The Milwaukee 7 Economic Development Partnership is dedicated to making the region globally competitive, supporting high-value employment and fostering a vibrant quality of life. We do this by working to grow, expand and attract jobs and capital investment to the seven counties of Southeast Wisconsin.

In the past five years a lot has changed in the Milwaukee Region and in the world. The pace of global engagement continues to accelerate. How and where work gets done is evolving. We understand the strengths of our core exporting industries and we are supporting them in new and innovative ways. But our success will be dependent, as it always has been, on our people.

The Milwaukee 7 (M7) reached — and exceeded — its goals in the past five years and we are poised to accomplish even more in the next five. We are competing against regions from around the country and the world. Working together, we can ensure our future prosperity.

2010-2015 Milwaukee 7 Co-Chairs:

JOHN DANIELS
Chairman Emeritus, Quarles & Brady LLP
Chairman, Greater Milwaukee Committee

GALE KLAPPA
Chairman/CEO, WEC Energy Group
Director, MMAC

TOM BARRETT
Mayor, City of Milwaukee

Former Milwaukee 7 Co-Chairs:

MARY ELLEN STANEK
Managing Director, Robert W. Baird & Co.

MIKE GREBE
President/CEO, Bradley Foundation

ED ZORE
President/CEO, Northwestern Mutual

STEVE SMITH
Chairman/CEO, Journal Communications

DENNIS KUESTER
Chairman, M&I Bank
The Milwaukee 7 was formed in 2005 from a shared understanding that our success in competing for jobs and capital investment was dependent on operating as one region. Together, we have been able to deliver on that mission. The results from our second campaign exceeded our goals and have positioned the organization to strengthen the region’s economy. Our strategies in the coming years will employ key actions to drive growth.

2015-2020 STRATEGIES

1. Facilitate corporate expansion & attraction
2. Advance exporting clusters
3. Meet talent demand
4. Support entrepreneurship
5. Build regional capacity

2010-2015 RESULTS (AS OF JANUARY 1, 2015)

- 7,048 pledged jobs (9.4% above goal)
- $49,088 average wage (9% above regional average)
- $653.5 million in capital investment

The Milwaukee 7 was formed in 2005 from a shared understanding that our success in competing for jobs and capital investment was dependent on operating as one region. Together, we have been able to deliver on that mission. The results from our second campaign exceeded our goals and have positioned the organization to strengthen the region’s economy. Our strategies in the coming years will employ key actions to drive growth.

A job with an average wage of $49,000 is created.

For every $1,100 invested, a job with an average wage of $49,088 is created.
Facilitate corporate expansion & attraction

Sell the region to existing and new employers

Milwaukee 7 staff and their county and local economic development counterparts participated in more than 550 calls and in-person visits with companies located in southeastern Wisconsin to discuss business challenges and expansion opportunities.

With an improving business climate in Wisconsin, we spent significant time reaching out to companies across the country and the globe. Close to home, this effort included 100 visits to northern Illinois, ultimately resulting in four company wins with 700 new jobs pledged. And more prospects are in the pipeline.

“We looked at consolidating our R&D facilities in Paris, Shanghai or Wauwatosa. We chose Wauwatosa, Wisconsin.”

BOB MARQUETTE
President/CEO, Bostik

With M7 assistance, Bostik consolidated its R&D operations from three U.S. locations to Wauwatosa, creating 76 new jobs. Bostik, the third-largest manufacturer of adhesives and sealants in the world, is owned by the French company Arkema and has 14,000 employees worldwide.

LOCATION: WAUWATOSA
PRODUCT: ADHESIVES & SEALANTS
JOBS PLEDGED: 76
CAPITAL INVESTMENT: $10 MILLION
Kenall, a LED lighting manufacturer, relocated its entire operations to Kenosha from Gurnee, IL. The company built a new 354,000-square-foot headquarters. It has approximately 400 employees and plans to grow to more than 600 by 2018.

LOCATION: KENOSHA
PRODUCT: LED LIGHTING
JOBS PLEDGED: 621
CAPITAL INVESTMENT: $32 MILLION

“Milwaukee 7 was instrumental in showing us that the Milwaukee Region was the best place for us. They got the right people to the table at the right time and provided invaluable guidance and support.”

