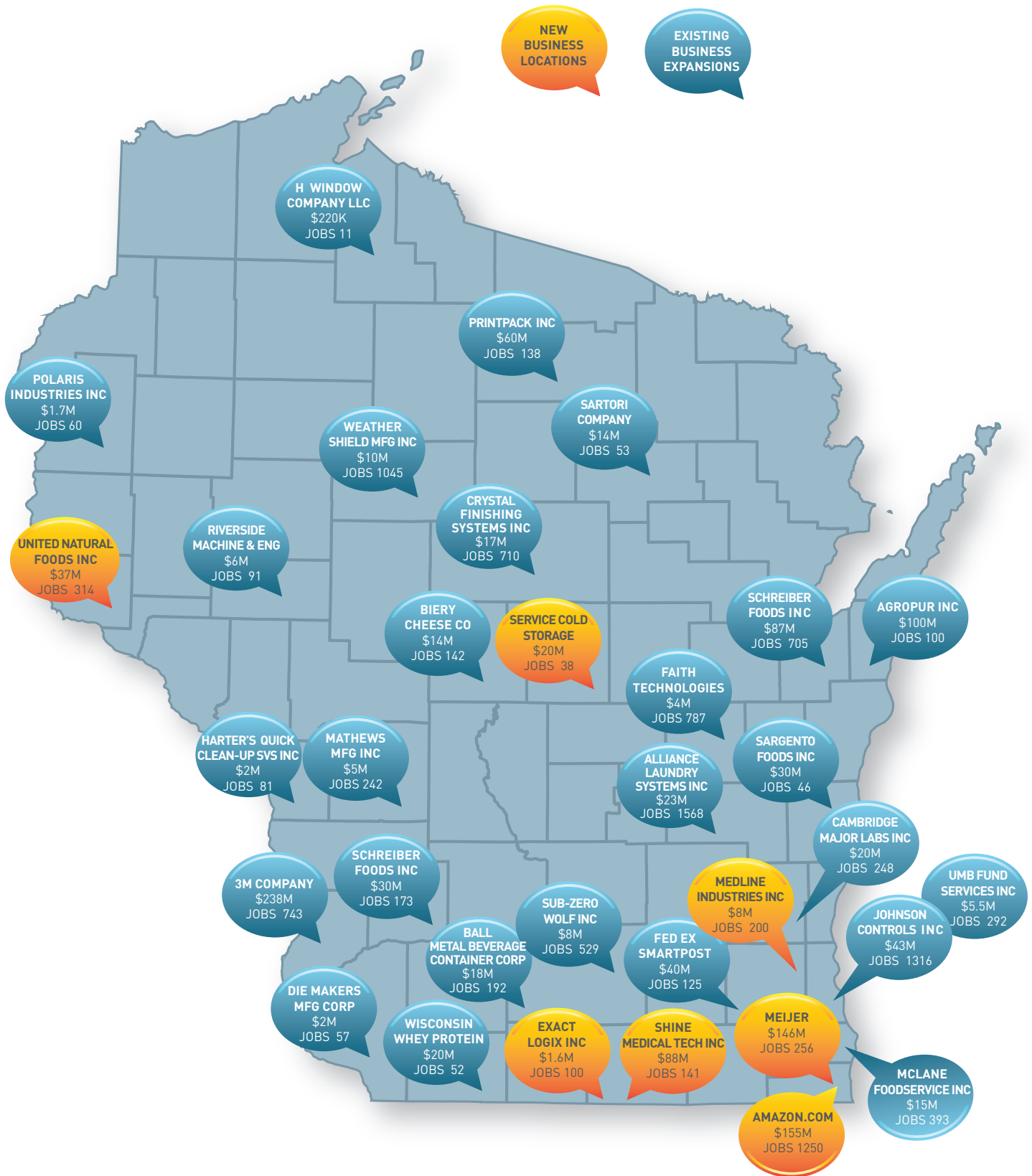
Another programmatic change in FY14 aimed at helping companies grow was the creation of WEDC’s Special Projects Loan Fund, a flexible fund designed to provide loans of up to \$250,000 for projects and expenditures that might not qualify for traditional financing. The new fund was designed to help a business prepare for future growth; diversify operations, markets or product lines to become more competitive; or prepare a project site for future economic development. The fund is meant for projects that may not result in immediate job creation but would provide long-term dividends by positioning the business and/or region for greater economic growth.

TOP 5 WEDC-SUPPORTED PROJECTS IN FY14 (Ranked by capital investment)

Company	Location	Value of Project	Type of Project	Estimated Job Impact	WEDC Support
Amazon.com	Kenosha	\$155.2M	Construct two new distribution facilities	Create 1,250 jobs	Up to \$10.3M in tax credits
Meijer	Pleasant Prairie	\$146.1M	Construct distribution center	Create 256 jobs	Up to \$5.25M in tax credits
Agropur, Inc.	Luxemburg	\$100M	Expand production facility	Retain 100 jobs	\$1M loan
SHINE Medical	Janesville	\$88M	New manufacturing facility	Create 141 jobs	Up to \$2M in tax credits
Schreiber Foods, Inc	Green Bay	\$87M	New headquarters and manufacturing facilities	Create 160 jobs Retain 545 Jobs	Up to \$4.5M in tax credits

Governor Scott Walker announced that DealerFire, an Oshkosh-based custom automotive Web design and Internet marketing firm, is relocating its corporate headquarters to a renovated historic building in the city’s downtown, a move that is expected to create more than 100 jobs.





A sample of significant economic development projects in fiscal year 2014

“Without WEDC’s efforts in helping small businesses with their exporting processes, businesses like ours wouldn’t be able to successfully reach their business aspirations abroad.”

