

# Leading the Way

A Collection of Stories from a Few of  
Wisconsin's Economic Development Experts

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REVITALIZE  
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**WEDA**

Wisconsin Economic Development Association

# PRESIDENT’S MESSAGE

I am pleased to deliver the following collection of stories. Each one highlights the passion, partnerships, and creativity employed by our members everyday in support of economic development for our great state.

This is the first issue of its kind from the Wisconsin Economic Development Association. It is designed to showcase problems being solved by a few of Wisconsin’s Economic Development experts and their exceptional partners. You may find yourself in the issues they tackle and may want to reach out as you work similar problems in your own communities.

Take this resource guide of brief, real-world examples of economic development problems being solved, see who solved them, and reach out to the supplied contacts if you would like to learn more about how.

- Ed White, President, Wisconsin Economic Development Association



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# NELSON SCHMIDT

A shared communications platform to promote Wisconsin as a place to live and do business.

By: Dan Nelson, Jr. President & CEO of Nelson Schmidt Inc.

## The Challenge

Since 2012, Nelson Schmidt has been working with the Wisconsin Economic Development Corporation (WEDC) to help promote Wisconsin as a place to do business by targeting in-state, national and global entrepreneurs and C-suite business executives, site selection consultants, and professional service providers who influence and make business startup, expansion or relocation decisions.

Over the past five years, as we worked with WEDC to successfully promote Wisconsin's improving business climate, we also began hearing repeatedly from economic development partners and company and community leaders across the state that a similar effort was needed to promote Wisconsin for talent attraction and retention. There was also interest in working together to help develop a unifying message to communicate what makes Wisconsin an ideal state to pursue business, professional and personal fulfillment.

We knew distilling Wisconsin's unique story into a single-minded idea was not going to be easy, especially considering the already strong, yet narrow perceptions that already exist. From our current associations with beer, cheese and cold winters, we knew we had to find an authentic way to communicate a new message that builds upon those truths, and then expands beyond them, if we are to retain and attract millennials seeking professional opportunities and personal fulfillment.

We also knew that it was going to require a collaborative approach, with cooperation and coordination among all WEDC stakeholders and partners who have vested interests in seeing our state's communities, businesses and residents thrive.

## The Methodology

To achieve consensus, we needed to build support from the ground up. To be as efficient as possible, we also sought to leverage existing assets, including WEDC's marketing infrastructure and the successful In Wisconsin® brand platform for business development. So, along with WEDC's leadership team, we traveled throughout the state for a year gathering input from stakeholders to ensure all key insights and ideas were captured. In addition, we conducted a national research study among more than 2,500 consumers, business leaders and investors to test distinct messages created to highlight Wisconsin's strengths.

From these inputs a number of very clear themes emerged that have informed our strategy. Across all demographics and all geographies, respondents told us that Wisconsin is a state known for "making things happen." In fact, this statement was viewed as a testament to the strong work ethic Wisconsin

Wisconsin's continued economic strength will depend not only on retaining our existing talent, but also on attracting new people who can make a positive contribution to our communities and businesses.

residents are famous for having. We are known as a state with smart, hard-working people that solve big problems and get important things done...without a lot of fanfare and bragging.

Another reoccurring theme we heard, particularly from young professionals, is that words are not enough. We need to celebrate the positive experiences that Wisconsin offers, and the social connections being developed among people committed to our state's economic future.

These ideas helped us put the finishing touches on a communication platform which is both sharable and adaptable so everyone can help tell Wisconsin's unique stories wherever they unfold.



## The Solution

Think-Make-Happen In Wisconsin is the new brand statement to promote Wisconsin as a place to live and do business. It is a testament to the resilient character of the state's residents, businesses and communities, demonstrating that if you "Think big and strive to Make your mark, anything can Happen in Wisconsin." It was first officially introduced at Wisconsin Manufacturers and Commerce's Future Wisconsin Economic Summit in December 2016, where it received a very positive response.

The success of Think-Make-Happen In Wisconsin depends upon how well it is accepted by statewide partners, businesses and communities—and the early results have been very promising. Now that word is spreading, WEDC is being contacted by economic development organizations, communities, schools, business and others who are excited to incorporate this shared message into their own marketing initiatives, and that's really what Think-Make-Happen In Wisconsin is all about.

For example, alongside WEDC we worked with Waunakee High School to create a video that leverages Think-Make-Happen In Wisconsin to promote the school's youth apprenticeship program. Think-Make-Happen In Wisconsin was also the theme of NEWaukee's 2017 YPWeek, with 25 communities all around the state collaborating with WEDC on a series of events to retain, excite and grow the state's millennial talent pool.

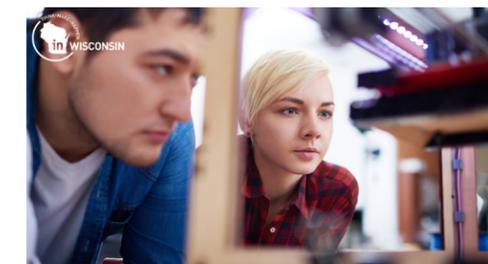
## The Future

While continuing to build a statewide network of partners using Think-Make-Happen In Wisconsin, the platform will also be used to promote Wisconsin outside the state's borders. Wisconsin's continued economic strength will depend not only on retaining our existing talent, but also on attracting new people who can make a positive contribution to our communities and businesses. WEDC and NS are working on a comprehensive campaign that leverages advertising, social media and a robust new website that celebrates all that Wisconsin offers for business, personal and professional fulfillment.

For more information on how to incorporate Think-Make-Happen In Wisconsin into your organization's initiatives, please visit ThinkMakeHappen.com. And to learn more about Nelson Schmidt marketing and communication services, please contact Chris Vitrano, CMO at cvitrano@n-s.com.



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## ABOUT NELSON SCHMIDT

As a full-service marketing agency with offices in Milwaukee and Madison, Nelson Schmidt Inc. (NS) has helped our client partners solve complex marketing challenges for more than 45 years.



BOB 2013 TOP AGENCY OF THE YEAR



THE WORLD'S LEADING INDEPENDENT AGENCIES 2016





# WISCONSIN ECONOMIC DEVELOPMENT CORPORATION

WEDC's tailored business development services are designed to help Wisconsin companies at every stage of their development.

## Helping businesses start, grow and reach new markets

Early-stage companies can benefit from Qualified New Business Venture Certification, which provides a 25 percent state tax credit for individuals who invest in qualified startups. The Qualified New Business Venture (QNBV) Program helps startups in industries ranging from biotechnology, manufacturing, health technology, energy and information technology close a critical gap in their development. The QNBV Program has helped more than 300 companies raise \$1.7 billion in total investment since its inception in 2005.

Madison-based Health eFilings is among the companies recently awarded QNBV tax credits. The company, which was authorized to receive up to \$1.25 million in credits, has developed proprietary software that enables health care providers and organizations to effectively and efficiently track, monitor and comply with Centers for Medicare & Medicaid Services reporting requirements of quality data. Its cloud-based software fully automates the compliance process without needing any IT support or workflow changes, which saves clients significant time and money.

Startups also can receive assistance through WEDC's Technology Development Loan Program, which is aimed at companies that provide high-tech or innovative solutions with national or global market potential. The loans are tailored to the evolving needs businesses face as they move through product and process development, commercial launch and rapid expansion. WEDC has made 77 loans totaling more than \$21 million since the program's inception in 2011.

Scanalytics Inc., a Milwaukee company that has developed proprietary technology to measure real-time customer behavior through intelligent floor sensors, received a \$200,000 Technology Development Loan to help continue its growth by supporting its existing sales pipeline and to accelerate the adoption of its platform by focusing on the commercial, retail and hospitality industries.

"It's refreshing to see programs like the Technology Development Loan Program being built and exercised," said Joe Scanlin, co-founder and CEO of Scanalytics. "It proves that Wisconsin has a growing understanding of the most impactful ways it can interface with growing startups."

## Meeting the demands of growth

Growth-oriented companies around the state are eager to expand their facilities, hire more employees and add new equipment in order to take advantage of market opportunities, and it is not uncommon for such companies to consider alternative locations for their operational expansion



Stoughton Fab Lab

projects. WEDC works with those companies to help them meet their growth objectives in Wisconsin, ensuring that retained and new jobs and new capital investments benefit the state's economy.

