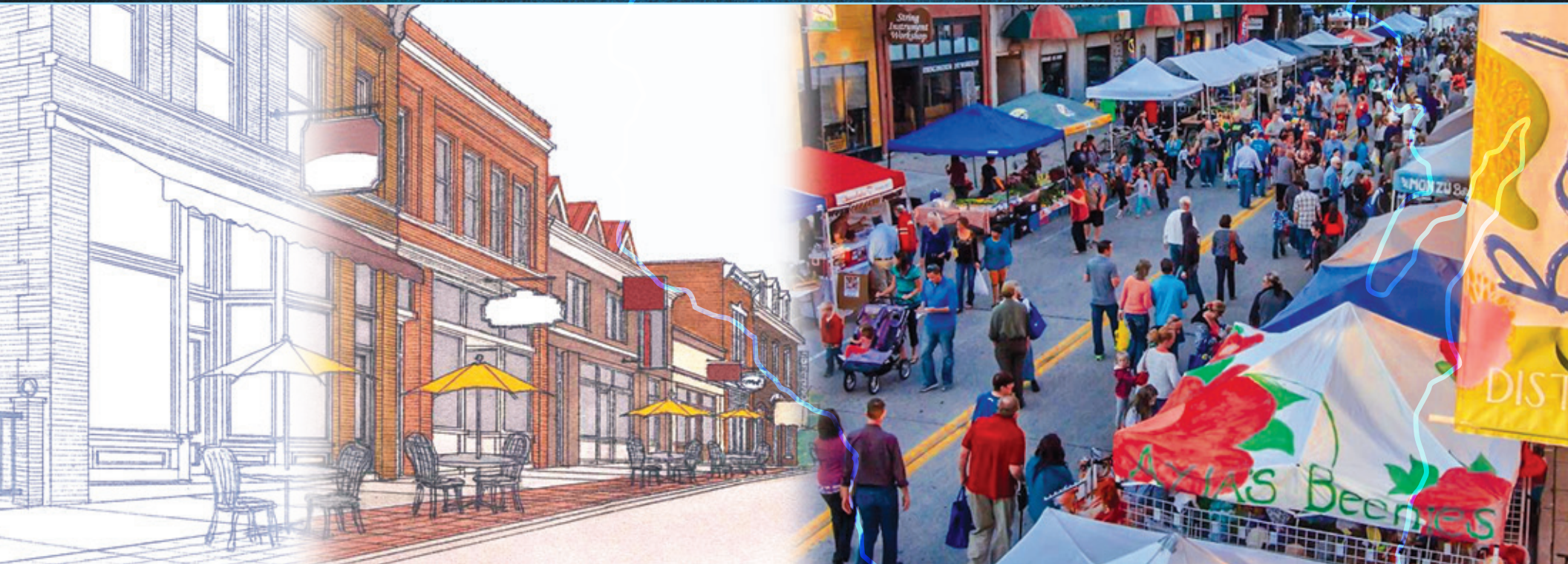




**WISCONSIN ECONOMIC
DEVELOPMENT CORPORATION**



ANNUAL REPORT FISCAL YEAR 2019



With our highly educated and diverse workforce, strong communities and excellent infrastructure, Wisconsin is a great place to live, work and raise a family.

This year's report from the Wisconsin Economic Development Corporation (WEDC) highlights the progress we made in fiscal year 2019 toward our goal of ensuring

that every Wisconsin community—whether urban or rural, big city or small town—has the opportunity to grow and thrive.

Last year, WEDC and its more than 600 statewide partners assisted more than 4,300 businesses in nearly 140 communities throughout the state. WEDC itself provided \$218 million in financial awards, which leveraged more than \$1.8 billion in additional investments. Those investments resulted in the creation and retention of more than 21,000 jobs.

As the state's lead economic development organization, WEDC provides resources, operational support and assistance to companies, partners and communities in every region. Whether it's helping startups secure much-needed financing, attracting new businesses to our state, or assisting local communities in enhancing their downtowns, WEDC and its partners are the key to our state's continued success.

I'm pleased to share WEDC's success stories with you as we continue to seek new ways to move Wisconsin forward together.

Tony Evers, Governor
State of Wisconsin



Economic development is a journey best taken together by the stakeholders who most stand to benefit from the investments of time, energy and money devoted to enhancing our shared Wisconsin experience. That is why partnerships are so essential to the work we do at WEDC. This annual report underscores and celebrates the outcomes of WEDC's FY19 investments, all of which reflect inspiring collaborations between our organization and the people, businesses and communities we serve.

Our partners throughout the state include local and county governments, planning commissions, workforce organizations, educational institutions, industry and trade groups, and local and regional economic development organizations. This mosaic of experts helps us better understand the challenges and opportunities Wisconsinites face that we can address through collective and coordinated action. From new business attraction projects to grassroots entrepreneurial services, the more people we have at the table to discuss and debate the best path forward, the better.

Partnership means that WEDC ought not be the sole or even the majority investor in the projects we support. Our co-investment model is reflected in the 11:1 match of our financial awards in FY19. That means our 313 awards totaling \$218 million represent a total of \$1.8 billion in capital investment in Wisconsin in the year covered by this report. The geography covered by these awards includes 52 of Wisconsin's 72 counties, a reflection of WEDC's strong commitment to creating and sustaining prosperity for communities and people throughout our great state.

Of course, the impact of our collaborative efforts extends well beyond the capital investment and job creation data detailed in the following pages. Infrastructure investments, industry advancement initiatives and community development projects all contribute to Wisconsin's economic vibrancy and exceptional quality of life. So, too, does developing, retaining and attracting the talent necessary to fulfill the opportunities before us to improve lives and solve global challenges, as our innovators have done since Wisconsin's founding.

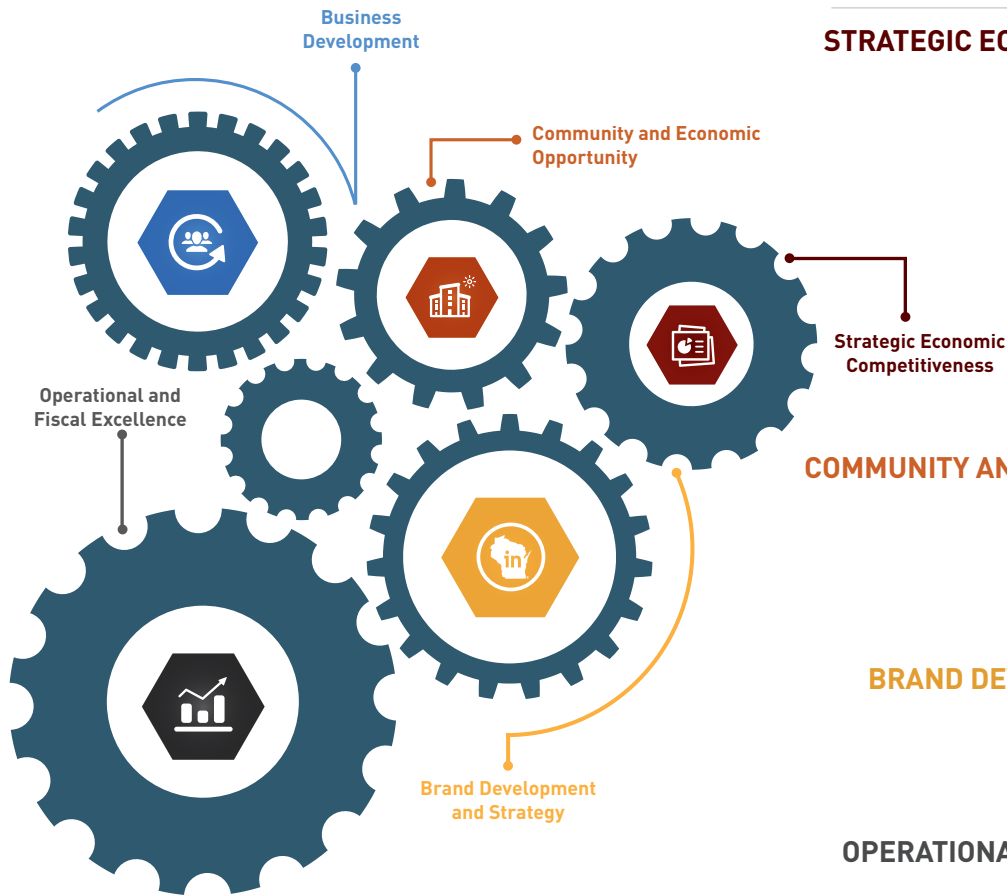
I am proud to share just some of the ways we have together fulfilled WEDC's mission of advancing and maximizing opportunities for businesses, communities and people in Wisconsin to thrive in an increasingly competitive global environment over the past year. This report represents an incredible breadth of activity involving thousands of stakeholder groups in all areas of the state implementing significant projects focused on critical components of Wisconsin's economy.

I thank you for your contributions to Wisconsin's strong economic performance, and I look forward to continuing to work with you to ensure a bright future for our families, friends and neighbors.

Melissa L. Hughes
Secretary and CEO

CATALYSTS OF ECONOMIC GROWTH

When Wisconsin's economic partners work together, the whole system is stronger and its output is more robust. WEDC works with more than 600 partners across the state, including regional economic development organizations, academic institutions and industry cluster leaders. WEDC's economic development strategies are built upon five key **Catalysts of Growth**:



CATALYST	WEDC FUNCTION
STRATEGIC ECONOMIC COMPETITIVENESS 	Future industry strategies Government relations Policy and research State/regional talent and workforce initiatives
BUSINESS DEVELOPMENT 	Entrepreneurship and innovation Export and international trade Business retention and expansion Business and investment attraction
COMMUNITY AND ECONOMIC OPPORTUNITY 	Community development Downtown development Minority business development Rural economic development
BRAND DEVELOPMENT AND STRATEGY 	State asset marketing WEDC program marketing Events, trade shows and conferences
OPERATIONAL AND FISCAL EXCELLENCE 	Information systems and data management Budget and finance Underwriting and program management Operations and program performance Legal services, contracting, compliance and risk WEDC talent resources and development

MEASURING ECONOMIC DEVELOPMENT SUCCESS

WEDC employs a variety of measures to gauge the effects of its economic development investments. WEDC's economic development initiatives range from tax credits for investments in early-stage companies to export readiness programs, industry cluster advancement strategies and downtown redevelopment financing.

