

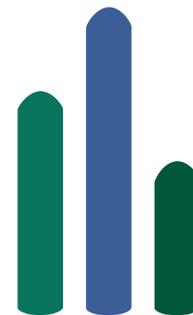


WAUKESHA COUNTY CENTER FOR GROWTH

Advancing business. Growing communities.

YEAR-IN-REVIEW 2017





MISSION

To connect businesses with the resources they need to grow in Waukesha County

VISION

A vibrant economy where businesses and citizens thrive



Our first full year in operation has been full of opportunities, growth and success. Our staff has grown from one to three full-time individuals, we have a total of 12 municipalities supporting our efforts and we've launched a new website and email newsletter to keep our stakeholders and community up-to-date on our progress.

As the central point of contact for businesses looking to grow in Waukesha County, our job is to connect businesses with the resources they need to succeed--whether it's providing assistance with business planning and site selection to financing and workforce development. We've seen an enthusiastic response.

- We've helped nine companies chose Waukesha County as the perfect place to start, expand or locate their business.
- Nearly 150 small- to medium-sized businesses have sought the expertise of our business consultants to grow their business, resulting in \$500,000 in capital expenditures and five new business ventures launched.
- We're addressing the workforce development challenge with a comprehensive workforce development strategy.

We are excited about the future of Waukesha County. As we look to 2018, we have many more businesses seeking to expand, we're developing our capacity to help our small- and medium-sized businesses grow and we've already launched into workforce development efforts as defined by our strategy. It takes many partners, public and private, working together to create a vibrant economy where businesses and citizens thrive. We're confident that Waukesha County is headed in the right direction.

Sincerely,

Tim Casey
Director, Economic Development

“The expansion of our manufacturing facility and offices marks an important day for the future of our business. I couldn’t be more excited about the future outlook for Metal-Era.”

-Tony Malinger, president of Metal-Era



METAL-ERA EXPANSION INVESTS IN WAUKESHA COUNTY

Size of addition: 25,000 sq ft
Capital expenditure: \$4,900,000
Expected job creation: 32

Metal-Era has been a family owned company in Waukesha since its founding in 1980. The firm has grown to be North America’s leader in manufacturing metal roof components including fascia, coping, ventilating products, gutters and downspouts to commercial and institutional properties throughout the country.

Having maximized its existing 100,000-square-foot plant on

Waukesha’s north side, Metal-Era added an additional 25,000 square feet of warehouse and production space, while also remodeling about 15,000 square feet for office space.

The Waukesha County Center for Growth worked closely with Metal-Era, the Wisconsin Economic Development Corporation (WEDC) and Milwaukee 7 to assist Metal-Era in fast-tracking its project.

WEDC supported the company’s expansion by awarding Metal-Era up to \$200,000 in refundable state income tax credits over

the next three years. The actual amount of credits the company will receive is contingent upon the number of jobs created and the amount of capital investment during that time. It is expected that Metal-Era will create 32 jobs and have a capital investment of \$4.9 million in plant and equipment. The Center for Growth provided assistance in pulling together all the partners, and obtaining needed approvals and support.

“We’re very happy to see one of our long-time manufacturers expand significantly in Waukesha,” said Waukesha Mayor

Shawn Reilly. “Metal-Era has been a family-run company for many years, and they continue to grow the business with advanced manufacturing methods and quality people.”

“Manufacturers are really the bedrock of economic activity in Waukesha County,” said Tim Casey, director of economic development for the Waukesha County Center for Growth. “Our team is working hard to assist companies that have opportunities to expand, and Metal-Era is a great example of the kinds of companies we want to grow in Waukesha County.”



FIRST CHOICE INGREDIENTS EXPANDS IN MEMONEE FALLS

Size of new facility: 83,000 sq ft
Capital expenditure: \$1,900,000
Expected job creation: 22

First Choice Ingredients (FCI), headquartered in Germantown, is a maker of food flavorings and coatings. The company purchased a new facility in Menomonee Falls to provide for expansion. FCI currently employs 110 people and has committed to hiring a minimum of 22 new employees at the new facility in the next three years. The Center for Growth helped FCI connect with WEDC and apply for business tax credits to assist with the expansion.



SPAN TECH LLC OPENS NEW SALES & SERVICE CENTER IN WAUKESHA

Size of new facility: 8,000 sq ft
Capital expenditure: \$175,000
Expected job creation: 2

With help from the Center for Growth, Span Tech LLC, a global manufacturer of custom-built plastic chain conveyor systems based in Kentucky, opened a new Sales & Service Center and testing facility in Waukesha. This is Span Tech’s first location in the Midwest. The company chose to locate in southeast Wisconsin because many of its customers in the food and beverage industry are also located here. The Center for Growth worked with Span Tech’s team to identify and tour multiple properties in Waukesha County, before identifying the office/showroom space that suited their new service center.