One of the WEDC's newest and most successful tools to help companies manage costs associated with expansion and relocation is the Business Development Tax Credit, which supports job creation, capital investment, training and the location or retention of corporate headquarters by providing companies with refundable tax credits that can help to reduce their Wisconsin state income tax liability or provide a refund. This new tax credit has generated stronger than anticipated interest from the business community. In a little more than a year, this tax credit has been awarded to 51 companies for projects expected to create more than 3,200 jobs and generate \$480 million in capital investment.

Vonco Products, a leading manufacturer of high-performance flexible packaging and promotional products, was awarded \$500,000 in business tax credits to support its relocation from northern Illinois to the Town of Salem in Kenosha County last year.

"It came down to Salem and Wisconsin because of the favorable business climate and better long-term economics," explained Vonco President Keith Smith. "We needed to make sure we have a site, a space and a partner in Wisconsin that's going to support us."

Companies that relocate to Wisconsin may also be eligible for our Enterprise Zone Tax Credits, which are available for major business operations relocating here. Refundable tax credits can be earned through job creation, job retention, capital investment, employee training and supply chain purchases from Wisconsin vendors.

One of Wisconsin's most significant business climate advantages driving relocation decisions, from both domestic and international companies, is the state's Manufacturing and Agriculture Tax Credit, which virtually eliminates tax on income from manufacturing activity in the state. The 7.5 percent refundable tax credit reduces the tax rate for manufactures is to just 0.4 percent.

## Facilitating Global Trade through Export Strategies

WEDC also helps Wisconsin companies fulfill their growth potential by developing export strategies. From trade ventures around the world to intensive training through the ExporTech™ Program, WEDC provides the tools, resources, connections and on-the-ground contacts necessary for Wisconsin companies to build and execute successful targeted international growth strategies.

"We've wanted to explore exporting for a long time," said Gautam Malik, COO of Gamber-Johnson. "The financial assistance and training we received through WEDC and the ExporTech Program provided the impetus and structure that helped us build a viable export development strategy."

WEDC's Global Trade Ventures provide in-country opportunities for Wisconsin businesses seeking to start or expand their exporting efforts. The international trips provide companies with access to a targeted market, region or country. At each stop, businesses participate in pre-arranged, customized meetings with companies whose needs or capabilities align with their export objectives. WEDC supports exporting businesses' participation in the trade ventures both financially and with market intelligence.

"It came down to Salem and Wisconsin because of the favorable business climate and better long-term economics."

- Vonco President Keith Smith



Vonco Products LLC will invest more than \$4 million in equipment and create 86 jobs over three years as part of its move from Lake Villa, Ill., to the Town of Salem, Wisconsin.

continued on next page ...

# ABOUT THE WISCONSIN ECONOMIC DEVELOPMENT CORPORATION

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 throughout the state.



# WISCONSIN ECONOMIC DEVELOPMENT CORPORATION

## Helping to strengthen communities

Vibrant communities that offer equal opportunities to Wisconsin's diverse populations are critical to the state's economy, which is why WEDC makes strategic investments in community development projects aimed at establishing a firm foundation for the economic growth of an area.

WEDC's community development programs are designed to leverage a community's existing assets or to overcome challenges a community faces in attracting and retaining businesses and the workforce necessary to support them. Environmental contamination, vacant industrial sites and blight are some of the issues our community development investments help address in order to remove the barriers a municipality faces in pursuing new business development activities.

One of the best examples of how the WEDC grants have had a positive impact on the community can be found at the St. Ann Center for Intergenerational Care's Bucyrus Campus in Milwaukee, which provides child and adult day care and other services for families, caregivers and the community.

WEDC provided the center with a \$147,438 grant to help pay for the removal of nearly 3,000 tons of contaminated soil to make way for a second phase of the campus that will include community gardens, a playground, pool and a 350-seat band shell for community-based programming. There will also be a gymnasium, an Alzheimer's/dementia unit and an overnight respite unit to serve the community.

"The WEDC grant was instrumental in helping us complete these much-needed environmental cleanup activities," said Sister Edna Lonergan, founder and president of St. Ann Center for Intergenerational Care. "The completion of environmental remediation was unequivocally necessary to ensure the sustainability and the future success of our Bucyrus Campus."

WEDC's Main Street Program, Connect Communities Program, Community Development Investment Grant Program and Historic Preservation Tax Credit also help communities enhance the aesthetic appeal of their business districts and deliver on quality-of-life measures necessary to develop strong business activity.

## Building on Wisconsin's industry leadership

WEDC works with key partners in the state's leading industries to extend Wisconsin's competitive advantage in addressing global challenges.

Our public-private model includes investments in "centers of excellence," such as the Global Water Center in Milwaukee, to spur research and development, support startup formation and growth, advance product commercialization, and attract new business investments.

WEDC has provided seed funding to the Energy Innovation Center in Milwaukee and Starting Block,

"The WEDC grant was instrumental in helping us complete these much-needed environmental cleanup activities."

- Sister Edna Lonergan, founder and president of St. Ann Center for Intergenerational Care



La Crosse Main Street

a software engineering and cybersecurity center of excellence in Madison. We have plans for additional centers of excellence in aerospace and aviation; advanced composites and food and beverage.

## Developing a talent pipeline

Wisconsin is faced with the challenge of filling current job openings, and the need for workers will outpace the state's population growth between now and 2030.

To address that challenge, there is an urgent need to enhance and expand perceptions regarding the career and personal fulfillment opportunities that Wisconsin offers. WEDC and partners throughout Wisconsin have developed a unified marketing strategy to promote opportunities our state offers for career and personal fulfillment: Think-Make-Happen In Wisconsin

We are also collaborating with young professional organizations throughout the state to develop ways to attract and retain young talent in Wisconsin through efforts such as YPWeek, which taps and channels the passion Wisconsin's young professionals bring to the workplace to build and sustain Wisconsin's strong workforce.

## Forging strong, diverse partnerships

We understand there are organizations on the ground that are often closer to the businesses in their community than we are, which is why we work closely with more than 600 economic development partners throughout Wisconsin to ensure that all appropriate resources are made available to companies and communities seeking to maximize their potential.

Our partners include local and county governments; regional planning commissions; workforce organizations; educational institutions; industry and trade groups; and local, county and regional economic development organizations.

## Measuring success

WEDC employs a variety of measures to gauge the effects of the economic development investments, including job impact, capital investment and return on investment.

In fiscal year 2016, WEDC and our key strategic partners provided financial and operational assistance to nearly 4,000 businesses and 140 communities. Our investments are expected to help create more than 8,100 jobs and retain another 18,585 statewide. Perhaps most important is that WEDC is seeing a significant return on its investment of state tax dollars. In FY16, WEDC's financial investment were matched at a ratio of 11-to-1, which means the projects the agency supported are expected to result in \$1.7 billion in capital investment.



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## FY16 JOB IMPACT



With events scheduled throughout the state, YPWeek taps and channels the passion Wisconsin's young professionals bring to the workplace to help build and sustain the state's strong workforce and excellent quality of life.



# WHEDA

Wisconsin Housing and Economic Development Authority

## WHEDA finances major expansion of Nueske's facility

If you've been to Wittenberg, Wisconsin, chances are you've seen the store inside the rustic looking barn with the old stone smokehouse in front bearing the name of Nueske's. Inside you'll find some of Wisconsin's finest quality Applewood smoked bacon, sausages and ham.

Nueske's, a third generation company, has been a part of the Wittenberg community since the early 1930s. "My grandfather started smoking meats and selling them from his automobile back in 1933," said Nueske's CEO Tanya Nueske. Today, Nueske's is an award-winning, nationally-known brand, selling products in all 50 states.

Nueske's uses a blend of imported spices, time and temperature to smoke their meats. Every batch is individually tasted and inspected, adding to the quality associated with the Nueske's brand. This reputation brought greater demand.

"As we grew, we continued to stay true our values...treat people right and the rest will take care of itself, provide a consistently great quality product, never settle for 'good enough,'" said Nueske.

Customers wanted more premium smoked meats, and Nueske's was running out of production space.

"An expansion would allow us to grow into the future and move to a two-shift operation, keeping our same smoking techniques," said Nueske.

Instead of using state tax dollars, WHEDA funds its affordable housing and small business financing programs through the sale of revenue bonds and through the allocation of federal tax credits.

## WHEDA and Nueske's were a perfect fit.

WHEDA awarded Nueske's \$11.5 million in New Markets Tax Credits. The federal credits fuel job creation and economic development by promoting equity investment in low-income urban and rural communities.

Nueske's also secured through WHEDA a participation loan with PNC Bank of \$2 million. The program pairs WHEDA with community lenders that provide commercial loans to Wisconsin businesses that demonstrate the ability to retain and create jobs and have strong community support.