In FY19, WEDC and its key strategic partners (see page 14) provided financial and operational assistance to 4,332 businesses and 138 communities.



COMMUNITIES ASSISTED
138



BUSINESSES ASSISTED
KEY STRATEGIC PARTNERS **3,455**
WEDC **877**

TOTAL BUSINESSES ASSISTED
4,332



\$1.8 BILLION
TOTAL CAPITAL INVESTMENT

FINANCIAL AWARDS

To balance its responsibility to protect taxpayer money with the inherent risks associated with pursuing new business development opportunities, WEDC requires significant co-investment in the majority of the initiatives it funds. It is important that WEDC not be the sole or even the majority investor in a project. In FY19, WEDC's financial investments were matched at a ratio of 11:1, which means that projects the agency supported represent a total of \$1.8 billion in capital investment in Wisconsin.

WEDC PROGRAM ACTIVITY

Award Type	# of Awards	Award Amount	Leverage Ratio*
Bonds	5	\$27,981,755	N/A
Grants	179	\$25,044,335	11:1
Investor credits	50	\$18,107,500	4:1
Loans	18	\$4,370,500	6:1
Tax credits	61	\$142,437,977	12:1
Total	313	\$217,942,067	11:1
		FY19 LEVERAGE GOAL	8:1

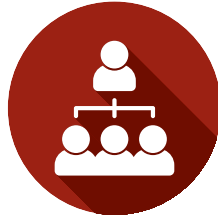
* WEDC includes a project's total project investment as reported by the company in this leverage ratio calculation in order to capture the complete impact of a project.



JOB TO BE CREATED
5,645



JOB TO BE RETAINED
15,831



TOTAL JOB IMPACT
21,476

JOB IMPACT

Included in many of WEDC's financial assistance contracts with businesses is a job impact requirement. This measurement captures the effect of WEDC's investment on current and future jobs in the state resulting directly from the project in question. In some cases, companies are able to hire new employees as a result of WEDC assistance. In other cases, companies are able to retain existing employees either by strengthening their operations or by 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 direct result of the investment. That job impact number is recorded in the contract, and the award is contingent upon its attainment.

JOB IMPACT

JOB TO BE CREATED	JOB TO BE RETAINED	TOTAL JOB IMPACT*	FY19 GOAL
5,645	15,831	21,476	15,105

*Job impact totals are derived from contracts executed between July 1, 2018 and June 30, 2019. These include executed contracts from both current and prior year commitments. WEDC includes the total number of jobs created or retained as reported by the company in order to capture the complete job impact of a project.

It takes time—sometimes years—for the positive direct effects of a WEDC investment to be realized. The question, then, is when are the jobs in question actually impacted? And when do they get counted? WEDC reports the total impact of the jobs in the year the contract is executed, and tracks performance progress to that impact goal throughout the life of the project. Typically, a contract with job creation goals lasts five years.

WEDC also estimates the return on investment (ROI) to the State of Wisconsin for its contracts, and for projects contracted in FY19, more than four out of five job creation projects are expected to realize a positive ROI in less than five years. WEDC's total investment in FY19 is expected to generate up to \$24.5 million in annual state tax revenue.

The benefits of WEDC's investments do not stop there. When a company spends millions of dollars on an expansion project, for example, much of that money is pumped into the local economy through the direct purchasing of contractor services.

In FY19, WEDC estimates for every \$1.00 in wages and salaries directly supported by our economic development programs, the downstream impact is \$1.86 in total earnings across the supply chain, and for every one job supported by WEDC in FY19, the multiplier effect is estimated at 2.33 total jobs throughout the affected industries in the state. ●



REVITALIZING COMMUNITIES

Wisconsin communities play a key role in supporting economic competitiveness by providing vibrant, sustainable and unique places that draw people to move there or stay there. When they invest in infrastructure and new development, communities enhance their future and contribute to an outstanding quality of life for their residents. WEDC supports these investments with its Idle Sites Redevelopment Program, Community Development Investment (CDI) Grant Program, Site Assessment Grant Program and Brownfields Grant Program.

By bringing new life to vacant industrial and commercial sites, the Idle Sites Redevelopment Program helps these properties once again become generators for economic development and an improved quality of life for the cities and communities where they are located. Offering grants of up to \$500,000, this program helps communities implement redevelopment plans for large commercial or industrial sites that have been abandoned or underutilized for a period of at least five years. In FY19, five Wisconsin communities received grants. WEDC committed \$1.8 million in grant funding for the projects.

The CDI Grant Program supports urban, small city and rural community development and redevelopment efforts that, in turn, support long-term economic growth. This program provides incentives for shovel-ready projects that will create jobs, increase local property values and leverage matching investment from local and private partners. In FY19, WEDC provided CDI Grants totaling over \$5.9 million to 30 communities.

Abandoned, idle and vacant sites can come with a number of unknowns, including issues hidden from plain sight. The Site Assessment Grant Program provides funds to assist local governments with conducting the initial environmental assessment and demolition activities on eligible industrial or commercial sites. This funding can be used for specific activities, such as investigating environmental contamination and asbestos abatement. WEDC awarded grants to 11 communities and organizations in FY19, investing more than \$1.1 million to help conduct these crucial site assessment activities.

To help convert contaminated sites into productive properties, the Brownfields Grant Program provides funds to assist with brownfield redevelopment or associated environmental remediation activities on abandoned, idle or underused industrial or commercial facilities or sites with demonstrated soil, groundwater or vapor contamination. In FY19, eight communities received more than \$3.0 million in grants, providing an important boost in converting contaminated sites into productive properties that are attractive and ready for development.

- **Stoughton:** \$500,000 to the Stoughton Redevelopment Authority for the redevelopment of a blighted 8.5-acre former industrial area along the Yahara River in downtown Stoughton. The \$1.9-million investment will include environmental clean-up, demolition of dilapidated buildings and the construction of a Riverwalk trail and pedestrian bridge to connect the site to Mandt Park.
- **Brillion:** \$500,000 in funding to redevelop half of the 145-acre former Brillion Iron Works site, including the renovation of a former industrial building, for a new research and development facility for the Ariens Co. Also part of the \$10.2 million investment will be the demolition of existing foundry buildings and the construction of 2,180 linear feet of roadway and associated infrastructure improvements.
- **Oshkosh:** \$500,000 for the revitalization of the largely vacant Aviation Plaza for the construction of a restaurant and entertainment venue, the renovation of the vacant J.C. Penney store for a new commercial use, and infrastructure improvements. Redevelopment of this 26-acre site will require a \$3.6 million investment and will result in a gateway commercial district that is highly visible from I-41 and the adjacent Wittman Regional Airport.
- **City of Sturgeon Bay:** \$250,000 for the construction of the Maritime Lighthouse Tower museum expansion, offering 10 floors of creative, interactive educational displays that will feature highlights of maritime history. Educational programs at the newly renovated museum will emphasize the STEM skills used throughout the maritime and marine industries and in careers vital to the Door County economy.
- **City of Wisconsin Dells:** \$250,000 to support the first phase of development for the Riverwood Eagle's Nest community senior housing project. Expected to be completed by October 2020, the development consists of 30 assisted living apartments, 22 memory care apartments, a community café, a telemedicine office and community trails.
- **City of Ashland:** \$155,400 to assist in the renovation of a commercial building into a brand-new child care facility. The EverGrow Learning Center (EGLC) will address a gap in child care needs, having the capacity for nearly 100 children and creating 15 full-time positions.
- **City of Onalaska:** \$250,000 to help finance the construction of the Great River Residences, a 102-unit multi-family residential building as well as a 2,000-square-foot commercial space to accommodate a bistro or café. The new residential building will be built on a blighted former industrial property. ●



FOSTERING STRONG DOWNTOWNS

Downtowns are key to a sense of community—both a symbol of the community’s past and an indicator of the community’s commitment to a shared future. Preservation and revitalization of historic buildings, the opening of new businesses alongside old standbys, and a full schedule of social gatherings and celebrations all contribute to the sense of vitality that makes downtown someplace people want to be. WEDC’s downtown development programs assist communities in establishing a shared vision and a plan for continuous improvement, then connect them to the resources to help carry out that plan.

The Wisconsin Main Street Program is a comprehensive revitalization program designed to promote the historic and economic redevelopment of traditional business districts. It provides technical support and training for organizations dedicated to downtown or commercial corridor revitalization activities as well as to the business and property owners that invest in these districts. The program is flexible in its ability to accommodate a wide range of community sizes and situations and assists those communities in undertaking a broad spectrum of initiatives specifically designed to foster local success.

The program has resulted in the creation of more than 2,800 new businesses and more than 15,000 net new jobs since its creation in 1987. In addition, more than \$2.1 billion in public and private investment has occurred in Wisconsin Main Street communities. In FY19 alone, the 34 Wisconsin Main Street communities were responsible for the creation of an estimated 842 new jobs and 99 net new businesses. In addition, more than 45,000 volunteer hours were worked in those communities.



Hundreds of runners and walkers participated in the Susan G. Komen “More than Pink” Walk in the Wausau River District.

Also in FY19, Wausau’s River District received a Great American Main Street Award—the sixth Wisconsin community to receive this prestigious award on the national stage. Additional support for downtown entrepreneurs was also added in FY19, with \$100,000 in Kiva matching funds made available to existing woman-, minority- or veteran-owned businesses seeking to expand in Main Street or Connect Communities districts.

WEDC’s Connect Communities Program, a companion program to Wisconsin Main Street, was created in 2013 to provide access to networking, resources and training to help communities pursue revitalization and redevelopment efforts. In FY19, the 69 participating communities added 91 net new businesses and attracted \$1.5 billion in public and private investment over 60,000 volunteer hours. ●



The First Thursdays event, offered once a month in the summer, draws community members out to explore local businesses in Wausau’s River District.



SUPPORTING DIVERSITY



Darren Fisher, owner of SPEARity, was one of the breakfast speakers at MARKETPLACE 2018.