— Max Phillips, Accountant, Superior-Lidgerwood-Mundy Corporation (DBA Dutchess Baker’s Machinery), Global Business Development Grant Recipient

WEDC grant assistance has made it possible for us to attend industry trade shows throughout Canada, expand our sales force, develop bilingual packaging and work with some of the top food professionals in the market. In less than two years, we have gone from having zero sales experience in Canada to having distribution and product placement from Vancouver to Quebec. Today, our pasta is becoming increasingly popular in the Canadian market, and we believe that with sustained effort, we will have great success in Canada.”

— Steve Ciurczak
Vice President, RP’s Pasta
Madison

EXPANDING GLOBAL OPPORTUNITIES

Exporting products overseas and doing business internationally is no longer an option or a luxury—it’s a necessity. Already, 95 percent of the world’s population lives outside the U.S., and middle classes in many nations are growing while the American middle class is projected to shrink in coming decades. Companies that seek to grow must take advantage of these demographic trends. WEDC provides Wisconsin companies with the resources they need to successfully expand into overseas markets.

WEDC employs a team of experts based in Wisconsin as well as a network of international trade representatives based in countries around the world. These experts can provide vital counseling and training as well as relevant market insights to build or enrich a company’s exporting plan. WEDC also offers financial assistance to help businesses grow their exports and succeed in the global marketplace. In addition, WEDC regularly leads Global Trade Ventures that offer companies an in-person introduction into foreign markets, complete with customized, pre-arranged meetings with potential partners in each market. Global Trade Ventures during FY14 visited Colombia, Chile, Brazil, the United Arab Emirates, Qatar and India. WEDC also hosted the Asia Inbound Buyers Delegation.

WEDC also strengthened its relationship with the Chicago International Trade Commissioner’s Association when it hosted a first-ever bus tour of Wisconsin for 33 trade commissioners from 25 countries. The daylong trip in April helped develop a better relationship with each country in an effort to expand exporting opportunities for state companies and to start discussions on having overseas companies establish operations in Wisconsin or invest here.



Members of the Chicago International Trade Commissioner’s Association delegation learn about Wisconsin’s water technology leadership at Milwaukee’s Global Water Center.

GLOBAL NETWORK OF AUTHORIZED TRADE REPRESENTATIVES

During FY14, WEDC laid the groundwork for expanding its international network of trade representatives from 36 to 54 countries. With the growth of this network, Wisconsin companies can benefit from the expertise of these representatives, who thoroughly understand the cultural and regulatory environments of the countries they cover. The representatives help companies navigate these complexities and find suitable local business partners, making for a smoother experience as companies enter new foreign markets.

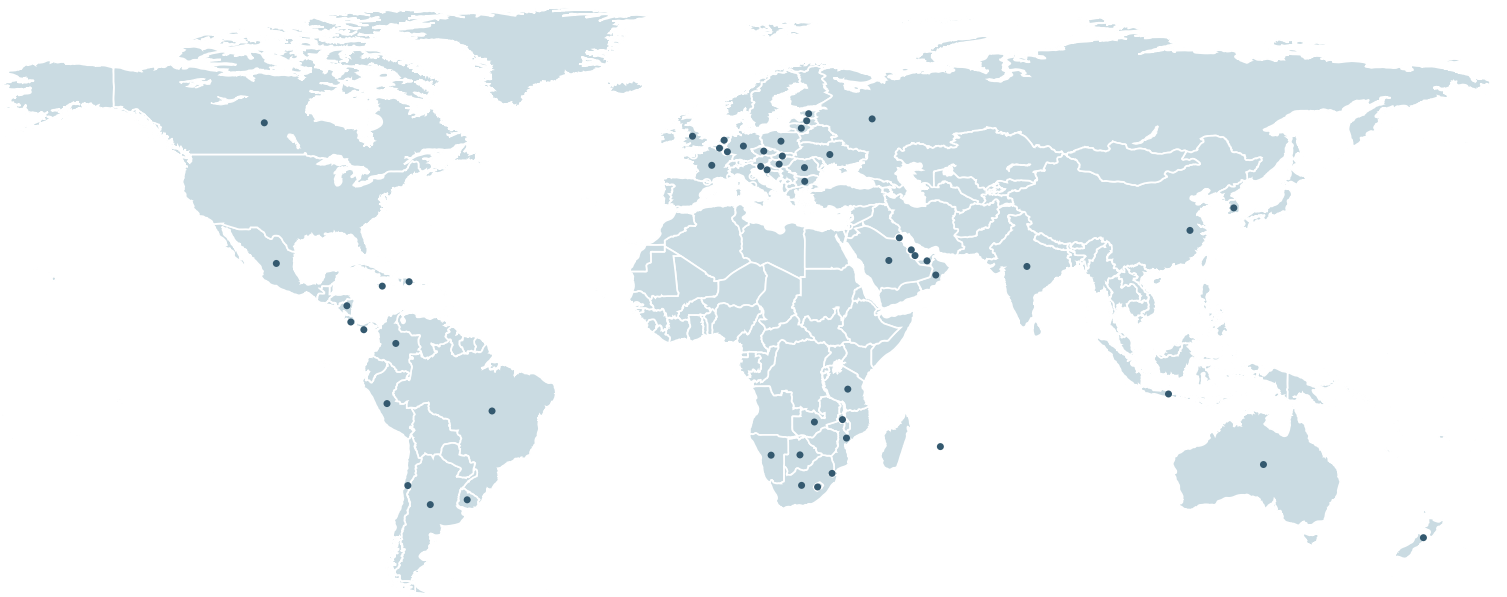
GLOBAL BUSINESS DEVELOPMENT PROGRAM

WEDC’s International Market Access Grants and Collaborative Market Access Grants (CMAGs) help companies create export strategies as well as provide technical and financial assistance to implement those export strategies. In FY14, 70 Wisconsin companies benefited from Global Business Development Grants, including two CMAGs that together encompassed 19 sub-awards.