The financing is being used to expand the Wittenberg facility by over 110,000 square feet, and retain 154 existing positions while creating 66 new jobs over the next few years.



Nueske's Applewood Smoked Bacon



Nueske's Original Smokehouse

## Retaining and Growing Business in Wisconsin

In September 2016, the Wisconsin Economic Development Association (WEDA) awarded Nueske's the 2016 Business Retention and Expansion award that recognizes economic development efforts focusing on retaining and growing businesses in Wisconsin.

With the help of WHEDA's diverse financing tools, Nueske's broke ground on the expansion in March of 2016. A Grand Opening ceremony is scheduled for the spring or summer of 2018.



## About WHEDA

WHEDA works closely with lenders, developers, local government, nonprofits, community groups and others to implement its low-cost financing programs. Since 1972, WHEDA has financed more than 84,000 affordable rental units, helped more than 122,000 families purchase a home and made more than 29,000 small business and agricultural loan guarantees.



# WHEDA

TOGETHER WE BUILD WISCONSIN®

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"As we grew, we continued to stay true our values...treat people right and the rest will take care of itself, provide a consistently great quality product, never settle for 'good enough,'" said Nueske.

## AN INDEPENDENT AUTHORITY

The Wisconsin Legislature created the Wisconsin Housing and Economic Development Authority (WHEDA) in 1972 to meet an increasing need for affordable housing financing. The Legislature broadened WHEDA's purpose in 1983 to include financing for the expansion of business and agricultural activity in Wisconsin.



Nueske's 2016 ground breaking ceremony. From left to right: Nathan Nueske, Tanya Nueske, Darlene Nueske, Justin Nueske, Glenn Gazzolo





# EHLERS

One of the driving forces for the incorporation of the Town of Somers to the Village of Somers was economic development. While the Town had succeeded in obtaining special legislation to create a tax increment district, the Town continued to move forward with incorporation to secure its borders and plan for economic growth.

### Somers TID Case Study

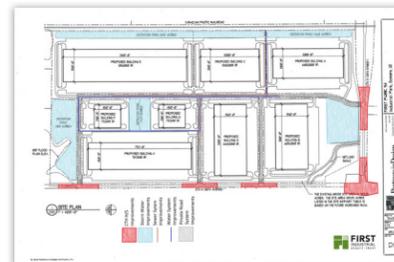
Throughout the latter stages of the incorporation process and once the process was complete, the Village could create its first tax increment district for industrial development. The Village partnered with First Industrial to develop 300 acres' northwest of the Kenosha Regional Airport. With excellent access to the north south I-94 Interstate corridor, the location was prime for development.

Working with the Village and the developer, Ehlers crafted a Tax Increment District project plan that met the infrastructure needs of the 300 plus acre development, provided the developer with adequate recapture of internal development costs which opened the door to a planned 4.7 million square foot under roof industrial park.

The Tax Increment District plan called for installation of water and sewer main from connections approximately a mile away, installation of on-site storm water management and planned improvements to the adjacent roadways to accommodate the new construction. Planned future expenses include elevated storage to address adequate safety and water usage, and a second water connection to ensure continuity of service.

Before the infrastructure was complete, First Industrial broke ground on the first building in the newly named First Park 94 Industrial Park that would put 600,000 square feet under roof. Prior to the Building's completion, First Industrial announced that they had secured their first major tenant, Ariens, a nationally recognized outdoor power product manufacturer, who will utilize the entire first building as a regional distribution center, consolidating several other operations.

Shortly thereafter the second and final building in the first phase was started, and has been partially leased. Officials have indicated that the second phase will likely start yet in 2017 with at least one building under roof by the close of the year.



### The Corners Case Study

The Corners project is a \$185,000,000 mixed use development housing a regional fashion shopping center anchored by a Von Maur department store with luxury rental apartments atop a parking structure constructed and owned by the Town's Community Development Authority.

This is a redevelopment of an approximate 18 acre site that formerly housed a lumber and hardware store and strip shopping center.

Over the period of 2011 to 2015, the Town of Brookfield worked with State Legislators, Ehlers and an international development team to craft plans for the redevelopment of this site at the intersection of I-94 and USH 18 (Bluemound Road) which enjoys one of the highest traffic counts in the State of Wisconsin.

The redevelopment required special legislation to enable the Town to undertake TIF financing in the same manner as a City or Village. Using this legislation, Ehlers was engaged to draft the project plan and to assist the Town Attorney and Special Counsel with the drafting of a development agreement to assure that the development was delivered as planned and secured with adequate protections for the Town.

The developer of this project is a limited liability corporation owned by The Bradford Real Estate Companies of Chicago; IM Properties, Birmingham, England; and Marcus Corporation, Milwaukee. The unique anchor tenant (Von Maur) provides strong attraction for other high end retail such as Sendiks Grocery Store, LL Bean, Anthropologie, Arhaus, Ever Eve, Franchesa's, Kendra Scott, LuLuLemon, Scout & Molly's, J Jill and others. In addition there are restaurants including Café Hollander, Belair Cantina and Grimaldi's. The Multi Family component is designed to high standards and is managed by the Mandel Group, one of the top residential developers in Metro Milwaukee.

The Town's TID participation include the issuance of \$34.5 M in CDA Revenue Bonds utilizing the revenue stream from the TID via a cooperation agreement with the Town. The Town and CDA entered a development agreement with the developer containing numerous key security provisions.

The Town and CDA authorized the negotiated sale and placement of the bonds with RW Baird as the underwriter and Ehlers as the Municipal Advisor.

This project is being finished and opened incrementally with the first phases including Von Maur, Sendiks and others opening in April of 2017 and the balance over the summer of 2017. Residential occupancies will begin in July of 2017.



# EHLERS

LEADERS IN PUBLIC FINANCE

Todd Taves

Senior Municipal Advisor

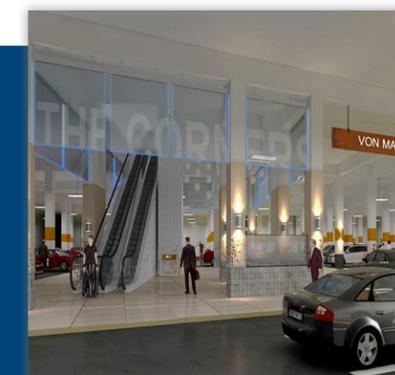
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The Multi Family component is designed to high standards and is managed by the Mandel Group, one of the top residential developers in Metro Milwaukee.





# BAKER TILLY

## The Confluence of Eau Claire: TIF Case Study

The University of Wisconsin–Eau Claire Foundation, City of Eau Claire, Eau Claire County, State of Wisconsin, Eau Claire Regional Arts Council, Commonweal Development and Market & Johnson (“The Team”) collaborated on an innovative public-private partnership to develop the Confluence of Eau Claire, a community arts center and mixed-use facility.

The project includes a new performing arts center that will revitalize Eau Claire’s downtown district, providing a local gathering place and tourist destination through nurturing arts education and outreach. Haymarket Landing, a privately owned and operated mixed-use facility, accompanies the art center as the landmarks of the Confluence. With a close proximity to the arts center, 119 apartments and approximately 33,000 square feet of retail and restaurant space will be developed.

In order to finance the project, The Team needed to leverage private investments, philanthropic giving, and government support such as Tax Increment Financing (TIF) and New Markets Tax Credits. To help develop the capital stack, The Team partnered with Baker Tilly to negotiate, secure and structure financing through these incentive programs.

### Tax Increment Financing solution

The City of Eau Claire (City) is supporting the project with \$12.9 million in total TIF assistance. Specifically, the City has committed \$5 million for the Community Arts Center, \$2 million for the Public Plaza and \$5.9 million for Haymarket Landing. In order to provide the \$12.9 million in TIF funding, the City first amended the existing Tax Increment District (TID) #8 (which was created in 2002 and has a maximum life until 2029) to include additional development properties which will generate tax increment to fund \$2.5 million of the assistance to the project. Next, the City created a new TIF district, TID #10, which predominantly overlays the existing TID #8 in order to fund the remaining \$10.4 million of assistance to the project. By overlaying the existing TID #8 with the new TID #10, the City was able to extend the life in which the new development properties would generate increment from 2029 (the maximum life of TID #8) to 2041 (the maximum life of TID #10). With the overlay TIDs, the existing increment from the TID #8 2002 base value is revenue to TID #8 and any new increment above the TID #10 2014 base value is revenue to TID #10.