MARKETPLACE, the Governor's Conference on Diverse Business Development, is the flagship annual event for minority-, woman-, veteran- and LGBTQ-owned businesses.

The event brings together small business owners—both current and aspiring—for networking, education and training, as well as one-on-one meetings with government and corporate buyers to forge connections or even make deals on the spot.

MARKETPLACE ATTENDEES IN 2018

850+

The FY19 conference was held on Dec. 12-13, 2018, at Potawatomi Hotel and Conference Center in Milwaukee, and drew more than 850 attendees. The 37th annual MARKETPLACE drew a record number of exhibitors in the Expo Hall (88) as well as a record number of buyers holding one-on-one meetings with potential suppliers (50). Nearly 700 individual buyer meetings were held.

As part of the conference, a half-day Small Business Academy was held to provide guidance on starting a business, covering key topics such as accessing funding, navigating regulatory requirements, addressing cybersecurity, tackling marketing and branding, and following financial best practices. This workshop was held for the fifth time in 2018 before being spun off into multiple events, organized across the state by the Wisconsin Procurement Institute, to make it easier for business owners from outside the Milwaukee area to attend.



Nearly 700 one-on-one meetings were held during MARKETPLACE 2018, giving minority-, woman- and veteran-owned businesses the chance to meet with buyers from the public and private sectors.

In FY19, the \$750,000 in Key Strategic Partner funding WEDC provided to the statewide chambers helped to deploy more than \$1.5 million in loan funds to projects expected to result in the creation or retention of more than 150 jobs at minority-owned small businesses. During FY19, the chambers provided services to 551 businesses around the state and conducted 61 workshops on business development topics.



Minority-, woman- and veteran-owned businesses are recognized for their leadership in the business community during the MARKETPLACE conference each year. The 2018 award winners are shown here with conference leadership.

Also in FY19, WEDC and the Wisconsin Indian Business Alliance (WIBA) hosted the first Economic Toolbox Tour, meeting with tribal leaders and economic development professionals from Wisconsin's 11 sovereign nations. The tour brought representatives from WEDC, WIBA, regional planning commissions, the U.S. Economic Development Administration and the Great Lakes Inter-Tribal Council to each community to develop relationships, share resources and provide access to professional development opportunities. ●



INVESTING IN PARTNERS

WEDC understands that local economic development organizations and industry specialists provide critical resources and expertise to the businesses in their communities. That's why we work closely with and invest deliberately in network partners throughout the state whose work adds value to the constituents they serve. In addition to providing more than \$4.6 million in funding to Key Strategic Partners with strong business and community assistance programs, including four minority chambers of commerce, WEDC helps build and maintain a strong statewide economic development ecosystem through its Capacity Building Grant Program aimed at supporting organizations devoted to a shared vision of economic prosperity across Wisconsin.

In FY19, WEDC awarded \$250,000 in Capacity Building Grants to six organizations focused on grassroots economic development initiatives, including the Metropolitan Milwaukee Association of Commerce Community Support Foundation Inc. (CSF). WEDC's \$50,000 investment in CSF will help fund a Hispanic Collaborative Initiative within the greater Milwaukee area, a project rooted in a 2018 workshop that convened more than 100 Hispanic leaders from wide-ranging business sectors: nonprofit, financial services, education, manufacturing, health care, legal, communications and media, retail, and arts and entertainment.

“WEDC's Capacity Building Grant was instrumental in helping to launch the UW Health and UW's Isthmus Project, which is an incubator/accelerator to start healthcare companies from our faculty and healthcare employees. This enabled us to partner with WiSolve, an organization of graduate student and post-doctoral fellows who provide business and market analysis for high tech startups as well as the award-winning UW Law and Entrepreneurship Clinic to provide expert and rapid services to us and our startups.”

~UW Health Chief Innovation Officer Thomas "Rock" Mackie



Eight entrepreneur finalists competed in the Hatch Regional Final pitch event held in Green Bay, with \$5,000 and \$3,000 prizes awarded for first and second place.

The collaborative will support and coordinate organizations already working in the community, serving as a resource and relationship hub for businesses, community-based organizations, nonprofits and government offices engaged in advancing the Hispanic community. It will also facilitate a shared vision of success among the Hispanic community and the organizations that serve them.

WEDC earmarked an additional \$500,000 of its Capacity Building Grant funds in FY19 specifically for organizations that provide support services to entrepreneurs. Among the nine recipients of such Entrepreneurship Support Grants was BrightStar Wisconsin Foundation Inc., a nonprofit equity investment fund capitalized by private charitable donations. For the second consecutive year, WEDC's grant funding supported BrightStar's HATCH program. Launched in 2017 in collaboration with Milwaukee-based social architecture firm NEWaukee, the HATCH program involves a series of high-energy idea pitch competitions throughout central Wisconsin. In 2017, BrightStar and NEWaukee organized four pitch competitions that drew a total of 515 attendees, 80 presenter applications and 18 pitch presentations. The 2019 HATCH schedule, supported by a \$55,000 grant from WEDC, included three regional finals and multiple local sub-regional events. At each regional final, entrepreneurs had five minutes to pitch in front of a panel of judges and a live audience for a chance to win the grand prize of \$5,000. ●



EXPANDING WISCONSIN'S TALENT POOL

In times of prosperity, Wisconsin, like the rest of the country, faces a people shortage at all skill levels—from professional to skilled trades—in every industry and in companies of all sizes. Finding the right talent to foster continued growth has become an urgent challenge.

As the economy continues to improve, WEDC is stepping up to help Wisconsin companies meet the needs of today's changing business environment. Partnerships with the University of Wisconsin System (UW System), the K-12 school system, regional and local economic development organizations, Wisconsin employers and state agencies are key to attracting, developing and retaining the best and brightest.

With the support of WEDC, 18 southeastern Wisconsin public and private two- and four-year colleges and universities formed a new talent partnership, known as the Higher Education Regional Alliance, or HERA. HERA aims to bridge the gap between higher education and industry groups by aligning efforts to increase rates of college and university graduation. This initiative works to close achievement gaps and educate students to achieve an innovative and nimble workforce that meets the needs of the region's industries.

Emphasizing the collaborative nature of talent development initiatives, the State of Wisconsin also launched a national marketing campaign to encourage military personnel and their spouses who are transitioning to civilian life to live and work in Wisconsin once they leave the service. A joint effort between WEDC, the Wisconsin Department of Veterans Affairs and the Wisconsin Department of Workforce Development, the veteran talent attraction initiative is an in-person engagement strategy designed to connect directly with the more than 200,000 service members who leave



A hiring fair at Schofield Barracks in Hawaii was among the career summits the Wisconsin delegation attended in FY19 to encourage military veterans to consider Wisconsin as their next destination.

active duty each year. It includes sponsoring Hiring Our Heroes (HOH), a program of the U.S. Chamber of Commerce Foundation, and traveling to their career summits at military bases throughout the country and to select installations abroad to promote the state's exceptional educational, career and lifestyle opportunities. In FY19, the Wisconsin delegation visited bases in six states, Europe and Japan, and made personal contact with more than 850 service members, connecting many with business, education and community partners throughout Wisconsin.

FY19 CAREER SUMMITS



In June 2019, Wisconsin was also designated as a Military Spouse Economic Empowerment Zone (MSEEZ) as part of the HOH program, with a focus on National Guard and Reserve families. Wisconsin joins roughly a dozen other states and metro areas working to identify opportunities and barriers to military spouses seeking meaningful employment. Though the goal is to connect military spouses with meaningful work, the MSEEZ initiative also benefits the state. Being a welcoming place for military families keeps skilled, dependable workers in our communities and attracts those who are looking to put down roots once they transition to civilian life.

Impactful talent and workforce development means connecting with all members of the community. Part of WEDC's strategy involves connecting with young people while they're still in school. A key initiative aimed at K-12 students is Wisconsin's fabrication laboratory (fab lab) network, which provides students in public schools in every region of the state with hands-on learning in areas of science, technology, engineering, art and math (STEAM).

Through the Fab Labs Grant Program, WEDC is supporting the purchase of lab equipment to help students master skills essential to advanced manufacturing jobs of the future. Fab labs will provide students the opportunity to develop the skills they need once they graduate from high school—whether they are heading straight into the workforce, going to a technical college or attending a four-year university. The program, now in its fifth year, has invested more than \$2.1 million through 88 grants to create or improve Wisconsin school districts' fab labs. ●

Students at work in the Warrior Innovation Center, as the Waupun Area School District's fab lab is called. The district received its second Fab Labs Grant from WEDC in FY19.

“ With more than 9,000 manufacturers in Wisconsin, there is a real need for skilled workers to fill the jobs of today and tomorrow. The Fab Labs Grant Program is one of the ways in which the state is helping to fill that need as we continue to grow Wisconsin's economy. ”