EXPORTECH™

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

During FY14, 27 Wisconsin companies went through the ExporTech Program. Of these, seven had never exported before; the other 20 utilized the program to expand their exports into new international markets. Companies surveyed in FY14 reported an average impact of nearly \$450,000 in added revenue. In 2014, an ExporTech graduate company received the President’s “E” Award for Export Excellence; another was a finalist for the Governor’s Export Achievement Award in Wisconsin. We also conducted the first-of-its-kind industry-specific ExporTech session, focused on the food and beverage industry. Since the program’s inception, companies from 37 of Wisconsin’s 72 counties have participated in ExporTech.



With trade representation in 54 countries, WEDC helps businesses in Wisconsin connect with a world of business opportunities.

Latin America and the Caribbean

- _____ Mexico
- _____ Chile
- _____ Brazil
- _____ Colombia*
- _____ Peru*
- _____ Argentina*
- _____ Costa Rica*
- _____ Jamaica*
- _____ Dominican Republic*
- _____ Nicaragua*
- _____ Panama*
- _____ Uruguay*

Europe

- _____ United Kingdom
- _____ France
- _____ The Netherlands
- _____ Belgium
- _____ Luxembourg
- _____ Germany
- _____ Poland
- _____ Czech Republic
- _____ Ukraine
- _____ Russia
- _____ Bulgaria*
- _____ Croatia*

- _____ Estonia*
- _____ Hungary*
- _____ Latvia*
- _____ Lithuania*
- _____ Romania*
- _____ Slovakia
- _____ Slovenia*

*Added in FY 2015

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

Asia Pacific

- _____ China
- _____ South Korea
- _____ Indonesia
- _____ Australia
- _____ New Zealand

Canada

SUCCESS STORY:

Matrix Product Development, a Sun Prairie-based manufacturer of wireless sensors used in the food processing industry, participated in ExporTech in FY14. As a new-to-export company, they have since received and fulfilled their first international order. While it is a small initial order, they expect it to lead to much bigger orders in the future.



Representatives of WEDC and Wisconsin Manufacturers and Commerce meet in Madison with a delegation from India to talk about partnerships between the two countries.

ATTRACTING NEW BUSINESSES

Persuading a global company like Amazon.com to open a new distribution center in Wisconsin isn't the kind of deal that happens overnight.

When the online retailer announced in November 2013 that it was opening the new facility in Kenosha, it was the culmination of a yearlong effort by WEDC staff that involved working closely with the company, local government officials and other partners to develop a proposal that not only met the exact specifications of Amazon, but also was attractive enough to ensure the company didn't locate elsewhere. The end result: Amazon is investing \$155 million in two new facilities that ultimately will create more than 1,250 jobs in southeastern Wisconsin.

As the competition among states to lure companies like Amazon becomes more intense than ever before, WEDC has adopted a multipronged business attraction strategy that has already started to pay big dividends.

When companies choose locations for a new facility or consider relocating, they look at several factors: quality of the workforce, access to markets, transportation systems, real estate costs, business climate, financial incentives and quality of life. To succeed in today's competitive environment, WEDC's business attraction efforts must ensure that the state's competitive advantages are clear and convincing, even in the face of quickly changing market conditions.

To accomplish that, WEDC in FY14 launched a new business attraction strategy that focuses on these key areas:

- Building a quality sales team that is nimble, proactive and savvy, and works closely with regional and local economic development agencies and other partners.
- Building relationships with commercial real estate decision-makers, who play key roles in a company's decision to expand or relocate.
- Leveraging international business development efforts by connecting with foreign companies and discussing establishing operations here.
- Proactively recruiting companies in Wisconsin's key driver industries as well as businesses that can help fill gaps in the state's supply chain.
- Conducting strategic outreach based on market intelligence to promote the state's attributes to out-of-state companies, site selectors and trade associations.

The importance of increasing awareness of all that Wisconsin has to offer businesses cannot be overstated. The efforts of WEDC's business attraction team have been enthusiastically supported by Governor Scott Walker and Lieutenant Governor Rebecca Kleefisch through their attendance at events with site selectors and commercial real estate professionals and through outreach calls to companies considering locating in Wisconsin. WEDC's staff also made numerous "call trips" to decision-makers outside the state.

WEDC's aggressive efforts to attract businesses to Wisconsin have paid off. In addition to Amazon, companies like Meijer, Kerry, Inc., Niagara Bottling, United Natural Foods, Inc., Medline Industries and Konecranes all decided to establish operations in Wisconsin in FY14—creating thousands of jobs and pumping hundreds of millions of dollars into the state's economy.

Those companies and others considered numerous options in other states—and sometimes in other countries—before deciding that Wisconsin was the right fit for their operations. Amazon's search included more than a dozen states, including Connecticut, Texas and Ohio.

In the end, the state's strong business climate, outstanding workforce and the ability of multiple partners to develop a strong incentive package convinced Amazon that Wisconsin was the ideal location for its newest distribution center.

"We appreciate the state and local elected leaders who have supported Amazon coming to Wisconsin," said Mike Roth, Amazon's vice president of North America operations.



Governor Scott Walker joins officials with United Natural Foods Inc. at the company's groundbreaking ceremony in Prescott.