Because \$70 million of taxable development within TID #8 and TID #10 is directly related to the economic impact of the Confluence, developers associated with the catalytic development projects have agreed to guarantee their tax values in order to allow for the City to issue the debt to the \$12.9 million of assistance to the project. With these guarantees minimizing the financial risk to the City,

“With this project, you’ve got a great partnership with the private sector and the public sector coming together. We think that’s important not just for Eau Claire and not just for UW-Eau Claire, but the entire region.”

- Gov. Scott Walker

## ABOUT BAKER TILLY

More than 2,700 talented and passionate individuals strong, Baker Tilly is a top 15\* full-service accounting and advisory firm with

specialized professionals who connect with you and your business through refreshing candor and clear industry insight.

Eau Claire voters expressed support for the project in a referendum passed with 59% of voter support. Also, in 2014 an advisory referendum was passed by county residents with 53% in favor of Eau Claire County’s \$3.5 million of assistance to the project.

### Funding Sources

Facility	Funding	Amount
Community Arts Center	State of Wisconsin (Non-state agency grant)	\$15.0 million
	City of Eau Claire (TIF proceeds)	\$5.0 million
	Eau Claire County	\$3.5 million
	New Markets Tax Credits proceeds	\$4.3 million
	Debt	\$6.3 million
Haymarket Landing (mixed use commercial apartment building)	Philanthropy	\$16.1 million
	Private investment	\$28.0 million
Public Plaza	City of Eau Claire (TIF proceeds)	\$5.9 million
	City of Eau Claire (TIF proceeds)	\$2.0 million

### Results

When completed, the Confluence will provide an economic impact that will enhance the community, county, and state both initially and into the future. It is anticipated the project will attract 176,000 patrons in its first year with an estimated 40% from outside of the county. With \$4.6 million of direct economic impact and \$20,000 of sales tax directly from the Arts Center, the City and County of Eau Claire will be in a better position for future growth.

As a major real estate development project in the region, enhanced job creation is one of the many benefits to the community into the future. Throughout construction, over 500 construction jobs will be leveraged to execute the development plans. Once completed, the project will provide over 180 FTE jobs directly related to the Arts Center and an estimated 200 jobs in the mixed-use development. Over the course of the next three years, the Confluence is expected to grow full-time employment to over 500 FTEs with a total of 1,500 spin off jobs.

The Confluence is a development that will enhance the region’s performing arts community, further the learning experience of college students, and create an important economic impact designed to recruit and retain a young and knowledge-based workforce. Collaboration and a combination of funding sources enabled the stakeholders to have something significantly greater than any single entity could build and support on its own.



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# REDEVELOPMENT RESOURCES

Redevelopment Resources and the Village of Pulaski's Economic Development Committee held community visioning sessions to generate ideas for revitalizing an old building. Their goal: provide benefit to the building owners and stimulate downtown economic growth.

## Downtown Redevelopment, Community-Style

Redevelopment Resources has served as economic development consultants to the Village for the past 3+ years, tasked with downtown revitalization following a fire which destroyed several buildings on W. Pulaski Street in 2008. Brainstorming ideas for creating new economic activity downtown, Redevelopment Resources focused on existing assets, one of them being an historic printing building, vacant for several years and owned by the Franciscan Friars. The Village of Pulaski's Economic Development Committee, staffed by Redevelopment Resources partnered with Brown County UW-Extension Community and Economic Development Educator, Allyson Watson, to host a community visioning session for the former Franciscan Friars' Printing Building in Downtown Pulaski. The three-story building is owned and managed by the Franciscan Friars, and faces significant costs for rehabilitation. The purpose of a February 2015 community visioning session was to brainstorm potential uses for the property that would be beneficial not only to the Franciscans, but also serve as an economic catalyst for the downtown district.

The 65,000 SF building was originally used as a storage and manufacturing center for print work, with the basement and first floor built as production and warehouse facilities. Upper story uses consisted of offices and dormitories. With an estimated demolition cost of over \$400,000 – demolition was cost prohibitive for the Friars, and the community would much rather see the building put into community use.

A large variety of ideas were generated at the community visioning meetings, including some of the group's most popular ideas such as a brewpub, home to the local historical society, expanded library branch, bowling alley, indoor farm/fishery/greenhouse, technology boot camp, technical college classroom space, arts center, and mixed meeting/office space for community organizations.



An exciting and interesting future potential use is the Pulaski Branch of the Brown County library, which is currently located at 222 W. Pulaski Street, 1/4th of a mile from the proposed new location. The current space is in a leased building with 3,600 SF – the new facility would be 6,600 SF. The Pulaski branch is one of the most utilized branch libraries in the Brown County Library System

This past spring, Redevelopment Resources and other stakeholder partners championed a community-driven design for the building, as well as examples of the types of outside (grant) funding that might be available to pursue an adaptive reuse project, along with creating the best organizational structure to see the project to completion, including leasing and programming of space outside of the library's proposed space.

## Making an Impact in a Small Community

In a Village the size of Pulaski, a new development on the prime corner in the downtown, (or the full tenanting of the Franciscan Friars' Publishing building) would go a long way to revitalizing a sleepy downtown and serve as a catalyst for even more redevelopment activity. The Village leadership is poised to make appropriate investments in future developments and have planned for this in TIF District #3.

Pulaski is a community on the move in all other sectors, which makes this focus on downtown fully appropriate and warranted. The Pulaski Area School District is halfway through multi-million dollar fundraising and construction of the Field of Dreams, a multi-sports complex including new football stadium, baseball/softball diamonds, track and field, and tennis courts. The community fundraising effort has been impressive.

Industry in Pulaski is also thriving between the three major employers in the community, which are all hiring and expanding. Marquis Yachts recently accepted all the manufacturing for boats formerly manufactured in Minnesota, as the plant there was closed. The company is hiring more than 90 employees to complete orders for 300 boats they have on the books this coming year.

New housing is being built on the south end of town and is sold as quickly as construction is completed. Apartments and senior living facilities are also filling fast in the newly constructed neighborhood adjacent to Mountain Bay Plaza. The Cobblestone Hotel has been open for nearly two years and was a welcome addition to the residents and businesses alike.

Reed Woodward, Village President has committed to dreaming a bigger dream for his community, and is leading them in the right direction.



REDEVELOPMENT RESOURCES

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In a Village the size of Pulaski, a new development on the prime corner in the downtown would go a long way to revitalizing a sleepy downtown and serve as an economic catalyst.

## USING TIF

The team at Redevelopment Resources along with the Village of Pulaski is working hard toward revitalizing their downtown using Tax Increment Financing for high quality façade renovations and attraction of new downtown retail uses. Following the fire referenced above, a prime redevelopment parcel (comprised of five separate parcels owned by five separate owners) on the corner of "Main and Main" has become the focus for new business attraction.

The empty lot is best suited for a mixed-use development for commercial or retail on lower floors and residential on two or three upper floors. Outward marketing efforts have not yielded a development to date; however, with the commitment of one or two significant commercial tenants, the property would be well on its way to financing and construction.





# CEDAR CORPORATION

Transforming ideas into successful projects.

Prescott's successful Eagle Ridge Business Park is just one example of how Cedar Corporation ("Cedar") can offer integrated services that facilitate Economic Development.

Cedar believes in building strong, long-standing relationships with our clients; relationships that enable Cedar to develop working partnerships in such a way as to become the clients trusted extended staff. At Cedar, we understand our client's needs, desires, and financial ability. This allows Cedar to facilitate and support key projects, while ensuring our client's interests come first.

## Economic Development

Through Cedar's integrated services the community's vision has become a reality. In just over four years, the Eagle Ridge Business Park has transformed from a farmed agricultural use to an active business park with 78 out of 90 acres being developed. During this time, the park has leveraged an estimated \$2.8 million in public sector investment against \$50+ million in private sector investment, generating over 535 new jobs and increasing the tax base by \$40.2 million.

## Planning

Cedar's planning staff was able to guide the community through their comprehensive planning process, which identified the need for additional industrial land to expand the community's existing industrial land offerings. As part of this process, Cedar mapped sites that were appropriate and could accommodate future industrial growth identified on the Future Land Use Map in the City's Comprehensive Plan. The 90-acre site was chosen by the City Council for its new Business Park based on its proximity to STH 29/35 and USH 10, among other reasons.

## Tax Increment Financing

Cedar's economic development group worked on behalf of the City to create Tax Increment Finance District #5 (TID #5), which included the land in the Eagle Ridge Business Park. This mixed-use TIF was used to fund the purchase of the 90 acres, pay for running the initial public infrastructure (water, sanitary sewer, and road infrastructure) to the site, and to construct the regional retention pond.