~Missy Hughes, Secretary and CEO of WEDC





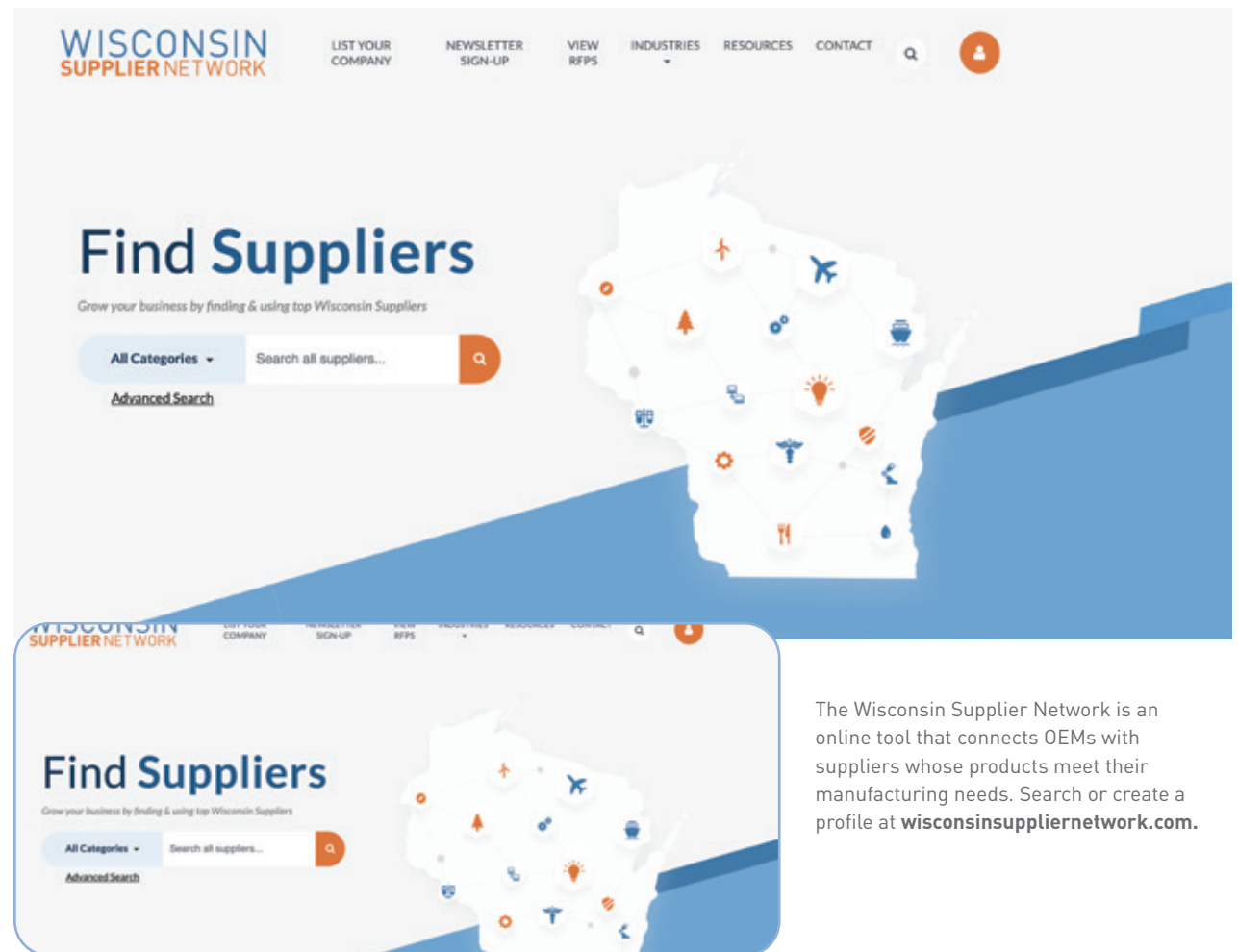
INCREASING COMPETITIVENESS

A key pillar of Wisconsin's economic development strategy has been supporting industry cluster development—leveraging historic industry strengths and creating new synergies so already-strong industries remain leaders in their fields, while new companies are attracted to locate in Wisconsin and join the clusters.

Technology is transforming the manufacturing sector at an ever-faster pace, and Wisconsin has targeted resources available to help the state's manufacturers stay on the front lines of innovation. The Transformational Productivity Initiative, a program of the Wisconsin Manufacturing Extension Partnership (WMEP), offers a set of tools and delivery systems to help manufacturers assess and prioritize actions to increase their productivity via basic process improvements and management best practices, as well as the integration of automation and digital technologies. The Connected Systems Institute at the University of Wisconsin-Milwaukee—a multidisciplinary collaboration with Rockwell Automation, Microsoft, WEDC and other industry leaders—offers physical space for companies and researchers alike to test new concepts, solve problems and share ideas.



WEDC took over administration of the Wisconsin Supplier Network (formerly the Wisconsin Supply Chain Marketplace), expanding the tool launched by the New North regional economic development organization. The online database is now statewide in scope, and connects original equipment manufacturers (OEMs) with suppliers whose products meet their manufacturing needs. In addition, it was announced in the summer that Wisconsin would be one of 10 states selected to take part in the Policy Academy on Strengthening Your State's Manufacturers, a year-long program offered by the National Institute of Standards and Technology. Wisconsin's delegation includes representatives of WEDC, WMEP, UW System and Oshkosh Corp.



The Wisconsin Supplier Network is an online tool that connects OEMs with suppliers whose products meet their manufacturing needs. Search or create a profile at wisconsinsuppliernetwork.com.

“The Freshwater Collaborative of Wisconsin will attract local, regional and global talent to Wisconsin, helping make us the Silicon Valley of water. It is another example of how invaluable the UW System is, and how our campuses are meeting the needs of Wisconsin and the nation.”

— UW System President Ray Cross

Water technology remains a sector where Wisconsin shines, and Milwaukee was selected as the location of a World Bank procurement seminar in March 2019. In addition, the Freshwater Collaborative was launched to coordinate efforts among the state’s institutions of higher education. The new initiative, encompassing all 13 UW System institutions, is designed to develop the workforce Wisconsin’s water technology sector needs and solidify the state’s leadership in the field. Initial funding came from a \$670,000 grant from WEDC and \$1.4 million from the UW System.

In the biohealth sector, Forward BIOLABS, a shared laboratory facility for industry startups, maxed out its capacity within seven months of opening and began to make plans for further expansion. The facility—which allows startups to benefit from the operational efficiencies of shared infrastructure such as waste management, safety protocols, equipment monitoring, security and startup-specific training units—received a \$750,000 grant from WEDC and \$200,000 in seed funding from the Wisconsin Alumni Research Foundation.

Also in the biohealth sector, the Therapeutic Accelerator Program at the Medical College of Wisconsin leveraged a \$400,000 investment from WEDC for its work in accelerating discoveries from academic scientists from concept to commercialization, developing the state’s biohealth workforce, and fostering industry-academic collaborations. The program reported a 72% increase in proposals submitted in FY19 compared to the prior year. Focus areas of previously funded projects in the program include anti-parasitic medication, cardiac oncology, treatment of therapy-resistant tumors, therapies for anxiety and depression, preventing blood clots in heart failure patients using a mechanical pump, and anti-inflammatory and antioxidant molecules for anti-aging applications.



Forward BIOLABS, a shared laboratory facility for industry startups, maxed out its capacity within seven months of opening and began to make plans for further expansion.

\$2.1M

INVESTMENT IN THE FRESHWATER COLLABORATIVE FROM WEDC AND THE UW SYSTEM

Also in FY19, WEDC awarded the Center for Dairy Research at UW-Madison a \$750,000 grant to establish the Beverage Innovation Center, a new center of excellence that will provide resources to small businesses to test and develop new beverage products. And a \$40,000 grant to the Wood Technology Center of Excellence at Northcentral Technical College was used toward the purchase of a vacuum kiln, which can dry wood more quickly than conventional drying techniques. The equipment will allow students to develop and test a wide variety of drying practices with different species, thicknesses and pro-cuts of wood, and will also be available for forest products companies to use to test new methods and develop new products. ●



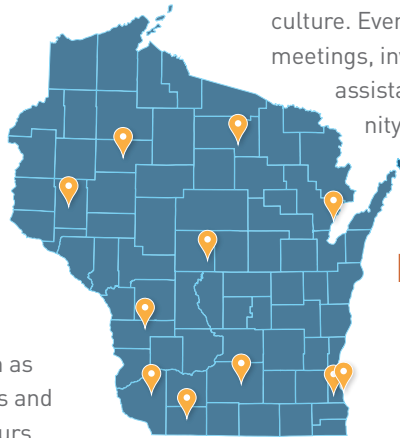
NURTURING STARTUPS

From a better quality of life to access to top-notch talent, cost-effective resources and more, Wisconsin is becoming a destination for entrepreneurs seeking personal and professional fulfillment. Because of the benefit these startups provide to Wisconsin's economy, WEDC and its network of statewide partners are committed to helping startups reach success.

Even with promising business ideas, young companies often face funding gaps when their products are not at a phase where investors feel comfortable supporting them. To bridge these gaps, WEDC and its network of statewide partners are committed to helping startups reach success through WEDC's entrepreneurial programs.

Collectively, these initiatives provide technical assistance, fill funding gaps and build an environment where entrepreneurs can thrive.

During FY19, through the Entrepreneurship Support Grant Program, nine organizations were awarded a total of \$500,000 to help develop or expand innovative programs aimed at advancing the climate for entrepreneurship throughout the state. Since launching in 2016, the program has provided a total of \$1.5 million in grants to 26 organizations statewide to help fund activities such as prototyping assistance, legal services and outreach to underserved entrepreneurs.



In FY19, the Entrepreneurial Micro-grants Program assisted nearly 264 entrepreneurs, with 48 clients receiving support for entrepreneurial training coursework and Small Business Innovation Research assistance (SBIR). The Center for Technology Commercialization (CTC) clients that received SBIR assistance were awarded over \$8 million in federal SBIR/Small Business Technology Transfer (STTR) grants. Also, during FY19, 71 new companies received Qualified New Business Venture certification, which provides tax credits to investors in these companies. Investors provided \$64.8 million in qualifying investments to QNBV companies in 2018 (QNBV results are measured according to calendar year rather than fiscal year), and received \$16.2 million in tax credits. Investment in QNBV-certified companies hit another record high in 2018. The total amount of funding received by certified companies reached \$334.6 million, up 40% from \$238.8 million in 2017. In 2018, the number of deals of \$5 million or larger reached 15, up from the previous record of nine deals of this size—and beating the previous mark for deals this large by 67%. WEDC's Technology Development Loan (TDL) Program made 11 new loans during FY19, and at the end of the year had a total of 97 active loans.