JIM HAWKINS
Owner/CEO, Kenall
Market the EB5 Immigrant Investor Program
Created in 2007 to stimulate investment and new jobs in the U.S. economy, the federal immigrant visa investor program has grown rapidly. The program offers foreign investors and their families the opportunity to apply for green cards in exchange for qualified investment in qualified local projects. In the Milwaukee Region, this has resulted in a total investment of $252.5 million in the past five years. Example investments have included the Brewhouse Inn & Suites in downtown Milwaukee, located in the former Pabst Brewery facility as well as several investments in Walworth County like the Geneva Ridge.

Attract Foreign Direct Investment
With 60% of foreign direct investment (FDI) coming from Europe, M7 regularly markets the region to European prospects in Spain, Germany, France and Great Britain. Our efforts are paying off: M7 has facilitated 10 European FDI wins. Those businesses are expected to collectively employ 800 workers in the region.

“We think Milwaukee is an excellent location for manufacturing and an ideal place from which to serve the U.S. market.”
CLIFF RATZA
Manager, Sic Lázaro

Spanish firm Sic Lázaro, a producer of industrial counterweights, established its first manufacturing operation in North America on Milwaukee’s north side. The company occupies a 138,000-square-foot manufacturing facility.

LOCATION: MILWAUKEE
PRODUCT: INDUSTRIAL COUNTERWEIGHTS
JOBS PLEDGED: 63
CAPITAL INVESTMENT: $3.2 MILLION
Overseas Investor Funding (EB5) helped renovate three Lake Geneva-area properties. The majority of the $19 million raised from immigrant investors helped refurbish the Lodge at Geneva Ridge and spurred new construction.

LOCATION: LAKE GENEVA
PRODUCT: CONDO-HOTEL
JOBS PLEDGED: 493
CAPITAL INVESTMENT: $19 MILLION
The Milwaukee 7 Next Generation Manufacturing (NGM) Council is moving the region’s manufacturing industry forward by capitalizing on cluster strengths to:

• Develop long-term manufacturing strategies
• Prioritize and promote best practices
• Integrate manufacturing initiatives and key economic levers

The NGM Council is cultivating growth and investment opportunities in the region’s target industry sectors:

1. Energy, power & controls (Mid-West Energy Research Consortium, M-WERC)
2. Food and beverage manufacturing (FaB Wisconsin);
3. Water technologies (The Water Council)

You can’t talk about our regional economy without talking about manufacturing. Sixteen percent of the region’s workforce is employed in manufacturing, ranking second in the nation among the top 50 metros for manufacturing jobs per capita. From serving as the “machine shop to the world” to our continuing role as a center of innovation excellence, manufacturing is ingrained in our character and remains our most vibrant economic sector. Moving forward, M7 recognizes that we must foster the best possible environment for manufacturing and leverage our combined assets. That’s why we formed the Next Generation Manufacturing Council, which brings together industry, education and workforce to address this sector’s needs.
Nearly 95% of consumers and 84% of spending power lie outside the U.S., yet the region does not export at a level proportionate with the size of its manufacturing economy, and the bulk of export activity is occurring within a very small number of large firms. International trade represents a significant growth opportunity for thousands of small- and medium-size firms in the region. Exporters grow faster, enjoy higher productivity, are more innovative and are better able to compete for talent.

Last year, Milwaukee 7 was accepted into the The Global Cities Initiative — a project that aims to help leaders in U.S. metropolitan areas reorient their economies toward greater engagement in world markets. This joint project between JP Morgan Chase and Brookings is helping the region benchmark with peer regions and helping companies to export more or start exporting.

**Major industries and export revenues**

<table>
<thead>
<tr>
<th>Cluster</th>
<th>M7 Region 2013 Jobs</th>
<th>Export Output* (Metro in $M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>44,949</td>
<td>$615.8</td>
</tr>
<tr>
<td>HQ (includes IT &amp; B2B)</td>
<td>41,703</td>
<td>$629.8</td>
</tr>
<tr>
<td>Manufacturing Supply Chain</td>
<td>37,081</td>
<td>$657.6</td>
</tr>
<tr>
<td>Machinery</td>
<td>33,432</td>
<td>$3,091.9</td>
</tr>
<tr>
<td>Power Automation Controls</td>
<td>18,967</td>
<td>$1,574.5</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>14,409</td>
<td>$390.1</td>
</tr>
<tr>
<td>Medical Technology</td>
<td>12,366</td>
<td>$665.8</td>
</tr>
<tr>
<td>Printing</td>
<td>12,287</td>
<td>$148.1</td>
</tr>
</tbody>
</table>

*2014 Brookings export estimates for metro Milwaukee
Advance exporting clusters

Build industry capabilities for export and innovation

Working closely with high-potential, high-growth industries has helped THREE KEY CLUSTERS innovate, build a pipeline of talent and grow exports and entrepreneurship. Industry-led networks are creating synergies that are resulting in new opportunities.