Cedar Corporation office locations

## Grant Writing

Cedar's grant writing team wrote two grants on behalf of the City to support the ultimate buildout of the Business Park. Two WisDOT TEA grants totaling \$696,105 (UNFI \$327,565 and DMC \$368,540) were utilized to cover half of the design and construction costs of two interior roads, enabling north/south and east/west internal access.

## Civil Design

Cedar's civil team, supported by our environmental, surveying, and mapping groups, designed the highway intersections onto STH 29/35 and USH 10, internal street extensions, utility extensions, and the stormwater pond for the newly acquired 90 acres.

## Certified Site

Cedar worked with the City to gather, create, and submit the required information to designate the Eagle Ridge Business Park a State of Wisconsin Certified Site through the Wisconsin Economic Development Corporation ("WEDC"). This work involved Cedar Corporation either performing or overseeing all the required assessments, gathering the required documentation, and obtaining key approvals per the programmatic requirements. The goal of the Certified Sites Program is to enable and promote shovel-ready development sites in the state of Wisconsin, while ensuring they can be developed in an expedited development timeline. The Eagle Ridge Business Park received its Certified Sites Designation in 2012.

## Business Attraction

In 2012, and again in 2016, Cedar Corporation, on behalf of the City of Prescott, responded to two Request for Information (RFI) solicitations seeking sites that were ready for development in close proximity to the Minneapolis / Saint Paul market. In both cases, Cedar Corporation filled out the RFIs, which resulted in Prescott being shortlisted. Working with the City and regional partners, Cedar facilitated the site visits with the companies highlighting why Prescott was an ideal location for the new 300,000 SF distribution center and 150,000 SF manufacturing facility. At the same time, Cedar, on behalf of the City, worked with a local grocer to construct a new store in the Business Park.

Cedar Corporation created conceptual site plans to depict the proposed projects within the Business Park and negotiated Development Agreements, allowing the City to write down the land costs to zero and offer financial assistance for site preparation and highway access. Additionally, Cedar Corporation worked to secure \$4 million in Economic Development Tax Incentives from the State of Wisconsin to support these projects.



Seth Hudson

Senior Manager

Economic and Community  
Development Services

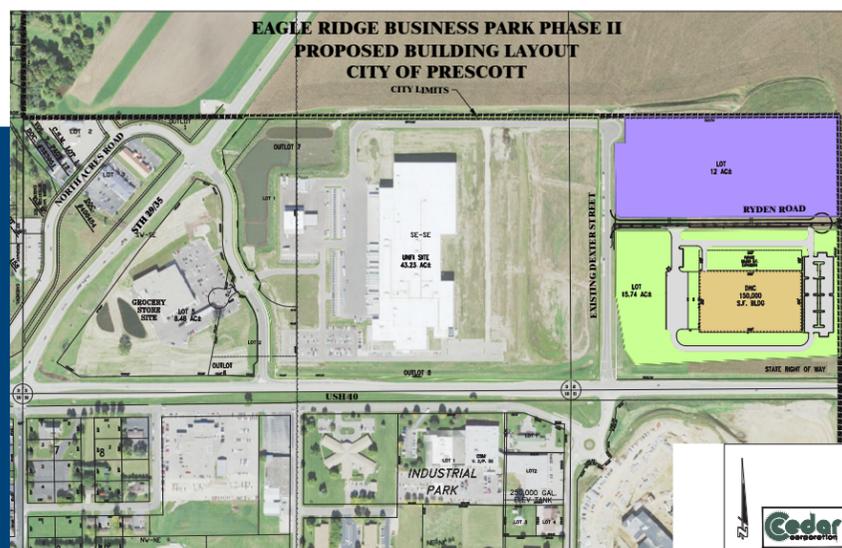
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In just over four years, the Eagle Ridge Business Park has transformed from a farmed agricultural use to an active business park with 78 out of 90 acres being developed.

## BUSINESS PARK PHASE II



Through Cedar's integrated approach to development, we supplied all the needed services to design and develop the Eagle Ridge Business Park, ensuring that it became a successful venture in the eyes of the community and the businesses that have chosen Prescott as their home.



# UW-EXTENSION

## Waukesha

In more than a dozen locations, Small Business Development Centers work closely with local and regional economic development organizations to help businesses throughout Wisconsin start, manage and grow.

In Waukesha County, that collaboration goes one innovative step further. The Wisconsin SBDC Network and the Waukesha County Center for Growth partnered in late 2016 to offer a full-time SBDC consultant in the Center for Growth's office. There is great optimism about the collaboration. SBDC Associate State Director Neil Lerner said, "We look forward to a long and successful partnership with The Center for Growth."

The consultant serves as a central resource for clients ranging from entrepreneurs with less than \$100,000 to mid-level organizations with greater than \$10 million in sales. Businesses can represent numerous sectors, from engineering to food manufacturing to services like home inspections.

### Partnerships bring results

Seven months in, the results are showing, with three new companies and \$171,000 in capital investments.

Consultant Karen Taylor and the Center for Growth's Director of Economic Development, Tim Casey, respond quickly to the Waukesha business community. They were contacted early on by individuals interested in woman- and minority-owned business certification.

In May 2017, The Center for Growth provided training to 32 representatives from 28 companies during two sessions on how to become certified and the benefits to the business. "We want to continue serving the business community by listening to their needs and challenges, and being creative in the way we can address them," Taylor said.

Taylor, who provides no-cost, confidential consulting, has met with 56 businesses, 17 lenders and 14 resource partners in her first seven months. Of those, 40 clients signed up for services, and half of them are already long-term clients, having received at least five hours of assistance. "We've received great feedback from clients, lenders and other resource partners on the quality of services being provided," Casey remarked.

To accommodate the success at The Center for Growth, Robyn Ludtke was hired as Talent and Education Manager and a part-time consultant position has been added.



## A GREAT START

"If we can meet with at least 100 businesses and lenders by the year end, help pre-venture businesses to start up successfully and facilitate capital investment in the companies looking to grow in Waukesha County, we will be off to a great start!"

- Karen Taylor, SBDC Consultant, speaking with regards to 2017 goals

## Eau Claire

Captain Jeff Dykes had an invention to save firefighters' lives by navigating them to safety. To get from idea to reality, the 2017 Governor's Business Plan Award winner received some navigation assistance himself, in the form of Wisconsin's deep entrepreneurial resources.

### Northern Star Fire LLC

Dykes, a 20-year veteran firefighter, created Northern Star Fire LLC with an eight-directional compass that lights up to show the direction the firefighter is facing.

Dykes' journey started in 2014 by working closely with the Eau Claire Area Economic Development Corporation when he won their Idea Challenge contest. "It's been quite the ride," said Luke Hanson, executive director. "This is a wonderful product that will save lives and positively affect economic development in Eau Claire and the state."

### Connecting to resources

Jeff reached out to UW-Stout's Fabrication Lab (FabLab) for prototyping and testing, and their prototypes presented Jeff a model from which he could work.

Next, Dykes was connected with the Small Business Development Center (SBDC) at UW-Eau Claire. SBDC consultants provided technical support by identifying revenue and cost-of-sale streams, providing management guidance and assisting with financial projections in the business plan.

The center recommended that Dykes apply for Ileadvance program, which combines early-stage grant funding with business mentoring for many UW System staff, faculty, students and alumni.

### Advancing the idea

Dykes completed Stage 1 of Ileadvance, in which teams receive up to \$25,000 in step grants as they work with mentors on market validation goals. In June 2017, he advanced to Stage 2, a year-long focus on funding and customer acquisition that provides a one-to-one match grant worth \$50,000. "Stage 2 teams have customers on the line. They are waiting on this funding to help service them," said Dr. Idella Yamben, program manager for Ileadvance, which is administered by UW-Extension's Center for Technology Commercial and funded by Wisconsin Economic Development Corporation.

Northern Star Fire LLC has already reached over 100 pre-orders and is negotiating a 10,000-compass order.

In regards to this whirlwind process, Dykes said, "Northern Star Fire is very grateful for the assistance provided by all of the WI entities that drive economic growth through small businesses. Those entities, along with Eau Claire's local Northwestern Bank, have allowed our company to successfully launch and gain immediately traction in the market place."

"I think the collaborative team effort demonstrated the power of marshalling the efforts and skills of many to arrive at a great outcome," UW-Eau Claire SBDC Director Luke Kempen said.



Business & Entrepreneurship

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# DIANE LUPKE & ASSOCIATES, INC.