Wisconsin has an incredibly rich and vibrant entrepreneurial culture. Events, conferences, pitch contests, mentorships, meetings, investor groups, industry resources, technical assistance providers, lenders, investors and community support for entrepreneurs all work together to form a complex entrepreneurship ecosystem of which we are incredibly proud. ●

NUMBER OF PROJECTS

11

TOTAL FUNDING

\$500k

ENTREPRENEURSHIP SUPPORT GRANT PROGRAM

Totals represent the 2018 impact of four WEDC programs combined:

Qualified New Business Venture Program, Technology Development Loan Program, Seed Accelerator Program and Capital Catalyst Programs

2018 BUSINESSES ASSISTED

320

BUSINESSES REPORTING

514

TOTAL JOBS

3,408

NEW CAPITAL GENERATION

\$616M

TOTAL PAYROLL

\$191M



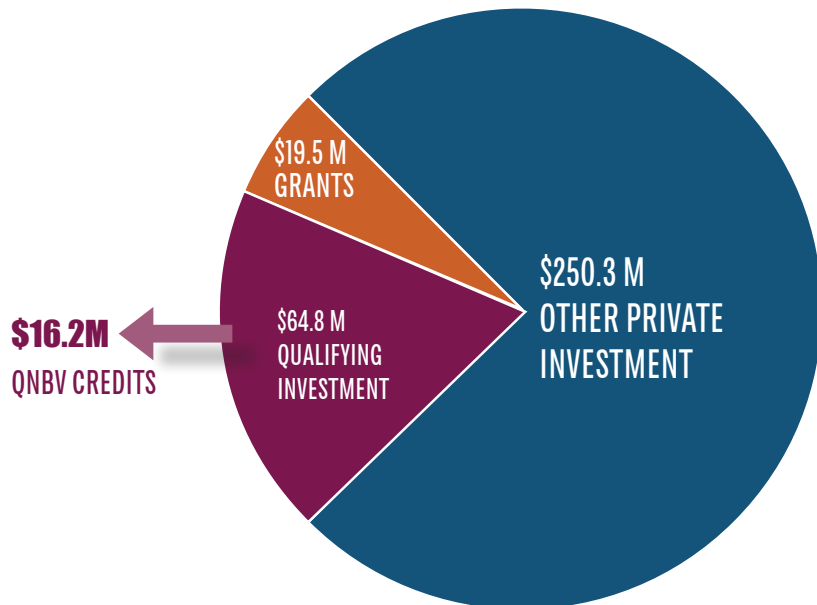
QUALIFIED NEW BUSINESS VENTURE PROGRAM

TOTAL NEW FUNDING SECURED BY PARTICIPATING COMPANIES

\$334.7M

Includes qualifying investments, other private investments, debt and grant funding

FUNDING RECEIVED BY QNBV-CERTIFIED COMPANIES IN 2018



The **QNBV Program** helps startups raise the capital they need to grow by offering tax credits to investors.

The **TDL Program** assists companies with the funding necessary to develop and launch high-tech or innovative products and services.

The **Entrepreneurship Support Grant Program** helps to strengthen entrepreneurial communities by supporting new, unique entrepreneurship programs that would otherwise not be able to move forward.

The **Seed Accelerator Program** helps support cohort-based lean startup programs throughout the state to help founder teams get the answers critical to moving a new company forward.

The **Capital Catalyst Program** helps organizations or communities develop seed funds to invest in early-stage and innovative small businesses that operate in their region, industry or other community.

The **Entrepreneurial Micro-grant Program**, administered by CTC, helps companies develop business plans and competitive proposals for federal SBIR and STTR grants.

The **SBIR Advance Program**, administered by CTC, aims to fill critical funding gaps for activities that are restricted under these federal grant awards; such as market research, customer validation, patent development, business model development and regulatory assessment. ●

“Wisconsin was built on know-how and an entrepreneurial spirit, and we have seen firsthand how successful our state can be when we invest in and develop our technology ecosystem.”

— Matt Cordio, Founder and President, Startup Wisconsin



GROWING BUSINESS

Buoyed by a strong state and national economy, businesses throughout Wisconsin continue to look for ways to expand their operations by introducing new product lines, increasing their customer base or entering new markets. As they do, they may consider all options—including expanding in-state or locating their operations elsewhere.

WEDC works with local economic development partners to monitor existing businesses' needs throughout the state to make sure they have the resources needed to expand. WEDC works with these local partners and the companies to develop economic incentive packages that will keep the businesses growing and provide a significant return on investment for Wisconsin taxpayers.

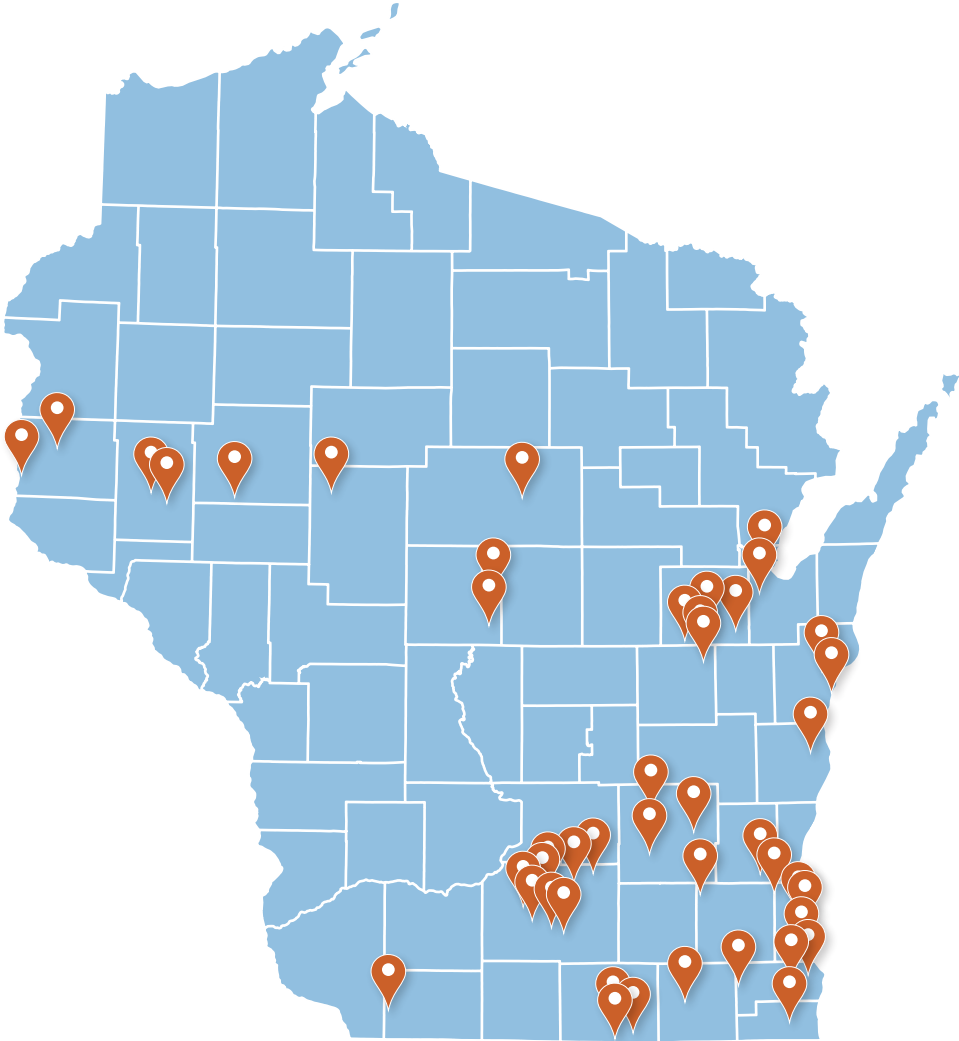
Incentives, though, are only one tool in Wisconsin's economic development toolkit. Vibrant communities, highly educated and dedicated workers, great natural resources and strong infrastructure are all factors that have helped businesses like Sub-Zero, Promega and ND Paper decide to expand their operations in Wisconsin.

Some of the major companies whose expansion plans were assisted by WEDC in FY19 include:

- Fitchburg-based **Promega**, a global life science company, is undertaking a \$175 million expansion project that includes construction of a 270,000-square-foot research and development center. The entire project is expected to create 100 jobs over the next three years.
- **ND Paper** is undertaking more than \$189 million in upgrades to its plant in Biron, including converting its B25 paper machine from white papers to containerboard products, building a two-line greenfield recycled pulp facility, and constructing a water treatment and fiber recovery plant. The projects will result in 27 new jobs.
- **Sub-Zero Group**, known for its premium Sub-Zero, Wolf and Cove premium kitchen appliance brands, is adding a 350,000-square-foot research and development facility to its headquarters in Fitchburg, a \$70 million project that will create 100 jobs over the next three years.
- **Genetic Visions**, a worldwide livestock and bovine reproduction business, is investing \$2.1 million to expand its Middleton laboratory to centralize regional sales, information technology, human resources, and finance functions—a move that will create 21 jobs over the next three years.
- **Faith Technologies**, a leading electrical planning, engineering design and installation expert, is building the first “truly smart manufacturing building in Wisconsin” in Little Chute. The \$20 million project will create 275 jobs in Outagamie County. A natural energy microgrid operated by Faith Technologies and its subsidiary Excellerate will allow the building to be operated off the traditional energy grid.
- **Robinson Metal**, a custom metal fabricator, is expanding operations in Manitowoc with the purchase of a 112,000-square-foot facility. The company decided stay in Manitowoc, investing \$2.6 million and creating 94 new jobs, because of the city's strong manufacturing background, especially in fabrication and assembly.
- Reeseville-based **Specialty Cheese Company Inc.**, one of the nation's top manufacturers of ethnic cheeses and baked cheese snacks, is investing \$1.6 million and creating 36 jobs over the next two years. The family-owned business opened in 1991 with the purchase of five old cheese factories in the village that date back to the 1860s.
- **Redline Plastics LLC**, a family-owned and -operated manufacturer of molded and vacuum-formed plastics as well as leather and textile cut-and-sew products, is expanding its facilities in Manitowoc. The \$12 million project will create 44 jobs.
- **Bernatello's Pizza Inc.** is expanding its Kaukauna facility, including adding a new high-speed double pizza topping line. The company is investing \$24 million in renovations and equipment, as well as building a new 30,000 square-foot facility. The project will create 48 new positions.
- **Huffcutt Concrete LLC** opened a new 77,000-square-foot, highly automated concrete wall panel production plant in Lake Hallie, a \$14 million project that will add 150 new jobs over the next five years. The new facility, which is located next to its current plant, boasts automated precast wall panel technology and manufacturing processes never before seen in the U.S.
- **Springs Window Fashions LLC** will undertake an \$11.3 million project to renovate and redesign their existing office space Middleton, which will result in 102 new jobs over three years.
- **Alto-Shaam Inc.**, a global leader in food service technology, is planning a \$25.8 million project to create a global R&D facility as well as expand its existing manufacturing capacity in Menomonee Falls, a project that will create 150 new jobs. ●