“The team at the WEDC took the time and made the effort to work with us and understand our needs. Their support helped us in making a critical business investment that ultimately benefits our community, our business, and the state of Wisconsin.”

— Chad Pyle, Controller
Bemis Healthcare Packaging

ADVANCING INDUSTRY DEVELOPMENT

WEDC is committed to helping Wisconsin businesses in every sector succeed, but the Division of Business and Industry Development places a special emphasis on a handful of industries that have the greatest promise for future growth. In these sectors—manufacturing; water technology; agriculture and food processing; energy, power and control; aerospace manufacturing; medical devices and technologies; and life sciences—WEDC works to support and strengthen the already robust growth networks that link companies within each sector and foster innovation.

The Global Water Center in Milwaukee, which opened its doors in September 2013, is already paying dividends for the community and the state in the form of innovation, growth and companies' decisions to relocate here. WEDC partnered with The Water Council to develop the seven-story, 98,000-square-foot building, providing facilities for water-related research and space where established companies in the water sector can work side by side with new, emerging companies, bringing newfound vitality to a previously blighted neighborhood.



Following this successful formula, in FY14 WEDC laid the groundwork for another Targeted Industry Project: the Energy Innovation Center, designed to accelerate the development of innovative technology in the energy, power and control industry. With physical space in Milwaukee, this center will bring together industry and academic scientists, engineers and business leaders to conduct joint research, jump-start innovative technologies, transition prototype products to the commercial stage, and nurture startup companies. FY14 was a planning period for the \$9.6 million center for which WEDC committed to providing more than \$850,000 in grants to the Mid-West Energy Research Consortium. As the Global Water Center has done in Walker's Point, the center is already spawning new investment and development in the Milwaukee's 30th Street Corridor. The center's grand opening is expected in late 2015.

WEDC is providing funding to the Wisconsin Manufacturing Extension Partnership for its Wisconsin Profitable Sustainability Initiative. So far, more than \$157 million in economic impact has been documented for 76 manufacturers. This historic, one-of-a-kind program is considered a national model for best practice in manufacturing sustainability to help companies grow while achieving a positive environmental impact.

During FY14, WEDC also served as a key investor in a pilot program designed to support emerging growth companies in the Milwaukee region. Scale Up Milwaukee targets established small to midsize enterprises with rapid growth potential. Of 12 companies that participated in the first training program offered as part of this pilot, all have already reported dramatic increases in sales.

These are just a few examples of partnerships through which WEDC has encouraged the development of key industries. Other examples include a training program offered in partnership with the Wisconsin Trucking Consortium and other partners in response to a shortage of truck drivers; a program to prepare high school students for in-demand occupations, offered in partnership with Waukesha County Technical College and the Department of Workforce Development; and a partnership with UW-Stout Manufacturing Outreach Center that has assisted 145 companies, resulting in the creation of 143 new jobs and the retention of 166 jobs.



Daniel Isenberg is applying the proven principles from the Babson Entrepreneurship Ecosystem Project to help Milwaukee companies scale up their operations.

“By accelerating innovation in this rapidly growing global market through regional collaboration, the Energy Innovation Center will energize new and existing businesses.”

— Mike Laszkiewicz
Vice President, Rockwell Automation and Chair of the U.S. Manufacturing Council, which advises the U.S. Secretary of Commerce

PROFITABLE SUSTAINABILITY INITIATIVE

\$ **234** M

PROJECTED 5 YEAR ECONOMIC IMPACT

107
JOBS

\$ **15.2** M
INVESTMENT

“As a small company, Xpertz Engineering does not have the funding to carry payroll for 75 days as routinely needed to acquire contracts. The Revolving Loan Fund Program assisted Xpertz Engineering with capital to fund the initial payroll until the first project invoice was received.”

— Tracy P. Gilliam, P.E., CEO
Xpertz Engineering



66

EXHIBITORS

Marketplace 2013 attracted 66 exhibitors and 28 buying organizations. More than 250 one-on-one sales meetings were held during the two-day conference, as business owners made meaningful connections with a wide array of potential buyers.

OPENING DOORS FOR MINORITY-OWNED BUSINESSES

Working side by side with the state’s minority chambers of commerce, WEDC is playing a role in helping minority-owned businesses overcome obstacles in starting and growing their companies.

The Minority Business Development Revolving Loan Program 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. WEDC’s seed money is leveraged by matching funds from private sources and foundations, helping to facilitate business development and job creation in communities that need it most.

In FY14, the Minority Business Development Revolving Loan Program provided the Hmong Wisconsin Chamber of Commerce, the African American Chamber of Commerce and First American Capital Corp. (the financing arm of the American Indian Chamber of Commerce) each with a \$100,000 grant. In addition, the Hispanic Chamber of Commerce is continuing work on the \$100,000 grant it was awarded in FY13, with the expectation that by the end of FY15, it will have established a community fund and attracted \$5 million in capital from private investors, with structure put in place with the help of the WEDC grant.

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 Marketplace conference provides businesses with opportunities such as networking, one-on-one meetings with buyers, workshops and more. The 2013 event was the most successful to date, with more than 550 attendees.

To help improve the quality of business technical assistance provision in Wisconsin, WEDC, in partnership with Wisconsin Economic Development Association and other local organizations, hosted a course in Milwaukee on Economic Development Financing offered by the National Development Council. The series of four courses concluded in May 2014, and graduates were certified as Economic Development Professionals. Among the graduates, 10 are from organizations that serve the underserved communities. Also in FY14, WEDC provided a \$25,000 training grant to sponsor 14 minority, women and veteran business owners’ attendance at a five-day executive training program in supply chain management.