## Plymouth, WI - The Cheese Capital of the World

### What makes a community a destination?

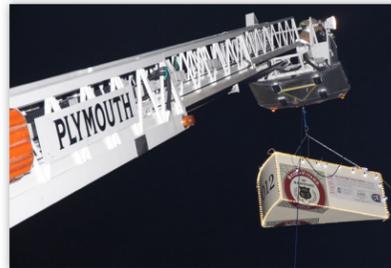
- Lively atmosphere
- Fun events
- Great jobs
- Distinctive restaurants and shops
- Friendly people

### Plymouth 2020: The Cheese Capital of the World

*Plymouth 2020: The Cheese Capital of the World* is more than a slogan. It is a vision that combines what is important and unique about Plymouth and maximizes the value those features bring to the community in four specific ways: by supporting key economic drivers, especially the food industry; nurturing the workforce pipeline to extend that vision into the future; developing its most visible focal point "the downtown;" and creating more destination opportunities supporting this vision.

Plymouth, Wisconsin is the second largest community in Sheboygan County. Plymouth is best known for its world-class cheese makers, supported by the small and large dairy farms that surround the city. The town is home to nationally known cheese names like Sargento, Sartori, Masters Gallery, and a Great Lakes Cheese. It is estimated that 15% of the nation's cheese is processed and sold from Plymouth-based facilities and makes the community the "Cheese Capital of the World™." The city was also home to The Wisconsin Cheese Exchange, which was founded there in 1918.

Plymouth's downtown was already a destination for many on a daily basis for work, dining, and services. Yet, the downtown wasn't capturing the bulk of the spending nor capitalizing on the many visitors to the area. What was missing was a community brand and destination that acknowledged the connection to Wisconsin cheese.



New Year's Cheese Drop



Sartori cheese-makers

### More than just a slogan

A collaboration of community leaders including the City of Plymouth, the Plymouth Redevelopment Authority, the Plymouth Chamber of Commerce, and locally headquartered cheese businesses decided that Plymouth must live the cheese capital of the world name, not just adopt the slogan.



The City engaged Diane Lupke & Associates, Inc. to facilitate a downtown planning and re-branding process highlighting Plymouth's cheese heritage and incorporating its economic power to fuel area employers, inspire restaurants and shops, and create an overarching theme for area events. Lupke developed and conducted an online community survey of downtown usage and interests; accessed proprietary data sources to identify market opportunity; and facilitated alignment among regional clusters, downtown development, and cheese themed events in a new unified downtown brand and plan for development.

### A new center highlights Wisconsin's traditions

The most visible outcome is a brand new Cheese Counter and Dairy Heritage Center which will be located at 133 E. Mill St. The new center will highlight Wisconsin's strong cheese-making tradition, and pay particular homage to the history of cheese-making in Sheboygan County. The three-story historic building will be re-imagined to include a multi-use experience. According to a release, renovations will include the addition of hands-on, interactive activities and displays. The center will also include a retail area where guests can purchase cheese products from area cheese makers, along with a lunch counter which will offer up a variety of grilled cheese sandwiches. The 3,600-square foot heritage center will also include culinary demonstrations to highlight different ways of cooking with cheese.

The project is spearheaded by the Sheboygan County Economic Development Corporation Foundation (SCEDCF) and the Plymouth Redevelopment Authority (RDA). Estimated completion is mid-October 2017.



Diane C. Lupke  
President + CEO  
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Downtown Plymouth

# DIANE LUPKE & ASSOCIATES, INC.

*an economic development consultancy*

We support communities to shape the places where they live and work.

Let us help you build a creative central city, a distinctive urban neighborhood, a spunky rural town, or an emerging knowledge economy.

**Better Data + Rigorous Analysis + Strategic Thinking + Collaborative Action**



WI Cheese Exchange Mural



Cheese Capital Wine Walk



# XCEL ENERGY

Every day we power millions of homes and businesses across eight Western and Midwestern States. As an energy provider, we can play a valuable role in helping local economies grow and prosper. Through our ongoing investment in our infrastructure, we generate tax revenue, purchase goods and services and employ local workers. But, our connection and contribution to local economies goes much deeper than this.

Our utility system is often integral to the success of major local initiatives, such as downtown revitalization efforts, new industrial parks and public works projects. For example, we are actively participating in the planning of several forward-looking, sustainable developments within our service area that are models for cutting-edge, efficient energy design, including the Confluence Project in Eau Claire and many others.

By working side-by-side with local chambers of commerce and economic development organizations, we can provide our expertise and valuable service to attract and retain area business. After all, for many businesses, energy is an important consideration for where they locate—it may be their largest expense or key to achieving corporate sustainability goals.

In Wisconsin, we serve 248,000 customers with electricity and 109,000 customers with natural gas service in 213 communities. Right now our customers get electricity that is 55 percent carbon-free and 25 percent renewable. And through a prudent approach to transitioning our fleet to affordably reduce carbon emissions, we expect to be 67 percent carbon-free by 2021.

By offering a complete package of energy solutions, including a comprehensive portfolio of renewable and energy-saving options, along with competitive prices and outstanding service reliability, we are helping our communities successfully compete for business.

## Let's Get Started

We assist new or relocating companies find the sites they need to expand their businesses. Our relationships in regional and local community and economic development have proven invaluable in not only identifying suitable sites, but also in navigating various federal, state and local incentive programs. We also assist businesses effectively manage workforce requirement issues that many companies face when they locate in a new region.



Julie Thoney – Manager of Economic Development and Community Service



Committed to bringing safe, reliable and affordable clean energy to our business customers.

## Chippewa Valley Technical College plugs into energy education

The new Energy Education Center at Chippewa Valley Technical College has received accolades from local, state and national energy efficiency organizations for its efficiency, renewable and sustainable features.

Wisconsin's Focus on Energy selected the EEC as a 2016 Energy Efficiency Excellence Award Winner, and the U.S. Green Building Council awarded them LEED Gold certification. The EEC is the first LEED Gold Certified building in the Eau Claire area.

EEC worked with Focus on Energy, Wisconsin utilities' statewide energy efficiency and renewable resource program, in formulating plans for the EEC in 2015. Partner Xcel Energy helped contribute to this model of using less and saving more.

## Inspiration for everyone

The building and the curriculum are perfect for the many disciplines available at the EEC, which focus on energy technology in energy generation, energy distribution and efficient utilization and conservation of energy.

"It's a learning environment as soon as you walk in the door," says Oscar Brandser, Xcel Energy account manager. "The ceilings and walls expose various electrical and mechanical systems that are working together as part of the whole."

"We're trying to be efficient, with low environmental impact, and make common-sense decisions on the ways we approach things," said Adam Wehling, Dean of Agriculture, Energy and Transportation. "It's representative of where the industries are going."

## Not just for students

The EEC acts as a feasibility model for students and the public alike. Wehling and staff can show what they have, show the data, and show what's being produced to anyone wanting to get an education or a closer look.

"We have a community space that people can rent to host meetings, and we do custom industry training for people already on the job in the energy efficiency or HVAC industry," Wehling said. "People value the investment in what we created. They realize that we need to conserve more and seeing it firsthand or seeing stories about it in the news helps them understand it," he said.

"The awards and recognition are great," says Wehling, "but the fact that the entire community can benefit and learn from the EEC is even better."



Julie Thoney, Manager  
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Adam Wehling with Rep. Bernier during a linemen appreciation day tour.

"We started looking at how we could create a multi-functional building that would have programs that relate to all types of energy: wind, geothermal, solar, biofuels, energy efficiency and sustainable practices. We integrated all of it into our curriculum".

- Adam Wehling  
Dean of Agriculture, Energy and Transportation



# MADISON GAS AND ELECTRIC

Madison Gas and Electric (MGE) is a local utility company that generates and distributes electricity to 149,000 customers in Dane County and purchases and distributes natural gas to 154,000 customers in seven south-central and western Wisconsin counties.

Known as “your community energy company,” MGE is committed to smart growth and a healthy economy in the Greater Madison region. MGE partners with business, education and government leaders to provide local companies the resources and connections they need to start, stay competitive and grow within the MGE service territory.

## Shared Savings Loan Program

MGE’s Shared Savings program provides loans to businesses in the MGE service territory for energy efficiency projects and facility improvements. These improvements can help companies reduce maintenance costs, increase property value, preserve capital for other projects and save time. Up to \$500,000 per project may be available for heating, ventilating, and air conditioning (HVAC) systems, upgrades to lighting, building insulation, kitchen equipment or other building features that reduce energy use.