BUSINESS DEVELOPMENT PROJECTS OF FY19

COMPANIES	LOCATION	JOB IMPACT	INVESTMENT
Komatsu Mining Corp	Milwaukee	1,140	\$285,000,000
Kimberly-Clark Corporation	Neenah	38	\$201,089,300
ND Paper, Inc.	Wisconsin Rapids	369	\$189,015,775
Promega Corporation	Fitchburg	955	\$175,500,000
Birds Eye Foods, LLC	Beaver Dam	203	\$78,000,000
Matalco Wisconsin LLC	Wisconsin Rapids	80	\$70,000,000
Nexus Pharmaceuticals, Inc.	Pleasant Prairie	77	\$67,000,000
Sub-Zero Group, Inc.	Fitchburg	1,859	\$70,498,741
DRS Power & Control Technologies, Inc.	Menomonee Falls	669	\$58,281,772
CSL Centro Sperimentale del Latte USA Inc.	Franksville	31	\$47,750,000
Eurofins Food Chemistry Testing US, Inc.	Madison	410	\$41,800,000
Lakeside Foods, Inc.	Manitowoc	573	\$35,000,000
American Builders & Contractors Supply Co., Inc.	Beloit	832	\$25,900,000
Faith Technologies, Inc.	Neenah	1,792	\$20,312,124
Alto-Shaam, Inc.	Menomonee Falls	593	\$25,800,000
Gulfstream Aerospace Corporation	Appleton	985	\$16,845,000
Bernatello's Pizza, Inc.	Kaukauna	123	\$24,000,000
Poclain Hydraulics, Inc.	Sturtevant	250	\$14,650,000
Lavelle Industries, Inc.	Burlington	395	\$14,535,000
Fresenius Kabi LLC	Pleasant Prairie	95	\$14,310,000
Huffcutt Concrete LLC	Lake Hallie	169	\$14,199,127
Red Line Plastics, LLC	Manitowoc	134	\$12,572,000
Springs Window Fashions, LLC	Middleton	564	\$11,300,000
Stella & Chewy's LLC	Oak Creek	279	\$11,116,193
Federal Foam Technologies, Inc.	New Richmond	247	\$7,397,110
Winona Foods, Inc.	Howard	224	\$6,650,000
Swiss Tech, LLC	Delavan	137	\$5,500,000
Muth Mirror Systems, LLC	Sheboygan	258	\$6,213,000
Octopi Brewing, LLC	Waunakee	75	\$4,858,000
Pacon Corporation	Appleton	505	\$5,072,400
Advanced Composite Products and Technology, Inc.	Schofield	13	\$5,289,550
State Collection Service, Inc.	Beloit	477	\$3,954,000
SR Door Inc.	Beloit	84	\$3,445,500
OFP Ingredients, LLC	Oconomowoc	22	\$4,754,000
Equiniti Trust Company	Milwaukee	180	\$3,294,085
MacDon Enterprises, Inc.	Sun Prairie	20	\$3,075,000
Robinson Metal, Inc.	Manitowoc	94	\$2,614,000
NRG Management Services, Inc.	Hudson	178	\$2,531,314
Vets, Inc.	Menomonie	294	\$2,500,000
Michels Corporation	Milwaukee	1,805	\$2,000,000
RoL-Tec, Inc.	Green Bay	83	\$2,168,000
Genetic Visions-ST, LLC	Middleton	25	\$1,853,000
Bluetree Network, Inc.	Madison	109	\$1,704,000
Thorp Equipment, Inc.	Thorp	126	\$1,645,000
PS Seasoning & Spices Inc.	Iron Ridge	114	\$1,551,500
Specialty Cheese Company, Inc.	Reeseville	179	\$1,650,000
Non-Metallic Components, Inc.	Cuba City	76	\$1,354,000
Koowill, Inc.	Menomonie	111	\$519,264



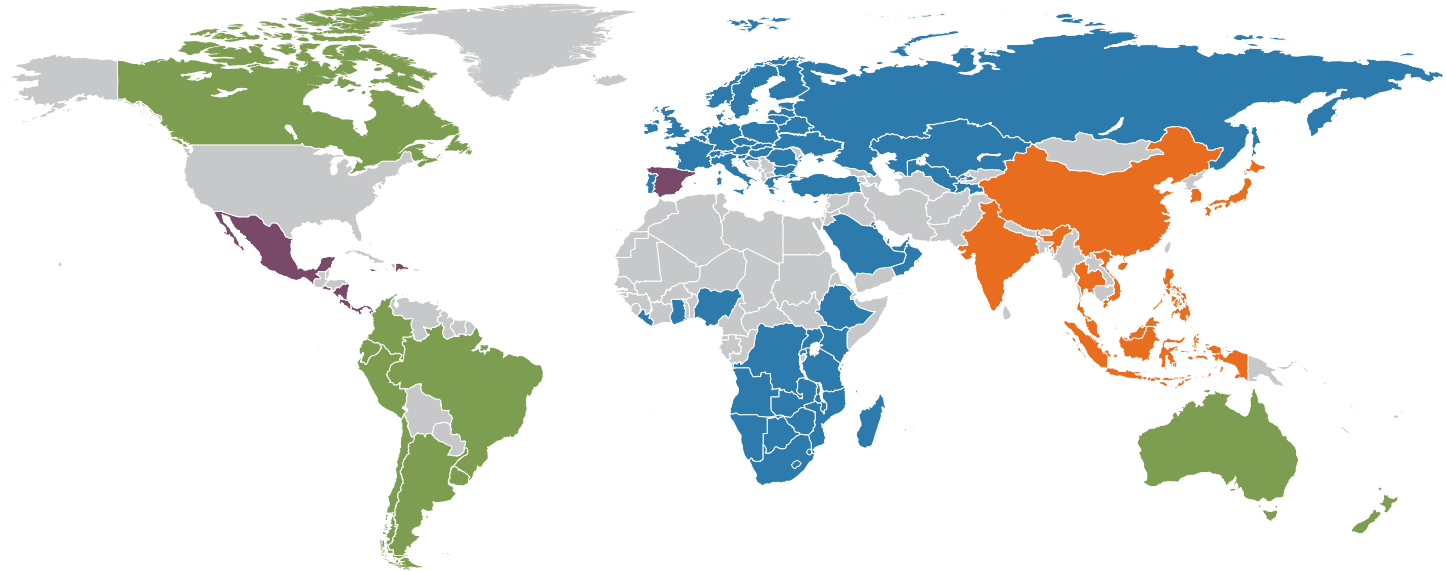


GOING GLOBAL

WISCONSIN'S GLOBAL NETWORK COVERS

96

COUNTRIES AND TERRITORIES AROUND THE WORLD



WISCONSIN'S 2018 TOP EXPORT DESTINATIONS

CANADA.....	31%
MEXICO.....	15%
CHINA.....	7%
GERMANY.....	4%
UNITED KINGDOM.....	3%
JAPAN.....	3%
SOUTH KOREA.....	3%
AUSTRALIA.....	3%
FRANCE.....	2%
NETHERLANDS.....	2%
OTHER.....	27%

In collaboration with partners across the state, WEDC supports Wisconsin companies in growing their exports. Companies can tap into a solid repertoire of established programs, and WEDC is always looking to identify gaps in exporting practices and develop innovative solutions. Each year, WEDC's Global Trade Venture Program takes Wisconsin companies to markets around the world to make connections that generate export sales. During FY19, 20 companies went on WEDC's five global trade ventures to destinations including Mexico, Canada, China, Germany and Australia. At each destination, participating companies receive a schedule of customized meetings with potential business partners chosen specifically for each company's needs. These Global Trade Ventures are offered at a subsidized rate for the purpose of promoting Wisconsin exports.

WEDC's Global Network of authorized trade representatives supports and promotes the interests of Wisconsin companies in markets around the world. During FY19, the network covered 84 markets, and at the beginning of

FY20 the network was expanded to offer coverage in 96 countries and territories around the world. The Wisconsin trade offices in this network can provide industry, product and market assessments, including macroeconomic and industry analysis; competitive product analysis; and analysis of marketing and sales channels, regulatory issues and tariffs, and taxes and other costs. Authorized trade representatives are able to conduct partner searches; vet potential agents, distributors and in-country representatives for Wisconsin companies; and offer help with setting up meetings in country.

To complement the Global Trade Ventures and Global Network, WEDC also offers Global Business Development Grants to help companies grow their exports by partially covering the cost of activities such as exhibiting at overseas trade shows and translating or customizing marketing materials for a foreign market. During FY19, this program was supported in part by a State Trade and Export Promotion Grant from the U.S. Small Business Administration, and International Market Access Grants

provided \$1.1 million in assistance to 50 companies. In addition, two partner organizations assisted 199 companies through Collaborative Market Access Grants, also part of the Global Business Development Program.

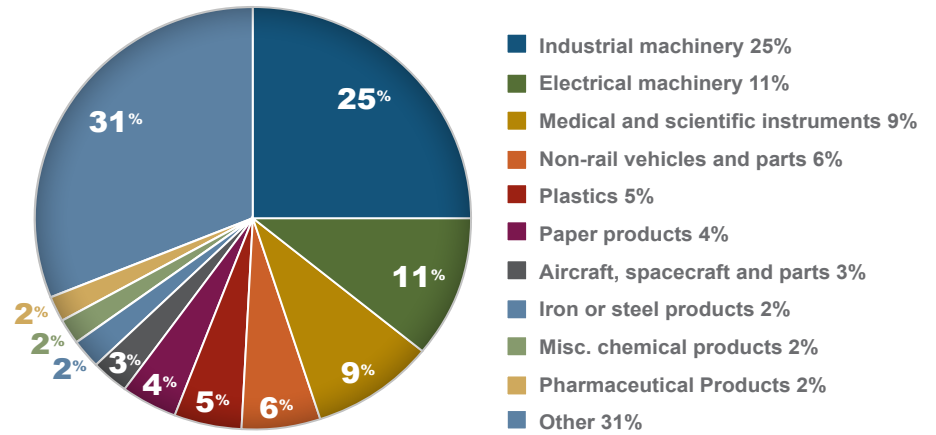
During FY19, WEDC assisted three companies in traveling to the Medical Japan trade show with the U.S. Commercial Service. WEDC coordinated a delegation of 10 Wisconsin companies that exhibited at the China International Import Expo, an event attended by more than 400,000 people from 172 countries. In addition, WEDC helped bring representatives of the World Bank to Milwaukee for a seminar on procurement in the water technology sector, giving Wisconsin companies insight on how to tap into World Bank procurement opportunities, which totaled nearly \$46 billion in 2016.