Midwest Energy Research Consortium (M-WERC)

GOAL: M-WERC is in the process of completing its Energy Innovation Center, which will bring together entrepreneurs, corporations and universities to help solve the world’s energy problems. The Center will work with companies at three stages of development: start-up business acceleration; product acceleration and commercialization; and technology acceleration.

ACCOMPLISHMENTS

- From 2011-2014 M-WERC grew from 8 to 76 members
- Sponsored $650,000 in research
- Filed patents for two new products/processes
- Funded seven seed research projects

The Water Council

GOAL: Transform from a regional economic development organization to the world’s water center of excellence, focused on the mission of achieving economic growth through improving world water health.

ACCOMPLISHMENTS

- Helped UW-Milwaukee create the first graduate school of freshwater sciences, the only one in the nation and one of three in the world.
- Created the National Science Foundation’s industry/university collaborative research center
- Accelerating water-related start-ups through training and investment
GOALS

• FaB is in the process of launching FaBcap, a one-year financing program that will offer 10 entrepreneurs a financial coach, mentors and a $15,000 award.
• FaB continues to work closely with Milwaukee Area Technical College to create a “food-maker” school that would provide hands-on learning for students and give food and beverage companies a place to test new products, innovate and expand.

ACCOMPLISHMENTS

• Based on employer demand, FaB worked with Milwaukee Area Technical College to create three new courses that will help provide the specialized skills food manufacturers need.
• FaB is helping to build a pipeline of talent by introducing high school students to food industry careers through its Farm-Factory-Fork events.
It all comes down to people. Having a well-trained, well-educated workforce is the foundation of economic development. Talent determines when and how companies can expand. It is the major differentiator in a relocation decision and it is the key determinant of our future success as a region. This need cuts across all industries and counties and is why M7 is addressing the gap in available skilled talent.

Milwaukee 7 recognizes we must address the current needs of employers while working with education and workforce development entities to improve the talent system for the future.

The Milwaukee 7 Talent Partnership, formed in 2014, continues to build relationships with a multitude of players involved in workforce development to address both specific and systemic needs of employers.
“We recently signed an agreement with Milwaukee 7 to ensure workforce and economic development are working closely together to maximize growth and productivity in the region. For this to happen, we need to know business needs in real time and develop a workforce that meets those needs.”

EARL BUFORD
President/CEO
Milwaukee Workforce Investment Board

M7 Talent Partnership strategies include:

1. Provide a rapid-response team to address **IMMEDIATE INDUSTRY TALENT NEEDS**. When an employer is expanding or relocating, a Milwaukee team will meet with that company, help assess needs and make connections to the people and programs that can fill its positions quickly.

2. Address the skills gap by **IMPROVING THE QUALITY OF THE LABOR POOL**. This long-term strategy requires a multi-pronged solution. M7 is currently focused on: working with employers to increase apprenticeships; expanding the number of students in cluster-specific programs such as welding and machining; moving more students toward a “credentialed” certification in both technical and soft skills; and increasing the number of students and workers with basic skills to bachelor degrees in engineering.

3. Deliver **REAL-TIME DATA OF AVAILABLE TALENT AND ALIGN SYSTEMS AROUND NEED**. With current technology, we are in a position to evaluate and predict talent needs and availability in real time. We can also determine potential talent by tracking skill levels and working to “up-skill” workers so they can move forward.
Growing our own companies and jobs remains a critical strategy for economic growth. The Milwaukee 7 Region has historically lagged national averages when it comes to seed capital and entrepreneurial start-ups. Fortunately, there are more people and organizations focused on these issues than ever before. There is a growing recognition that companies need help not just getting off the ground, but also progressing through growth stages.

M7 is working with the Creative Alliance to better understand all of the organizations involved in entrepreneurship and innovation throughout the region and what role each plays so they can become more collaborative and coordinated. M7 supports organizations such as BizStarts, Scale-Up and BrightStar, which are helping companies start up and grow. We are also working with the Wisconsin Center for Commercialization Resources – a consortium of UW-Milwaukee, UW-Parkside, Marquette and Milwaukee School of Engineering – to improve the commercialization process for academic research and development from these world-class institutions.