Marketplace’s trade show exhibits allows business owners to connect with service providers.



MINORITY BUSINESS AWARD WINNER DRAWS NATIONAL ATTENTION



After receiving the Rising Star Woman-Owned Business Enterprise Award at the 2013 Governor's Conference on Minority Business Development, BCP Transportation of Deerfield was featured in the **Wisconsin State Journal**. That publicity led to stories in national publications including **10-4 Magazine** and **Road King**. BCP Transportation President Nancy Spelsberg even received a call from a L.A. production company that wanted to feature her in a reality show that highlighted women in non-traditional roles. The attention the company received resulted in several new customers as well as contacts from truck drivers across the country wanting to work for the company. Spelsberg reflects, "Who needs a public relations or sales department when you have this award?"



Marketplace features one-on-one sales meetings with state, federal and corporate buyers.



550

REGISTRANTS

Marketplace 2013 drew more than 550 attendees who celebrated the success of minority- and women-owned business enterprises, met with prospective buyers, connected with small business resource agencies, and learned how to leverage certification programs.

“Our community of 3,323 residents lost over 700 family-supporting jobs with the 2004 closure of a printing plant and office space. For nine years, we struggled putting together a redevelopment package. The WEDC Idle Industrial Site Redevelopment Program was the key to triggering multiple redevelopment opportunities in Waterloo. We have WEDC to thank.”

— Mo Hansen,
Former Waterloo
Clerk/Treasurer

MAIN STREET IMPACT 2013-2014

469
JOBS CREATED

90
BUSINESSES OPENED

\$85M
PRIVATE INVESTMENT

\$9.6M
PUBLIC INVESTMENT

355
BUILDINGS RENOVATED/CONSTRUCTED

385
EVENTS HELD

EVENT ATTENDANCE

DEVELOPING THRIVING COMMUNITIES

In Wisconsin, we know that the state’s economic success relies not only on thriving urban centers, but also on economic development in small and midsize communities in every region of the state. As the state’s business climate continues to improve, WEDC is working closely with communities throughout Wisconsin to ensure they are proactively seizing opportunities.

To help local communities accomplish that goal, WEDC in FY14 introduced two programs that had a significant impact on community development.

The Idle Industrial Sites Redevelopment Program provided municipalities with more than \$5 million in grants for the redevelopment of large vacant industrial sites. Designed to stimulate investment and job creation in idle, abandoned and underutilized manufacturing sites, the program offers grants of up to \$1 million to communities to use for demolition, environmental remediation, or other improvements to advance the site to shovel-ready status or enhance the site’s market attractiveness.

\$6
MILLION
COMMUNITY DEVELOPMENT
GRANTS

Among the seven sites selected for the first year of the program is a 20-acre parcel that is part of the Century City redevelopment project on Milwaukee’s north side. That property, which was once home to Tower Automotive and A.O. Smith Corp., will be transformed into a new office park. Milwaukee officials say the \$1 million grant was key to getting the site, which has been unused since 2006, ready for development.

The other new initiative in FY14 is the Community Development Investment Grant Program that provided 20 municipalities and counties with more than \$1.3 million in grants. The program supports urban, small city and rural community redevelopment efforts, with emphasis on job creation and retention, and creating and supporting vibrant downtown districts to nurture independent and family-owned businesses and bolster local tax bases.

That program is a main reason the community of Florence—in far northern Wisconsin—now has its first full-service grocery store in seven years. The \$250,000 grant that WEDC awarded to the county was the final piece of the puzzle that made it possible for a regional grocery chain to open a store in downtown Florence.

Revitalizing downtown business districts also is the key goal of the Wisconsin Main Street Program and its complementary Connect Communities Program. With these programs, communities are bringing back foot traffic and breathing new life into districts with historic appeal through strategies such as creative reuse of buildings, streetscape improvements, new tenant recruitment and proactive marketing and promotions.



Lieutenant Governor Rebecca Kleefisch announces that La Crosse was selected as the latest Wisconsin Main Street community.

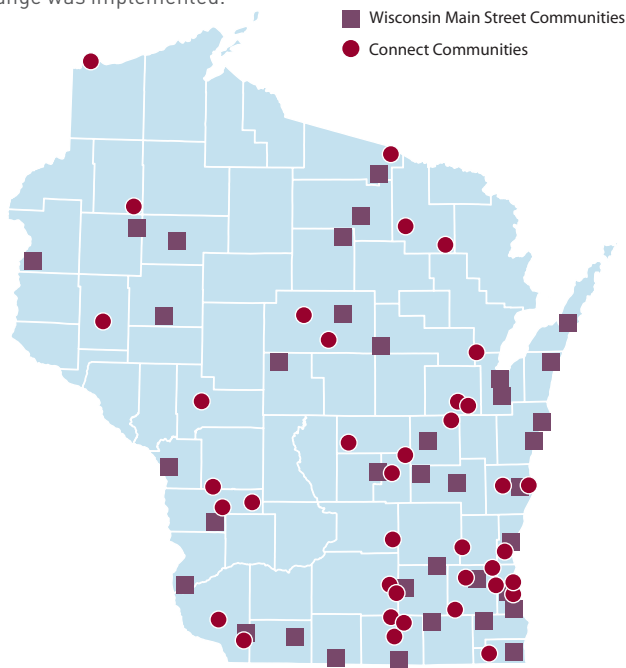
The prestigious Wisconsin Main Street Program, part of a nationwide program of the National Trust for Historic Preservation, has been recognized nationally for its participation, initiatives and outcomes. The program has resulted in the creation of more than 4,500 new businesses and 17,000 new jobs in Wisconsin since its inception in 1987.