SUSSEX TOOL & SUPPLY EXPANDS IN SUSSEX

Size of new facility: 35,000 sq ft
Capital expenditure: \$2,900,000
Expected job creation: 22

The owner of Sussex Tool & Supply contacted the Waukesha County Center for Growth to inquire about support for its expansion project. The company purchased a building in Sussex and is planning to add more than 20 jobs over the next three years. Sussex has long been a distributor of tools to a variety of clients, and is also a wholesaler of machine tools. WEDC provided tax credits to support Sussex Tool’s expansion. The owner hopes to see additional growth in the future.



BLOWFISH RACING DRIVES IN TO WISCONSIN

Have you been behind the wheel of the S197 Mustang at 160 mph, with adrenaline pumping through your veins? Steve Puffpaff, owner of Blowfish Racing, knows that well. And thanks to the business consultants at the Waukesha County Center for Growth, his business, which manufactures aftermarket performance parts for late model Ford Mustangs, has moved from Stevensville, Maryland, to Waukesha.

Steve started fabricating parts while building his own track-driven Mustang out of his garage, as there was little selection in the aftermarket for track-oriented Mustangs. Through social media, he showed other enthusiasts what he created for his car, and the requests to produce more parts started pouring in. He established Blowfish Racing in 2012 and began

using outside vendors to produce components. In 2015, he moved the business into a commercial space to handle the product line growth and added equipment to move toward in-house manufacturing.

Before deciding to move to Wisconsin, Blowfish Racing learned about the Wisconsin Small Business Development Center (SBDC) business consultants working at the Waukesha County Center for Growth.

Steve and his prospective business partner initially approached the consultants with their ideas. The business consultants at the Center for Growth helped them assess the risks and challenges of the plan and discussed their capabilities as a company at this stage.

As a result, the business consultants helped Blowfish

Racing develop a sound business plan, starting by developing a clear view of its value proposition, operations, customers and finances. After working together to build the company's financial projections for the next three years, Steve was able to decide on how Blowfish Racing would operate in their 4,600-square-foot facility in Waukesha.

Steve recognizes the value the business consultants provided for this business and is optimistic about the future. "The SBDC and Center for Growth helped us create a solid business plan and pro forma financial statements for Blowfish Racing. But perhaps more importantly, we were able to make some critical decisions about how the business would operate in its next phase of growth." •



ATTITUDE DANCE COMPANY DANCES INTO SUCCESS

Amy Kelly has a strong vision for molding our youth and future generation through the power of dance. Returning to her hometown of Sussex, Wisconsin, after an illustrious career as a varsity dance team coach and studio manager, Amy established Attitude Dance Company in October 2017, specializing in competitive dance and recreational dance programs.

Amy worked with the business consultants at the Waukesha County Center for Growth to establish her business.

"My two biggest challenges were developing my revenue model and financial projections, and overcoming my fears of owning my own business. The Center for Growth went above and beyond any expectation in both of these areas for me," Amy said.

Attitude Dance Company has now brought on board two other dance instructors and a guest choreographer. "Dance offers tremendous opportunities for self-expression and communication, and teaches creativity, problem solving and risk taking. We are raising the barre in Southeastern Wisconsin!" •



DRYAWAY POISED FOR GROWTH

Jim Lutz, owner of Jilidoni Designs, invented the first patented laundry drying system out of his Brookfield home in 2000. Today, he sells his eco-friendly DryAway laundry drying racks that are installed inside custom cabinets throughout the U.S.

Business consultants with the Waukesha County Center for Growth counseled Jim to scale his business through collaborative partnerships and improved marketing tactics.

"The business consultants encouraged me to surround myself with good resources and mentors and invest in my personal development," Jim said. "I have now obtained \$100,000 in bank financing, and am excited about ramping up my digital marketing strategy." •



"The future is very bright – I see the opportunity to expand the product line and cross over into similar products for other performance oriented cars. We love superior performance, and Waukesha County is the best place to do this!"

– Steve Puffpaff, owner of Blowfish Racing





The Talent & Education Manager has been working hard to build relationships with key stakeholders in the area, understand the skilled talent landscape in Waukesha County and build a strategy to address the workforce issue.



WORKFORCE DEVELOPMENT



THE JOSEPH PROJECT EXPANDS TO WAUKESHA COUNTY

The Joseph Project is a collaborative initiative run by Senator Ron Johnson's office and Greater Praise Church of God in Christ on Milwaukee's north side that provides job training and transportation to work for low-income Milwaukee residents. This year, with the help of the Center for Growth and the Waukesha County Business Alliance, the project expanded to Waukesha County. Three New Berlin employers purchased a van to transport employees from Milwaukee to family-supporting jobs in the manufacturing industry. As of February 2018, 33 people have been hired, with 21 currently on the job. Since the project began in 2016, \$7.65 million in taxpayer dollars have been saved and \$4.8 million has been brought back into the local community by putting people to work. •