Governor Evers met with Governor Kensaku Morita of Chiba Prefecture, Wisconsin's sister state in Japan, during a trade mission to Japan in September 2019, the first in the FY20 schedule of trade trips.

WEDC also sponsors the ExporTech™ Program, which guides companies through a market analysis to help them choose the most promising markets to focus on and develop an export strategy for those markets. In FY19, 24 companies completed the training program, which is delivered by the Wisconsin Manufacturing Extension Partnership and the Northwest Wisconsin Manufacturing Outreach Center.

WISCONSIN'S 2018 TOP EXPORT CATEGORIES



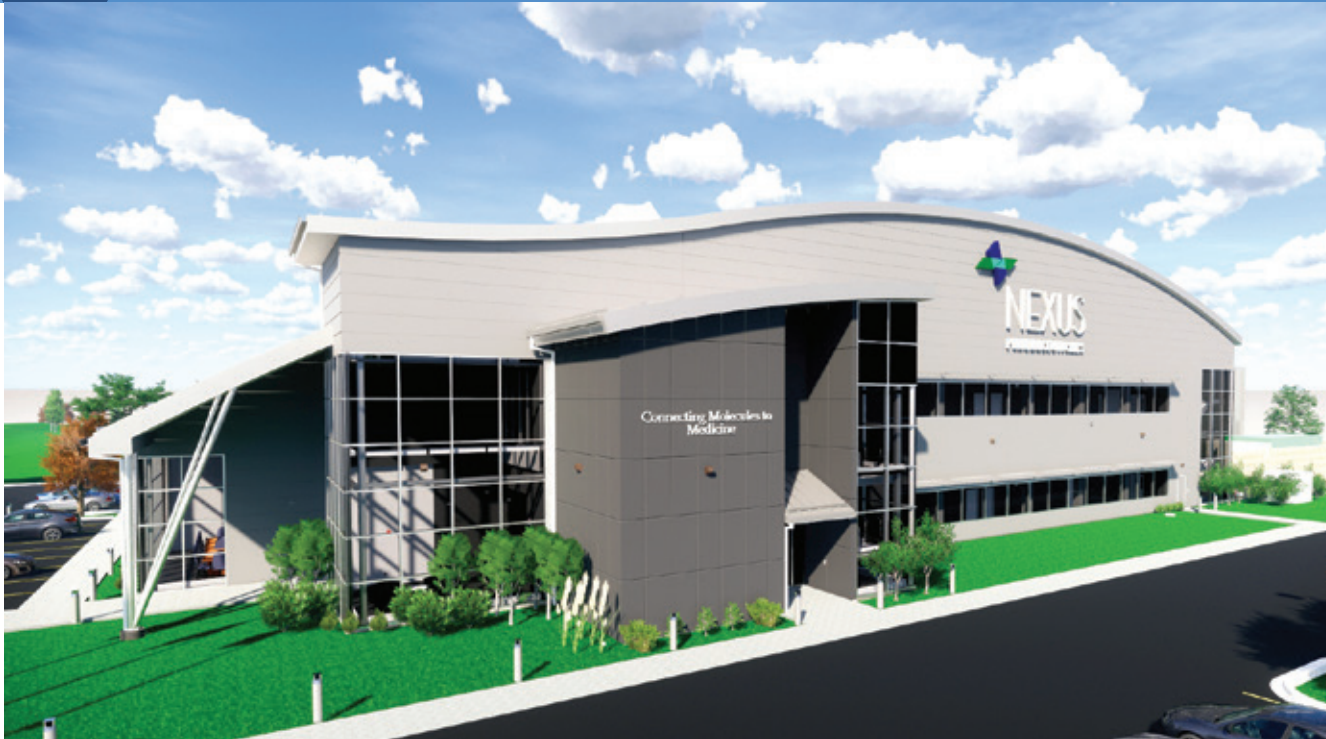
During calendar year 2018, Wisconsin's exports grew by 1.8% over the prior year's total. Wisconsin finished the year ranked 19th among U.S. states in terms of the value of goods exported, and leads the U.S. in export categories including marine engines (both inboard and outboard), papermaking machinery, computed tomography machines, x-ray machines and accessories, bicycles, firefighting vehicles, milking machine parts, washing machines, paper towels, prepared/preserved cranberries, ginseng, sausages and blue-veined cheese, among other product categories.

Each year, the Governor's Export Achievement Awards, which are administered by WEDC, recognize companies that excel at exporting, thus highlighting best practices that can be adopted by their peers in Wisconsin to further grow the state's exports. In 2019, the companies that received these awards were Gamber-Johnson of Stevens Point, a manufacturer of docking stations and mounting solutions for the public safety, law enforcement, military, telecommunications and transportation markets; PIC Wire & Cable of Sussex, a provider of specialty electronic cables, cable connectors and cable assemblies for military, corporate and commercial aerospace applications that include airplanes, helicopters, drones and ground vehicles; and Whitehall Specialties of Whitehall, a producer of cheeses, cheese blends, cheese substitutes and analog cheese that are now sold in more than 25 countries across the globe. ●

\$22.7B WORTH OF PRODUCTS EXPORTED TO
204 COUNTRIES AROUND THE GLOBE IN 2018



ATTRACTING NEW INVESTMENT



When Nexus Pharmaceuticals started planning to build the first new factory in the U.S. in more than 30 years to manufacture sterile injectable drugs, they began looking for the just the right site.

They chose Wisconsin.

The Illinois-based company will invest more than \$250 million over the next 10 years as it ramps up its new manufacturing facility in Pleasant Prairie. In the first phase of the project, which will be finished by 2021, the company will spend \$67 million to build and equip a 100,000-square-foot production operation and hire nearly 80 workers in the fields of high-tech production, engineering, quality control and supply chain management.

When the project is completed, Nexus' new facility will support the production and supply of drugs in an array of therapeutic areas, including anesthesia, oncology, cardiovascular and neurology—taking the place of third-party providers to the company located primarily in Europe and the U.S. The move will benefit consumers throughout the U.S. by making many injectable drugs more readily available.

So why did Nexus choose Wisconsin?

Company leaders gave the answer during a groundbreaking event with Governor Tony Evers and other state and local officials last summer: because of our state's highly educated and motivated workers, excellent infrastructure and close proximity to interstate highways, and strategic location in the Midwest.

Nexus isn't alone in its choice.

Thanks to the efforts of WEDC and its local and regional economic development partners, our state continues to be a leader in attracting major businesses – whether they're moving across state lines or international borders. And when companies here consider moving to other states, WEDC and its local partners find new ways to keep them and make sure they have plenty of room to grow.

In 2019, some of the new businesses to locate in Wisconsin include domestic industry leaders like Nexus and Equiniti Trust, while others are global entities such as DRS Power & Control Technologies, Fresenius Kabi and Matalco. WEDC also worked with longstanding Wisconsin industry leaders like Komatsu and Kimberly-Clark that considered moving out of state but instead increased their commitment to Wisconsin.



In a groundbreaking ceremony with Governor Evers in July 2019, Nexus Pharmaceuticals announced its decision to invest more than \$250 million in a new manufacturing facility in Pleasant Prairie.



Some of the major projects WEDC assisted in FY19 include:

Komatsu Mining Corp.

The company is building a new headquarters and manufacturing facility on more than 55 acres in Milwaukee's Harbor District. It will include approximately 180,000 square feet of office and training space, and approximately 430,000 square feet of manufacturing space, allowing the company to consolidate its Milwaukee office and manufacturing operations in one location. Plans call for advanced machine, heat treat and fabrication shops; sustainable elements; state-of-the-art technology, research and development, training and robotics labs; an office complex and data solutions center; and a City of Milwaukee public riverwalk adjacent to the campus. WEDC is assisting the \$285 million project, which targets the creation of more than 440 jobs, with up to \$59.5 million in Enterprise Zone tax credits over 12 years.

Gulfstream Aerospace Corp.

A wholly owned subsidiary of General Dynamics (NYSE: GD), Gulfstream Aerospace Corp. designs, develops, manufactures, markets, services and supports the world's most technologically advanced business-jet aircraft. Headquartered in Savannah, Georgia, Gulfstream maintains service centers at airports worldwide, including at the Appleton International Airport. The company had plenty of options for locations to grow its service and maintenance operations, and ultimately chose its Appleton service center as the best place to add more than 180,000 square feet of hangar space to accommodate 12 additional aircraft. The \$40 million expansion also includes office space, back shops and general support space, as well as a new sales and design center and increased customer access to Gulfstream's design portfolio. In preparation for the project, the local airport authority worked with the Wisconsin Department of Transportation to improve access to the proposed site, and the Wisconsin Technical College System came to the table with expanded workforce training resources. WEDC also offered the company \$1.1 million in tax credits over three years, contingent on the total number of jobs created and capital invested.

DRS Power & Control Technologies

When DRS Power & Control Technologies, a division of the Italian firm Leonardo SpA, was looking for a location in Wisconsin that could accommodate its expansion, WEDC and its local and regional partners were there to help. The company moved from its longtime plant in Milwaukee to Menomonee Falls, where it is creating a new Center of Excellence that will drive business growth, gain efficiencies and better support customers and business objectives. To facilitate the move and keep jobs here, WEDC established an Enterprise Zone, under which the company may receive up to \$18.5 million in tax credits if it makes at least \$56.2 million in capital investments and creates at least 220 new jobs over the next five years.

Equiniti Trust Company

The Minnesota-based financial services company looked at Arizona and Missouri as sites for a backup contact center, but chose Milwaukee because of its workers' "strong Midwestern work ethic" and a strong financial information employment sector. The company will qualify for up to \$1.25 million in Business Development Tax Credits for the \$3.3 million project, which will create 180 positions with an average hourly wage of more than \$23.