In June, the City of La Crosse was designated as the newest Wisconsin Main Street community, making it the 36th currently active Main Street community. The city was selected because its Downtown Main Street organization has taken a strategic and comprehensive approach to strengthening downtown La Crosse by working with the city, the county, local universities, and downtown business and property owners.

To allow a broader swath of communities to benefit from similar resources, without such stringent requirements and the rigorous application process of the Main Street program, WEDC in 2012 created the Connect Communities Program. This program, which provides access to resources and training for local staff to help communities pursue revitalization and redevelopment efforts, welcomed its second cohort in June and now brings together a total of 40 Wisconsin communities.

Both programs provide technical assistance, networking and connection to resources to help with downtown redevelopment.

Another key tool used to boost economic development in downtowns is the state's Historic Preservation Tax Credit, a WEDC-run program that makes owners of historic commercial buildings eligible for a state income tax credit to help offset the costs of rehabilitating those structures. In FY14, the credit was doubled to 20 percent of eligible costs—and WEDC saw a flurry of applications once the change was implemented.



**CONNECT COMMUNITIES IMPACT
2013-2014 (20)**

450
JOBS CREATED

77
BUSINESSES OPENED

\$6.2M
PRIVATE INVESTMENT

\$125.4M
PUBLIC INVESTMENT

**MAIN STREET CUMULATIVE
INVESTMENT 1989-2014**

7,168
JOBS CREATED

77
BUSINESSES OPENED

\$305.1M
PRIVATE INVESTMENT
\$125.4M
PUBLIC INVESTMENT

3.26:1
PRIVATE TO PUBLIC LEVERAGE

“WEDC staff has been a great partner in several Florence County development projects. Without their Community Development Investment Grant Program, our residents and visitors would still be driving to Michigan to purchase grocery and hardware items. Now, those monies are revolving in our community and growing Wisconsin jobs.”

— Wendy Gehlhof
Florence County
Economic Development Director

“It has been a pleasure to work with the staff and everyone at the WEDC as Wisconsin’s newest Main Street program. We have already seen benefits from valuable training sessions and networking opportunities with other communities to learn best practices and share knowledge.”

— Robin Moses
Executive Director
Downtown Mainstreet Inc.,
La Crosse



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. We work closely with a strong network of economic development partners that include regional planning commissions; regional and local economic development entities; state and federal agencies; industry groups; and chambers of commerce.

We have formalized our collaboration with the University of Wisconsin System to align the economic development resources within our state universities. We also leverage the state's renowned technical college system to help ensure that companies operating here have access to the talent they need now and in the future.

WEDC invests in key strategic partners with specialized skills and a proven track record of success. Their work contributes significantly to the outcomes recorded in this report. The following key strategic partners are uniquely positioned to help WEDC meet its strategic goals. By leveraging the existing services and subject matter expertise of these organizations, WEDC increases the economic development impact of the funds we deploy.

REGIONAL ECONOMIC DEVELOPMENT ORGANIZATIONS (REDOs)

WEDC funds administrative and marketing activities for nine Wisconsin REDOs: 7 Rivers Alliance, Centergy, Grow North, MadREP, Milwaukee 7, Momentum West, New North, Prosperity Southwest and Visions Northwest. While each REDO is organized differently to meet the needs of its respective communities, 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 REDOs 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:

- Engaging, educating and leveraging the local economic development partners within each region.
- Building the framework for best-practice business attraction and commercial development policies for more rural regions of Wisconsin.
- Small business, startup and entrepreneur resource mapping; incubator development and support; and technical assistance.
- Developing target industry clusters and strategizing.
- Developing rural economic development initiatives (e.g. broadband).
- Developing programs that work with schools to educate teachers, administrators, parents and students on the opportunities that exist in manufacturing as well as working with manufacturers to identify their best practices for employee retention, worker recruitment and productivity advancement.
- Developing and implementing an intensive business retention and expansion strategy to assess the business climate of a particular region.

In addition, as a whole, the leadership of the REDOs formed the Regional Leadership Council and subsequently was awarded a Capacity Building Grant to assess and align programs and best practices within their respective regions as well as develop shared programs that could be deployed throughout the state.

Significant work was done in FY14 to better identify REDO roles and to define the partnership with WEDC so that individual efforts could be more flexible, yet better aligned with WEDC's mission and core strategies. This resulted in pursuing a block grant-style funding strategy for FY15 in which each REDO will be able to customize its own work plans and funding requests to address the unique needs and issues of its region, while having a positive impact on statewide economic development goals.

WISCONSIN MANUFACTURING EXTENSION PARTNERSHIP (WMEP)

WMEP provides advisory and implementation services to small and midsize manufacturers in eastern Wisconsin to implement Next Generation Manufacturing strategies. In FY14, WMEP reached 460 companies with services, resulting in \$2.7 million in cost savings; \$19.2 million in new sales; \$121 million in retained sales; and 505 jobs created or retained.

MOC, a resource within the Discovery Center at UW-Stout, provides advisory and implementation services to small and midsize manufacturers in western Wisconsin to implement Next Generation Manufacturing Strategies. In FY14, MOC reached 145 companies with services resulting in \$6.67 million in cost savings; \$5.9 million in investment in property and equipment; \$10.1 million in new sales; \$2.5 million in retained sales; and 229 jobs created or retained.

WPI helps companies sell products and services to federal, state and local agencies as well as prime contractors. WPI navigates the government procurement process for small firms and helps them develop competitive processes and technical capabilities to earn federal contracts. In FY14, WPI provided impactful assistance to 1,104 companies, helping them obtain \$120.5 million in federal contracts, which resulted in 773 jobs created or retained.