ATTRACTING TALENT TO WAUKESHA COUNTY

The Center for Growth has joined M7 and other key stakeholders from the region to address the need for a talent pipeline. Together we are working to launch CONNECT Talent, an initiative to attract and connect the talent pipeline of skilled labor in the greater Milwaukee area. •



LEARNING TALENT PIPELINE STRATEGIES

Eighteen participants from around the country, including the Center for Growth's Talent and Education Manager, were accepted into the Talent Pipeline Management Academy facilitated by the U.S. Chamber of Commerce. The Talent Pipeline Management Plan (TPM) is an employer-led approach that organizes businesses into employer collaboratives to address workforce needs using a talent supply chain of six strategies. Over the three-month program, the six strategies addressed were: employer collaboratives, demand planning, competency and credential requirements, talent flow analysis, building talent supply chains and continuous improvement. The Waukesha County Business Alliance's Manufacturing Alliance has been a great example of the TPM approach and now that we understand the model, we are ready to deploy it in other employer collaboratives such as construction/skilled trades, health care and IT. •



THINKING STRATEGICALLY ABOUT WORKFORCE DEVELOPMENT

In partnership with the Waukesha County Business Alliance, Waukesha County Executive Paul Farrow and Waukesha-Ozaukee-Washington (WOW) Workforce Development, we developed a workforce development strategy to guide our workforce development efforts in 2018. We will focus on three key areas: developing our future workforce by partnering with K-12 and post-secondary institutions to expose students to the range of career opportunities in Waukesha County; attracting talent to our area and showing why Waukesha County and the region are a great place to work, live and play; and retaining talent and skilling up our current workforce. Whether it be providing resources to help those already employed get ahead or providing opportunities to the unemployed, we want to ensure everyone in our area is contributing to our economy and reaching their full potential. •



WAUKESHA COUNTY: PREPARING FOR FOXCONN



County companies that fit the requirements and provided them directly to Milwaukee 7 (M7).

Foxconn expressed interest in many of these companies, and we have participated in meetings with the companies and Foxconn to discuss possible contracts.

We are also encouraging companies to register on the Wisconsin Supply Chain Marketplace website to open themselves up to Foxconn and other supply-chain opportunities.

In addition to working

with companies already located in our area, Foxconn anticipates having upwards of 150 current suppliers locate in Wisconsin. Some of those companies will want proximity to Foxconn's complex, but we believe others will be looking at options in Waukesha County.

We have seen an increase in inquiries about larger industrial sites and buildings since the Foxconn announcement. We have worked with brokers, site selectors and developers from our region and the Chicago area to identify, vet and tour specific sites.

Waukesha County's 83 million square feet of industrial space is second only to Milwaukee County in the region, our

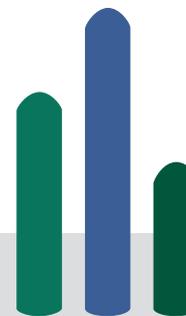
vacancy rate is below 4%. We recently worked with Waukesha County and others to inventory our 88 existing business parks and map more than 400 parcels that are suitable for future industrial and business park development.

We are seeing an increased interest in development of additional industrial space by private real estate firms, which will be required to land all those opportunities in the county.

Foxconn has promised to create up to 13,000 jobs at the manufacturing plant itself. We have been working hard to make sure our workforce is skilled and ready for the opportunity. We are working with many partners--from

K-12 school districts, technical colleges and universities to workforce development agencies and other nonprofit partners--to foster an ecosystem that will attract, retain and develop talent for Foxconn and other companies in the region.

The Alliance and the Center for Growth will continue to support these efforts to prepare Waukesha County and the region for Foxconn, while staying focused on the needs of our 950 existing manufacturers. We look forward to finding innovative solutions to our workforce development needs, infrastructure needs and more, to enable all manufacturers to succeed and elevate our entire region. •



	ACTUAL	GOAL
New companies/expansions:	9	
Total capital expenditures:	\$10,346,000	
Total jobs created:	90	
Total jobs retained:	115	
WEDC tax credits received:	\$350,000	
Companies met with:	637*	500
Economic development:	106	100
Business consulting:	146	100
Workforce development:	406	300
Long-term business consulting clients:	53	50
Site searches conducted:	140	
Companies involved in job fairs:	289	
Job seekers worked with:	1,137	
Employees hired from Joseph Project:	33	
Companies involved in career-based learning:	69	
Students worked with:	1,408	
Companies who attended Fast Forward grant seminars:	44	

*This number counts each company once, even if the company met with multiple staff members on multiple topics

THANK YOU TO OUR 2017 PARTNERS!



MUNICIPAL PARTNERS

City of Brookfield
City of Oconomowoc
City of Waukesha
Village of Big Bend

Village of Dousman
Village of Hartland
Village of Lannon
Village of Menomonee Falls

Village of Mukwonago
Village of Pewaukee
Village of Sussex
Town of Lisbon

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