Fresenius Kabi

The global health care company, which specializes in medicines and technologies for infusion, transfusion and clinical nutrition, is establishing a regional distribution center in Pleasant Prairie as part of a larger U.S. supply chain expansion. The project includes a 590,000-square-foot facility in Pleasant Prairie that will serve as a regional distribution center for Fresenius Kabi's Midwestern and Southern customers in the U.S. The project is expected to create 95 jobs, and positions will include distribution, quality assurance, inventory, maintenance and office management. The company expects to invest more than \$15 million to complete the project; if it meets those goals, it is eligible to receive up to \$500,000 in Business Development Tax Credits.

Matalco Inc.

The Ontario-based integrated metal management company is establishing a new state-of-the-art manufacturing facility in Wisconsin Rapids—an \$80 million project expected to create 80 jobs over the next three years. Company leaders say they chose Wisconsin Rapids because of its location, exceptional workforce and the assistance WEDC and local partners are providing. WEDC is supporting the project with up to \$1.5 million in Business Development Tax Credits. Matalco plans to construct a 110,000-square-foot, new, state-of-the-art greenfield re-melt extrusion billet and slab manufacturing facility. The facility will produce more than 230 million pounds of aluminum billet per year. Once the plant has achieved full production capacity—expected to be within the first two to three years after commissioning and startup—the projected employment will be approximately 80 full-time employees. ●



ROLLING OUT THE WELCOME MAT

With input and support from statewide economic development partners and business leaders throughout Wisconsin, WEDC launched the state's first-ever comprehensive talent attraction initiative in January 2018. The campaign has since grown from a single market—Chicago—to include 13 Midwestern cities, as well as Wisconsin alumni and transitioning military service members nationwide and overseas.

Wisconsin's strong economic performance and record-low unemployment have created a worker shortage across the state—one that is only projected to worsen over time. Developing the skills necessary for 21st-century jobs and connecting bright, talented young people to fulfilling careers in their communities are crucial to Wisconsin's economic future. So, too, are community development efforts designed to deliver the amenities and foster the social connections young people seek when choosing the best place to pursue their passions.

However, with the state's aging workforce and historically low birth rates, Wisconsin also needs to draw new residents from other states to fill current and future jobs, says Forward Analytics Director of Research Dale Knapp.



THIRD FLOOR WALK-UP vs THIRD WARD LOFT?

The choice is yours. In Milwaukee, rental costs are 42% less than Chicago, so your living room, bedroom and kitchen can all be separate rooms. Wisconsin. It's more you.



THINK • MAKE • HAPPEN IN WISCONSIN

InWisconsin.com

Among the many benefits WEDC promotes in its marketing to millennials is housing affordability.

Wisconsin actually exhibits relatively low out-migration of college-educated workers, according to University of Wisconsin-Extension Community Development Specialist Matt Kures. A bigger challenge Wisconsin faces, Kures points out, is limited in-migration to the state: Wisconsin ranks sixth-lowest in the nation for in-migration of college graduates.

EXPANDING PERCEPTIONS

To overcome the limited understanding people outside Wisconsin hold of the opportunities our state offers for career and personal success, WEDC's talent attraction campaign celebrates not only the jobs available in the state, but also the exemplary work-life balance our citizens enjoy—a key consideration in location decisions.

And it's working! Within the markets where WEDC's talent attraction campaign has run, survey responses showed a 9% increase (from 43% to 52%) in willingness to move to Wisconsin for a job opportunity among 21- to 35-year-olds. When considering only those respondents open to leaving their current state at all, the increased willingness to move to Wisconsin was even greater following the campaign, jumping from 68% to 82%. Consider, too, that in 2018 Wisconsin saw its most significant net gain in residents (8,824 people) since 2010 as a result of state-to-state migration. An analysis of U.S. Census data by Wisconsin Manufacturers and Commerce showed that Wisconsin gained the most new residents in 2018 from Illinois (25,155) and Minnesota (19,632). In fact, Wisconsin saw a net positive flow of population from all surrounding states except for Iowa.

WELCOMING WISCONSIN ALUMNI

For anyone who identifies a Wisconsin college, university or technical school as their alma mater in their social media profile, it's very likely that their feed has included stories about fellow Wisconsin alumni succeeding here. WEDC's talent attraction campaign includes 12 alumni stories representing wide-ranging career paths and Wisconsin hometowns. In all the ads, subjects share both the professional and lifestyle opportunities that either kept them in Wisconsin after graduation or drew them back after stints elsewhere.

IMPROVED PERCEPTIONS

How willing are young people in targeted Midwest markets to consider moving to Wisconsin for a job opportunity?

PRE-CAMPAIGN
68%
POST-CAMPAIGN
82%

MOVING TO WISCONSIN

Wisconsin net population change as a result of state-to-state migration

2010	- 18,175
2011	+ 4,069
2012	+ 1,468
2013	- 9,352
2014	+ 3,107
2015	- 2,732
2016	+ 4,932
2017	- 973
2018	+ 8,824

Source: Wisconsin Manufacturers and Commerce analysis of U.S. Census data

HONORING MILITARY VETERANS

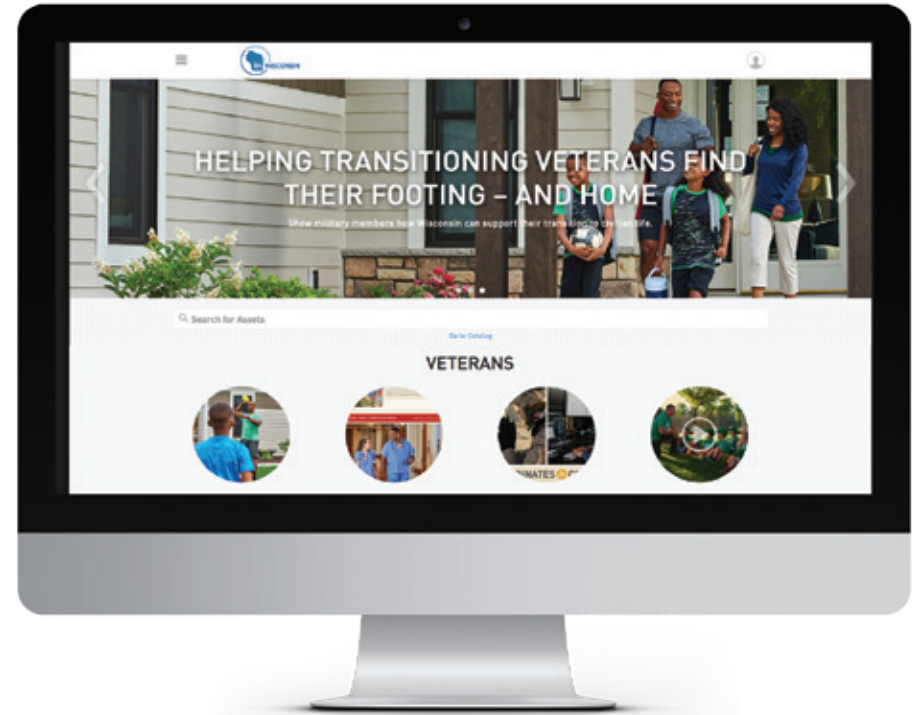
Each year, roughly 250,000 active service members transition out of the military and into civilian life. The skills and values veterans bring to the workforce are held in high regard by Wisconsin employers and the state as a whole. WEDC's talent attraction campaign delivers relevant and motivating messages to service members during their programmatic separation from the military, giving equal consideration to the needs and desires of military spouses and families.

In addition to paid, social and earned media, WEDC's talent attraction strategy relies heavily on in-person interaction with service members at events held throughout the country and abroad that are designed to help attendees connect with career and educational opportunities. These events are hosted by Hiring Our Heroes, a program of the U.S. Chamber of Commerce Foundation devoted to helping veterans, transitioning service members and military spouses find meaningful employment opportunities.



Wisconsin's Hiring Our Heroes delegation includes state ambassadors—many of whom are former military themselves—who deliver timely and actionable information about the benefits Wisconsin offers to transitioning veterans and their spouses. These "brand ambassadors" are joined by Wisconsin employers who promote available career opportunities to attendees.

This face-to-face interaction with transitioning veterans serves as the start of an ongoing relationship with attendees that is supported by a comprehensive marketing campaign and post-event concierge service. The campaign has succeeded in building a strong pipeline of veteran talent with expressed interest in career opportunities in the state.



TALENT ATTRACTION TOOLS YOU CAN USE

All WEDC talent attraction print ads and social media ads, images and videos are available to companies and economic development partners to adapt to their specific needs and purposes, such as promoting specific job opportunities or areas of the state. Visit wedc.org/toolkit to learn more.

Employers, regional economic developers and industry representatives are also invited to participate in WEDC's transitioning service member recruitment initiative. Options include attending Hiring Our Heroes events as a Wisconsin employer or state ambassador or receiving curated resumes from WEDC's outreach to service members. Learn more at wedc.org/hire-veterans. ●

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Wausau Paper

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American Bank, Beaver Dam

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Co-founder
Synergy Coworking and Synergy
Consulting Group

Rep. Gordon Hintz

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gener8tor

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We Energies

Sen. Tim Carpenter

3rd Senate District

Ex Officio

Peter Barca
Secretary
Department of Revenue

Ex Officio

Joel Brennan
Secretary
Department of Administration

The Wisconsin Economic Development Corporation (WEDC) leads economic development efforts for the state by advancing and maximizing opportunities in Wisconsin for businesses, communities and people to thrive in a globally competitive environment. WEDC provides resources, operational support and financial assistance to companies, partners and communities in Wisconsin. WEDC achieves its mission through initiatives driven by five strategic pillars: business development; community and economic opportunity; strategic economic competitiveness; state brand management and promotion; and operational and fiscal excellence. Working with more than 600 regional and local partners, WEDC develops and delivers solutions representative of a highly responsive and coordinated economic development network.

Visit wedc.org to learn more.



WISCONSIN ECONOMIC DEVELOPMENT CORPORATION

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