CTC services delivered by staff and its statewide network of partners include review and analysis of business models and commercialization plans; advice concerning patent, trademark, and copyright issues; and assistance to businesses in obtaining federal SBIR/ STTR grants. In FY14, CTC provided counseling to 411 clients, activity which assisted in the creation of 72.5 new jobs and the retention of an additional 25. CTC also administers WEDC's Entrepreneurial Micro-grant Program and the Ideadvance Seed Fund, which is supported through WEDC's Capital Catalyst Program. The outcomes of those activities are included within the respective program listings in this report.

WWBIC provides small business owners and aspiring entrepreneurs with an array of educational programming, individual consulting and microloan assistance. In FY14, WWBIC provided 1,376 clients with impactful counseling services totaling more than seven hours each. WWBIC's microloan program provided more than \$5.8 million in loan financing to small businesses, including 47 startups. Of the total loan amount, \$1.75 million served businesses in rural Wisconsin. WWBIC's assistance is expected to facilitate the creation of 309.5 new jobs and the retention of an additional 464.5 positions.

WTC contributes to the state's high-tech and entrepreneurial economy through its policy work, hands-on work with investors and companies, educational forums and networking events. In FY14, key WTC events included the Wisconsin Entrepreneurs' Conference and Early-Stage Symposium (including the Governor's Business Plan Contest), attended by a combined total of 410 businesses in addition to investors, service providers and other attendees. The inaugural Wisconsin Tech Summit facilitated 200 meetings to explore potential partnerships between the 54 emerging companies and 16 major Wisconsin firms that participated. "Entrepreneurs' Edge" events drew an additional 67 business participants. Through the Wisconsin Angel Network housed within WTC, the organization held six educational seminars for angel investors throughout Wisconsin and is assisting ongoing efforts to develop four additional angel investment groups in the state.

BrightStar is a 501(c)(3)-designated non-profit foundation that manages an equity investment fund capitalized by private donations. BrightStar invests primarily in technology-based, high growth early-stage businesses to facilitate job creation and increase economic activity statewide. In FY14, BrightStar made investments in five early-stage companies totaling \$493,000.

WEDC has ATRs located in high volume and high growth-potential markets for Wisconsin companies. In FY14, the Global Network covered 36 countries and consisted of 14 independent contractors, seven of which were under an umbrella contract managed by the Council of Great Lakes Governors. In FY14, the Global Network provided 183 in-country assistances to 103 Wisconsin companies.

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
VETransfer
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

TELLING THE WISCONSIN STORY



"There's an outreach by the state government to say, 'What can we do to help you employ more people here?'"



"[Wisconsin] is really an excellent place to build a quality workforce."



WEDC's mission, guiding principles, programs and services are clearly laid out at InWisconsin.com.



A full library of marketing materials make a strong case for doing business In Wisconsin®.

With a strong foundation established in 2013 for marketing the benefits of doing business in Wisconsin through a compelling brand platform, WEDC ramped up its outreach to business leaders in target markets in FY14, making a strong case for growing operations here.

WEDC launched a first-of-its-kind television advertisement campaign in bordering states to highlight Wisconsin's positive business climate and strong workforce. The eight-week campaign featured testimonials from leaders of some of Wisconsin's most respected companies talking about the state's pro-business policies and programs as well as the quality of our workforce.

Complementing this broadcast media strategy was a targeted online marketing program that connected key audience members with tools and resources available to help businesses succeed in Wisconsin.

All marketing done by WEDC drives recipients to InWisconsin.com for more information on business development programs and incentives. Designed as a one-stop shop for data, tools and resources related to growing a business in the state, InWisconsin.com was ranked the third best website in the nation for economic development information by Singala Inc., a consulting firm that specializes in urban and regional planning.

WEDC's marketing strategy gives special attention to national site selectors—consultants who help companies determine where to relocate or add operational facilities. In addition to developing personal relationships with this influential audience through events such as the Site Selectors Guild Conference and other face-to-face networking opportunities, WEDC maintained regular contact with site selectors through engaging high-touch marketing programs. For example, WEDC's business attraction team sent each member of the Site Selectors Guild a personalized three-dimensional marketing packet containing a video brochure featuring one of our television commercials along with hard-hitting business climate data. This and other marketing outreach helped establish a channel of communication with each recipient while also directing him or her to information, tools and resources available to help make the case for relocating or expanding operations in Wisconsin:

- **LocateInWisconsin**—a powerful site analysis tool that combines detailed real-estate specifications with in-depth community, demographic and industry data, providing a one-stop solution for objective site metrics to help users find the best locations for relocation or expansion projects.
- **Certified Sites**—13 commercial sites throughout the state have been certified as development-ready through a rigorous review process performed by Deloitte Consulting.
- **Business Cost Comparison Tool**—an interactive map of the U.S. that allows users to compare the cost of doing business in Wisconsin with other states they may be considering.

All WEDC marketing drives target audience members to contact us by telephone or through InWisconsin.com. Either way, business prospects receive quick responses to their inquiries about business development opportunities In Wisconsin®.



MANUFACTURING LEADERSHIP DRIVES GROWTH AND BUILDS BUSINESS IN WISCONSIN.

A robust business climate, diversified industry growth and continuous innovation in high technology makes Wisconsin the place to be for manufacturers. It's why we consistently rank among the nation's top states in manufacturing.