How does the program work? MGE reviews and qualifies a project. Capital is provided up front to the business. Energy savings created from the project help repay the loan with loan repayment being included on the business’s monthly utility bill. After repayment, all future savings go to the customer.

## A Full Spectrum of Savings with MGE – Shared Savings Loan Program

Large, private development projects can be challenging to finance—a fact that John Livesey, owner of Middleton real estate development firm, Livesey Company, knows all too well. So when he started work on the new 222,000 square foot world headquarters for Spectrum Brands, the international consumer products giant, Livesey knew just where to turn for help: MGE’s Shared Savings program.

“MGE’s Shared Savings program was a win-win-win: It helped us improve the energy efficiency of the building, it will drive lower operating costs for our tenant and it allowed us to close a critical funding gap,” Livesey said. “Energy-efficient buildings are clearly the right thing to do, but they require more up-front dollars. This project would not have happened without MGE.”



## How Shared Savings works

Shared Savings is MGE’s revolving loan program. In order to participate, a company must agree to meet certain energy-savings standards with its facility choices. HVAC and lighting are two opportunity areas where customers often harvest good results in efficiency with a manageable increase in budget.

Before construction/installation, a company must submit its proposal to MGE for approval and MGE reviews it to ensure the proposed projects meet the Shared Savings energy standards. MGE also performs due diligence to confirm the customer can meet the terms of the loan.

Once approved, MGE provides up-front financing and the customer repays the loan partly or entirely with energy savings. Companies can choose to match the repayments with their anticipated energy savings, but it’s very flexible. The loan can be structured in the way that best meets a customer’s needs for up to a 10-year period.

## Venture Debt Fund

To assist emerging growth companies, MGE, along with several local banks, helped create a \$4 million Venture Debt Fund managed by the Madison Development Corporation. The Venture Debt Fund is intended to be complementary to other early stage equity sources of capital and stretch the ability of growth companies to access capital at a predictable cost while giving up minimal ownership or control. To date, the Fund has invested more than \$14 million in 40 technology-based companies in the Madison area. An additional \$35 million in outside investment has been leveraged through the Fund’s activities resulting in the creation and support of nearly 600 high-paying tech jobs. Some of the Fund’s targeted industries include: Health IT, Biotechnology, Medical Device and Software development. These industries represent some of the fastest-growing business sectors in the Madison area.

## PerBlue

PerBlue, a Venture Debt Fund participant, received two loans from the Fund at critical growth stages for the company. These capital funds allowed the company to grow its operations and invest in product development, helping to make PerBlue a successful, Madison-based mobile game developer.

Madison is home to many successful software development companies and boasts a location quotient greater than 11 for the software development industry—making it one of the best nationwide.



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“It’s an extremely development-friendly program. If anything, MGE over-delivered on their promises.”

- John Livesey,  
owner of Livesey Company

continued on next page ...

## ABOUT MADISON GAS AND ELECTRIC

<https://www.mge.com/about-mge/>

As your community energy company, we are committed to this area and its people.

We take responsibility to:

- Plan and provide a reliable energy supply that balances the needs and values of those we serve.

- Provide information and education to serve our customers and stakeholders and help inform their energy decisions.
- Preserve and protect our environment while providing affordable, reliable energy.
- Encourage and support economic and business development to keep our economy strong and vibrant.
- Engage in open and honest dialogue, partnership and collaboration to best serve our customers and the broader community.



## MADISON GAS AND ELECTRIC

### TrafficCast International, Inc.

Madison-based [TrafficCast](#) is a leader in travel time forecasting and traffic-related information, serving the interactive, mobile, enterprise and public sector markets.

MGE and the Venture Debt Fund provided start-up funding for the company in its early days. Years later, the TrafficCast team is developing cutting edge products for the industry. MGE and the Fund are again providing capital for additional staff and operations support for a new product launch.

The Venture Debt Fund provides competitive rates, complements early-stage capital and helps to maintain ownership and control, all of which are important to TrafficCast.

### MGE in Top Three U.S. Utilities for Electric Reliability for Ten Years

MGE's electric service reliability was ranked No. 2 in the nation for the fewest number of outages, according to a nationwide utility industry survey based on 2016 statistics. The survey includes more than 90 electric utilities.

MGE has ranked in the top three utilities in the country for the fewest outages in each of the last 10 years—including 2007, 2013 and 2015 when MGE was ranked No. 1.

### OneNeck IT Solutions

The [OneNeck IT Solutions](#) data center in Fitchburg requires a high level of electric power reliability.

MGE partnered with OneNeck from day one, providing engineering and design assistance during building construction to help ensure an enhanced level of electric reliability 24/7.

Today, MGE continues to develop and provide power reliability solutions for OneNeck to meet its continued business growth and unique power needs. Solutions range from dual electric utility feeds to 100% on-site utility-grade backup power generation.



Eric Patterson, formerly of OneNeck, talks with MGE's John Drury in one of the facility's server rooms. The data center requires a high level of electric power reliability.



MGE and the Fund are again providing capital for additional staff and operations support for a new product launch.



## WPPI ENERGY

Helping 51 locally owned, not-for-profit electric utilities provide reliable and affordable power to more than 200,000 homes and businesses.

WPPI Energy provides reliable, reasonably priced power and innovative energy programs. We are committed to keeping our communities' businesses strong and competitive. Let our team of energy experts and account management professionals help your business by providing the following services:

### New Constructions Design Assistance

A construction project is the ideal time to design and build for energy efficiency, peak load reduction, improved systems performance and greater comfort. The New Construction Design Assistance program assists prospective building owners and developers, design professionals and construction contractors in delivering high-performing buildings. We can greatly improve the energy efficiency during the design phase of your nonresidential new construction project.

### Shared Savings Program

We can offer businesses the upfront capital needed to make qualifying energy-efficient improvements – up to \$50,000 worth. The cost of the improvements you make is repaid in monthly installments on your utility bill. Your repayment plan is based entirely on how much the upgrades will save your business – which means your utility bill is likely to increase very little, if at all. With our help, there is no need to postpone installing more energy-efficient lighting, heating and cooling, refrigeration systems or other needed equipment.

### RFP for Energy Efficiency

Using a request for proposal format, businesses can bid for funding to implement efficiency improvement projects, either on their own or in partnership with a third-party energy consultant or vendor. Customers are given the flexibility to determine how best to meet their financial requirements for approved projects.

### Energy Services Representatives

Your WPPI Energy Services Representative is your energy expert, available to visit your business to meet with you and tour your facility in order to find the best ways to save energy and money.



Jake Oelke  
Vice President Energy Services  
608-834-4500  
joelke@wppienergy.org  
Wppienergy.org



Helping the business community prosper



Your locally owned, not-for-profit utilities

## PROGRAMS

Through our partnership with the statewide Focus on Energy program, your business may be eligible for financial incentives toward energy efficient equipment installations including: lighting; heating, ventilating, and air conditioning equipment; compressed air; refrigeration; variable frequency drives; information systems; renewables; and more.

Contact your local, not-for-profit hometown electric utility or your Energy Services Representative to learn more about how WPPI Energy can increase the economic development opportunities in your community.



# WE ENERGIES

At We Energies, we are committed to serving our customers' energy needs while fostering business and economic growth across Wisconsin. From teaming up with community partners to attracting new businesses to the region – to enhancing our existing services and options to better fit customer needs – we work hard to strengthen Wisconsin's economy.

## Milwaukee 7 – Partners in Growth

We played an integral part in the formation and launch of the Milwaukee 7, a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington and Waukesha. With a mission to attract, retain and grow diverse businesses and talent, we continue to work with Milwaukee 7 to enhance or bring new projects to the region.

## West Central Wisconsin Natural Gas Expansion

Construction of an 85-mile natural gas supply line in western Wisconsin – the largest expansion of our natural gas distribution system in our history – began in 2014 and was completed in November 2015. The new natural gas lateral serves the communities between Eau Claire County and the city of Tomah in Monroe County. The project has allowed us to improve reliability of the natural gas distribution network in western Wisconsin and better meet residential and business customer demand.

## Milwaukee Solvay

In spring 2017, we purchased a 46-acre property with extensive frontage on the city's inner harbor, known as the former Milwaukee Solvay Coke and Gas site. We currently are working with a number of other responsible parties, with oversight from the U.S. Environmental Protection Agency and the Wisconsin Department of Natural Resources, to clean up contamination that remains from former industrial operations on the brownfield site. We have no specific plan or schedule for the site but are working with the city and the nonprofit group Harbor District Inc. on ways to revitalize the property for future use.