Promote regional organizations engaged in business acceleration and start-ups
“I wanted to control my own destiny and do something I loved. I can’t imagine doing anything other than being an entrepreneur.”

JENNY MARINO
President/CEO, Angelic Bakehouse

ANGELIC BAKEHOUSE

When Jenny and James Marino took over an old-fashioned bakery six years ago, they were confident the market was ready for something better. Better-tasting products that were better for you. Today, the company is selling a diverse line of products nationwide and has moved to a larger facility. Angelic Bakehouse was recognized for its growth through the MMAC/COSBE Future 50 Awards. Jenny also serves as a FaB Wisconsin Council Co-chair.

LOCATION: CUDAHY
PRODUCT: WHOLE-GRAIN, SPROUTED BREAD PRODUCTS
EMPLOYMENT: 44
GROWTH IN REVENUE SINCE 2009-2014: 440%
Milwaukee 7 was founded on the common belief that we are stronger as a region than as individual counties.

As a region, we come together to update progress and discuss new issues and opportunities at Milwaukee 7 Council meetings. Our Executive Partners, which represent companies investing $100,000 or more to the campaign and delegates from each of the counties, help develop strategies and execute on our business plan. Both of those groups provide an invaluable platform for collaboration.

By working as one region, Milwaukee 7 has been able to garner national attention and attract potential federal funding that will benefit the entire region. In 2014, Milwaukee 7 was awarded a federal designation (Investing in Manufacturing Communities Partnership - IMCP) that gives the region preferred access to 11 federal agencies with economic development grants to support Next Generation Manufacturing.
As the Milwaukee 7 enters its third five-year campaign, we remain committed to our core purpose – to grow, expand and attract companies and talent. In doing so, we recognize that we must simultaneously improve the product that is our region – its industry clusters, its workforce and the tools needed to help all businesses succeed. We encourage you to get involved and stay tuned. WE’RE JUST GETTING STARTED.
Letter to Investors
When you invest in Milwaukee 7, more than anything else, you are investing in people. We have a great staff and partners who understand business needs, pursue opportunities and facilitate economic growth. Since our formation 10 years ago, M7 has become increasingly sophisticated at not only closing deals, but also understanding the factors that impact potential jobs and investment. M7 is a region with so many outstanding assets. I’m proud to be part of a team that is not shy when it comes to promoting those assets while addressing challenges that can hinder our growth. The Milwaukee 7 can compete anywhere — in the U.S. or abroad — and I’m truly excited about the success I know this next campaign will bring. Thank you for your confidence in this collaboration and your continued support.

PAT O’BRIEN
Executive Director
Milwaukee 7

Your Milwaukee 7 Team
BILL BURNETT
Vice President, Export Services
LOGAN DAWSON
Director, Corporate Expansion & Attraction
BEVERLY FERRARA
Director, Corporate Expansion & Attraction
CHAD HOFFMAN
Manager, Export Development
SUSAN KOEHN
Director, Talent Industry Partnerships
ANNE NORDHOLM, Ph. D.
Director, Education & Training Partnerships
JIM PAETSCH
Vice President, Corporate Expansion & Attraction
JIM WALL
Vice President, Investor Relations/Business Development
MARJORIE YOSHIDA
Manager, Administrative Services
JIM ZEHNER
Director, Economic Development Programs
FAB Wisconsin
SHELLEY JUREWICZ
Vice President/Executive Director
BRAD ROSTOWFSKE
Innovation & Finance Director
EMILY WEINER
Communications Coordinator

2010-2015 INVESTORS
Thank you for supporting the Milwaukee 7

$1Million+
We Energies

$500,000+
Bradley Foundation
WI Economic Development Corp.

$200,000+
Aurora Healthcare
BMO Harris Bank
City of Milwaukee
Northwestern Mutual
Quad/Graphics