Wisconsin businesses have access to world-class technology research and development resources, which ensures that manufacturers here can tap the latest advanced manufacturing technologies quickly and cost effectively. We can better meet the needs of manufacturers now and in the future through the highly skilled and specialized workforce that comes from our strong technical college system. Plus, many companies in Wisconsin and those outside of the state gain a competitive advantage with access to the breadth and depth of our Tier I, Tier II and Tier III suppliers. Our enterprising start-to-finish supply chain integration reflects advanced thinking and delivers cost effectiveness that positions Wisconsin as a global leader in meeting the needs of OEMs.

We show our commitment to manufacturing with bold policies and incentives, including the introduction of the Wisconsin Manufacturing and Agriculture Tax Credit, which **virtually eliminates the tax on income for manufacturing activity in Wisconsin.**

To learn more about the programs designed to support your company's manufacturing growth plans in Wisconsin®, call 855-INWIBIZ (toll free) or visit ManufacturingInWisconsin.com.



© Wisconsin® is a registered trademark of Wisconsin Economic Development Corporation.

A major component of WEDC's FY14 marketing plan included the promotion of the state's manufacturing capabilities. WEDC developed an industry profile that detailed the state's many manufacturing assets—from technical training programs and industry consortia to research facilities—as well as a supply chain brochure and advertisement touting the state's global manufacturing leadership.

WEDC also worked with the Tool, Die and Machining Association of Wisconsin and other stakeholders to devise and deploy a collaborative exhibit strategy for the AmCon Design and Contract Manufacturing Expo and Industry Week Best Plants Conference, both of which took place in Milwaukee.



InWisconsin.com provides tools, resources and contact information to companies looking to startup, grow and relocate operations in the state.

DOCUMENTING WISCONSIN'S INDUSTRY LEADERSHIP

WEDC's industry marketing strategy includes the production of collateral materials that provide an authoritative profile of the state's unique strengths.



RECOGNIZED INDUSTRY LEADERSHIP DRIVES MANUFACTURING ADVANCEMENTS IN WISCONSIN.

WHY MANUFACTURERS CHOOSE WISCONSIN

We build things in Wisconsin. And we're good at it. We established our manufacturing leadership in the industrial age, and that leadership continues in today's knowledge economy. Technological advancements made by Wisconsin manufacturers have kept Wisconsin at the forefront of industry trends in both productivity and sustainability. A fundamental part of Wisconsin's manufacturing performance is an integrated supply chain that combines ingenuity, versatility and responsiveness. Wisconsin's manufacturers keep production lines humming not only in our state, but throughout the world.

INDUSTRY ADVANTAGES

With more than 9,000 manufacturers in the state employing over 450,000 workers (nearly 17 percent of the state's entire workforce), Wisconsin consistently ranks among the nation's top states for manufacturing jobs per capita. Wisconsin has demonstrated its resiliency in manufacturing by continuing to add jobs in the sector, ranking 5th in the nation for manufacturing job creation from 2009 through 2012. Wisconsin manufacturers produced nearly \$50 billion worth of output in 2012, accounting for over 19 percent of the state's gross domestic product. Tapping Wisconsin's unique infrastructure assets to create exceptional business growth and competitive in the electrical equipment, dairy product, converted paper, glass and glass product, and soap, cleaning and safety materials being subsidiaries, all of which grew by more than 20 percent from 2008 to 2011.

A critical component of Wisconsin's manufacturing strength is the state's unique geography and the infrastructure that was literally built to support the industry. Wisconsin's central location and its access to 23 ports and three international airports—well connected by a reliable interstate highway system—have produced a transportation and logistics capability that delivers a competitive advantage for manufacturers operating in the state. Wisconsin's proximity to Chicago, the national epicenter of rail, highway, and air transportation, provides yet another avenue for both inbound and outbound manufacturing shipments.

Of course, such growth would not be possible without a capable and adaptable workforce. Wisconsin possesses one of the highest quality manufacturing workforces in the nation. Wisconsin's electrical equipment manufacturing sector's location quotient, for example, is 4.0; meaning there are more than six times the number of workers in that industry in Wisconsin than the national average. This industry is by no means an outlier when it comes to demonstrated workforce readiness. Dairy product, turbine and power transmission equipment, and industrial machinery manufacturing all have employment numbers well over four times the national average.

These employees are driven by a Midwestern work ethic that stresses responsibility and productivity and an education that focuses on workforce readiness. Wisconsin ranks second in the nation in its high school



RANKED **3rd** BEST WEBSITE IN THE NATION FOR ECONOMIC DEVELOPMENT IN WISCONSIN.COM



WEDC developed a powerful trade show presence to demonstrate the state's manufacturing capabilities at the Industry Week Best Plants Conference in Milwaukee.

OFFICERS

Chair
Scott Walker
Governor
State of Wisconsin

Vice-Chair
Dan Ariens
President and CEO
Ariens Company

Treasurer
Scott Klug
Managing Director of Public Affairs
Foley and Lardner

Secretary
Lisa Mauer
Senior Vice President
BlackHawk Industrial

MEMBERS

Rep. Peter Barca
64th Assembly District

Raymond Dreger
CEO/President
Seeds and Stuff Market Inc.

Nancy Hernandez
President and Founder
ABRAZO Multicultural Marketing &
Communication

Corey Hoze
Senior Vice President
Associated Banc-Corp.

Sen. Julie Lassa
24th Senate District

Sen. Joe Leibham
9th Senate District

Paul Radspinner
President and CEO
FluGen Inc.

C. Thomas Sylke
Of Counsel
K&L Gates, LLP

Rep. Mary Williams
87th Assembly District

EX-OFFICIO

Mike Huebsch
Secretary
Department of Administration

Richard Chandler
Secretary
Department of Revenue

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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