$100,000+
A. O. Smith Corporation
Beer Capitol Distributing Co.
Briggs & Stratton
Bucyrus International
Children’s Hospital of Wisconsin
Consolidated Construction Company
FIS Global
Froedtert Health
Harley-Davidson Foundation
Johnson Controls
Manpower Group
Michael Best & Friedrich
MillerCoors
QPS Employment Group
Robert W. Baird & Co.
Rockwell Automation
S. C. Johnson & Son
<table>
<thead>
<tr>
<th>$50,000+</th>
<th>$25,000+</th>
<th>&lt;$25,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABB</td>
<td>Allen Edmonds Shoe Corp.</td>
<td>ABRAZO Multicultural Marketing</td>
</tr>
<tr>
<td>Actuant Corp.</td>
<td>Baker Tilly Virchow Krause</td>
<td>Advanced Waste Services</td>
</tr>
<tr>
<td>Associated Bank</td>
<td>Bostik, Inc.</td>
<td>Alpha Investment Consulting Group</td>
</tr>
<tr>
<td>AT&amp;T Wisconsin</td>
<td>Boyle Fredrickson</td>
<td>American Design</td>
</tr>
<tr>
<td>Brady Corporation</td>
<td>City of Oak Creek</td>
<td>American Society for Quality</td>
</tr>
<tr>
<td>Columbia-St. Mary’s</td>
<td>City of West Allis</td>
<td>American Transmission</td>
</tr>
<tr>
<td>Deloitte</td>
<td>Cleary Gull</td>
<td>Argon Industries</td>
</tr>
<tr>
<td>Ernst &amp; Young</td>
<td>CliftonLarsonAllen</td>
<td>Bank Mutual</td>
</tr>
<tr>
<td>Foley &amp; Lardner</td>
<td>DeltaHawk Engines</td>
<td>Baptista’s</td>
</tr>
<tr>
<td>GE Healthcare Technologies</td>
<td>DHI Corp.</td>
<td>Blomquist Benefits</td>
</tr>
<tr>
<td>Godfrey &amp; Kahn</td>
<td>GenMet</td>
<td>Building Service</td>
</tr>
<tr>
<td>Johnson Bank</td>
<td>Grant Thornton</td>
<td>Catholic Financial Life</td>
</tr>
<tr>
<td>Meissner Tierney Fisher &amp; Nichols</td>
<td>Heartland Advisors</td>
<td>CG Schmidt</td>
</tr>
<tr>
<td>Milliman</td>
<td>Journal Communications</td>
<td>Christopher Morgan Fulfillment Services</td>
</tr>
<tr>
<td>Milwaukee Composites</td>
<td>Ted Kellner</td>
<td>City of Brookfield</td>
</tr>
<tr>
<td>Milwaukee County</td>
<td>KPMG</td>
<td>City of Wauwatosa</td>
</tr>
<tr>
<td>P&amp;H Mining</td>
<td>Mawicke &amp; Goisman</td>
<td>Clean Power</td>
</tr>
<tr>
<td>PNC Bank</td>
<td>Metal-Era, Inc.</td>
<td>CORE Consulting</td>
</tr>
<tr>
<td>Quarles &amp; Brady</td>
<td>MGIC</td>
<td>Creative Business Interiors</td>
</tr>
<tr>
<td>Racine County</td>
<td>Milwaukee Metro Sewerage District</td>
<td>Dicken Masch Plastics</td>
</tr>
<tr>
<td>Waukesha County</td>
<td>Milwaukee Water Works</td>
<td>EMTEQ</td>
</tr>
<tr>
<td>Wells Fargo Banks</td>
<td></td>
<td>Eppstein Uhen Architects</td>
</tr>
<tr>
<td>Whyte Hirschboeck Dudek</td>
<td></td>
<td>Engberg Anderson</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Food Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gonzalez Saggio Harlan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GRAEF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Granville Business Development Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hatco Corporation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inland Real Estate Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lakeside Painting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LaMacchia Enterprises</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Living As A Leader</td>
</tr>
<tr>
<td></td>
<td></td>
<td>M.E. Dey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Master Lock</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Masterson Company</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maynard Steel Casting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>National Tissue Company</td>
</tr>
<tr>
<td></td>
<td></td>
<td>P S Capital Partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Patina Solutions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Patrick Horne (Northwestern Mutual)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>RBP Chemical Technology</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sanford Rose Associates</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S-F Analytical Laboratories</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SMA LLC The Negotiating Edge</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Solaris</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spin Group</td>
</tr>
<tr>
<td></td>
<td></td>
<td>StorX</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Superior Support Resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SysLogic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Business Council</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trefoil Group</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Washington County</td>
</tr>
<tr>
<td></td>
<td></td>
<td>W.I.S. Logistics</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wente-Davidson Engineering</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wisdom InfoTech</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wixon</td>
</tr>
</tbody>
</table>
MISSION: To grow, expand and attract world-class businesses and talent in the Milwaukee Region.