Clean up in progress at Milwaukee Solvay site



Construction during West Central Wisconsin Natural Gas Expansion project



**Joel Burow**  
Manager – Special Accounts and Business Development  
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# AMONG THE BEST

“Whether you're just getting started or growing at a rapid pace, we have the resources to meet the energy needs of your business. We're among the best in the nation for keeping your power on, and we're working hard to keep it that way.”

- Joel Burow, Manager, We Energies



# WISCONSIN PUBLIC SERVICE

Wausau's East Riverfront revitalization project, Riverlife, is just one example of how we team up with local agencies and private companies to get the job done.

The city of Wausau recently approved a \$20 million private development project and completed a multimillion-dollar public improvement and amenity project along its downtown waterfront with support from WPS.

WPS played a major role in physically relocating and installing new facilities, including relocation of a 46,000-volt line. The relocation of this high-voltage line, local distribution lines and natural gas mains opened up the East Riverfront area for the influx of new businesses along the Wisconsin River in downtown Wausau.

## Developer selection

In addition, we contributed a pool of potential developers that proved integral to the project's success. The winning developer needed to be familiar with waterfront revitalization and the special qualities of riverfronts in Midwestern cities. It was from the list we provided that the city selected the project developer. Construction on the development will begin in 2017 and include new apartment and mixed-use buildings.

## Economic development partnership

Thanks to the strong relationship we have with the city's economic development office, the project got off to a strong start. “Wisconsin Public Service is an invaluable partner to the city in both the technical and practical aspects of the redevelopment process,” said Christian Schock, interim director of planning, community and economic development for Wausau.

For information about the Wausau riverfront revitalization project, contact the Wausau Office of Community Development or visit [wausaudevelopment.com](http://wausaudevelopment.com).

To connect with representatives from our developer list, forward a copy of your request for proposal to Carol Karls at [cskarls@wisconsinpublicservice.com](mailto:cskarls@wisconsinpublicservice.com), and she will distribute it on your behalf. She also can add you to the distribution list for the Development Digest e-newsletter or send you a free map of our service area. Let us know how we can help.



**Carol Karls**  
Manager - Community and Economic Development  
920-433-1135  
[cskarls@wisconsinpublicservice.com](mailto:cskarls@wisconsinpublicservice.com)  
[choosewps.com](http://choosewps.com)



Photos courtesy of Chris Schock

# PROGRAMS

Wisconsin Public Service is committed to supporting businesses and economic growth within the communities we serve. Our community and economic development staff is ready to help you with site selection, property searches and community visits, or to answer any questions you may have about locating or expanding your business in the WPS service area. Learn why our service area is a great place to grow your business — and how we can help.

Want specifics? Talk to us about how we:

- Provide no-cost, confidential assistance to new, relocating and expanding firms in Northeast and Central Wisconsin.

- Offer utility rate comparisons, cost analysis and infrastructure mapping to individual businesses at the local level.
- Connect your business with programs for saving energy or using green energy in your building or production process.
- Help market industrial real estate by supporting state certified and Gold Shovel sites, fast-tracking your building projects and providing development contacts for your high-profile projects.
- Promote economic growth by building successful relationships and providing programs and services that support new projects and expansions.
- Talk to us about why our Northeast and Central Wisconsin region is a great place to do business.



# FOCUS ON ENERGY

## 'Focus on Energy' Focusing on Economic Development

When you save energy, you save money.

It's a simple premise for local governments, school districts, homeowners, farmers and businesses.

"Focus on Energy is best known for helping utility customers reduce energy waste through energy efficiency upgrades and renewable energy technology, but its impact as an economic development tool is also noteworthy," said Andrea Hansen, Focus on Energy's Director of Marketing and Communications.

Saving energy and money for Wisconsinites takes many forms at Focus on Energy.

"Through a variety of partners that we call trade allies, Focus on Energy offers information, resources and financial incentives that help make improvements that would not otherwise get completed," Hansen said. "This could be energy efficient lighting in a warehouse, bio-digesters at a dairy farm or sustainable heating and cooling systems at large hospitals."

"A more efficient business is a more competitive one," Hansen added.

"The combined effect of our projects strengthens Wisconsin's infrastructure and retains jobs. On the macro level, Focus on Energy keeps dollars in Wisconsin by reducing the need to purchase fuel from other states," Hansen said. "Eliminating energy waste also lessens the need to build additional power plants."

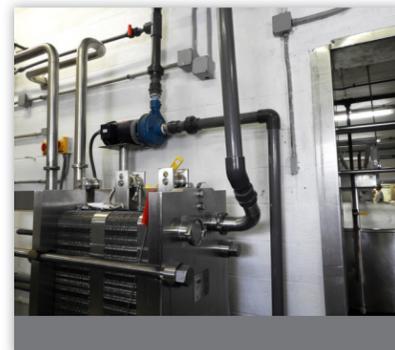
### Collaboration makes it possible

Focus on Energy achieves this by collaborating with local governments, schools, retailers, restaurants, homeowners, farms and some of the state's largest manufacturers. Among its offerings is a Design Assistance Program which helps professionals, builders, developers and building owners design new facilities for energy efficiency and lower operational costs.

### Smart Energy Use = Wise Investment

Cost effective at delivering significant energy savings with high customer satisfaction, Focus on Energy remains one of the most cost-effective programs of its type in the nation. Last year, an independent evaluation found that for every dollar invested in Focus on Energy projects returned \$3 in benefits to Wisconsin, and that customers rated their overall satisfaction at nine on a 10-point scale.

"Focus on Energy means many things to its many customers, but the common thread is its impact as an economic development tool," Hansen added. To learn more about how Focus on Energy can assist your economic development projects, visit [www.focusonenergy.com](http://www.focusonenergy.com) and visit Facebook and Twitter.



## Energy Projects Revitalizing Wisconsin

Recipients of the 2017 Excellence in Energy Efficiency Awards are real world examples of how Focus on Energy empowers others to make smart energy decisions with enduring economic benefits.

**Alliance Laundry Systems of Ripon** replaced an aging steam boiler and distribution system with efficient space heating equipment.

**Belmark Inc.** of De Pere completed pneumatic mixing, process cooling and lighting projects for an annual savings of \$57,255.

**Cargill Protein** of Butler completed energy projects throughout their facility, including lighting, refrigeration, production motors, process controls and compressed air.

**City of Neenah** converted almost every city building to LED lighting and utilized Focus on Energy's 20 percent bonus incentives to support upgrades to its waste and wastewater facilities.

**Consolidated Electrical Distributors** of Eau Claire is a trade ally that excels at assisting their customers select the right lighting for their facilities and helps with Focus on Energy incentive applications.

**Crown Cork & Seal Co.** of La Crosse made significant energy efficiency improvements by replacing their compressed air system.

**Dallmann East River Dairy** in Brillion reduced energy waste and improved cow comfort and milk production during the summer heat with a tunnel ventilation system.

**Great Lakes Electrical Equipment Company** of Superior excels at helping their customers across northwestern Wisconsin select high-efficiency lighting with Focus on Energy incentives.

**Green Bay Area School District** serves as a model for energy efficient school buildings with consistent upgrades to their HVAC, lighting and controls.

While best known for its kringle, **O&H Danish Bakery** of Racine is internationally recognized by the baking industry for sustainability efforts in energy and water conservation, including producing energy from food waste.

**Signicast** of Hartford has upgraded their lighting control and chilled water systems. Multiple compressed air audits led to system upgrades to cycling dryers, mist collectors and no-loss drains.

**Swiss Heritage Cheese Inc.** of Monticello has modernized a facility that dates back to 1898. With their newfound energy savings they plan to offer more jobs.

**University of Wisconsin Medical Foundation** of Madison achieved \$900,000 in energy savings while expanding facility space by 600,000 square feet thanks to Focus on Energy.

As a national leader in energy management, **Waupaca Foundry** of Waupaca achieved certification to the ISO 50001 International Standard for Energy Management Systems.

**YMCA** of the Northwoods in Rhinelander utilized Focus on Energy funding to complete lighting, pool ventilation and retro commissioning projects.



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"A more efficient business is a more competitive one."

- Andrea Hansen, Focus on Energy Director of Marketing and Communications

Since 2001, Wisconsin utilities have partnered to offer a statewide energy efficiency and renewable energy program known as Focus on Energy. Its diverse offering

of incentive programs, technical trainings and promotions help homeowners, renters, retailers, builders, farms, and businesses of all sizes.



# POWERFUL PARTNERS

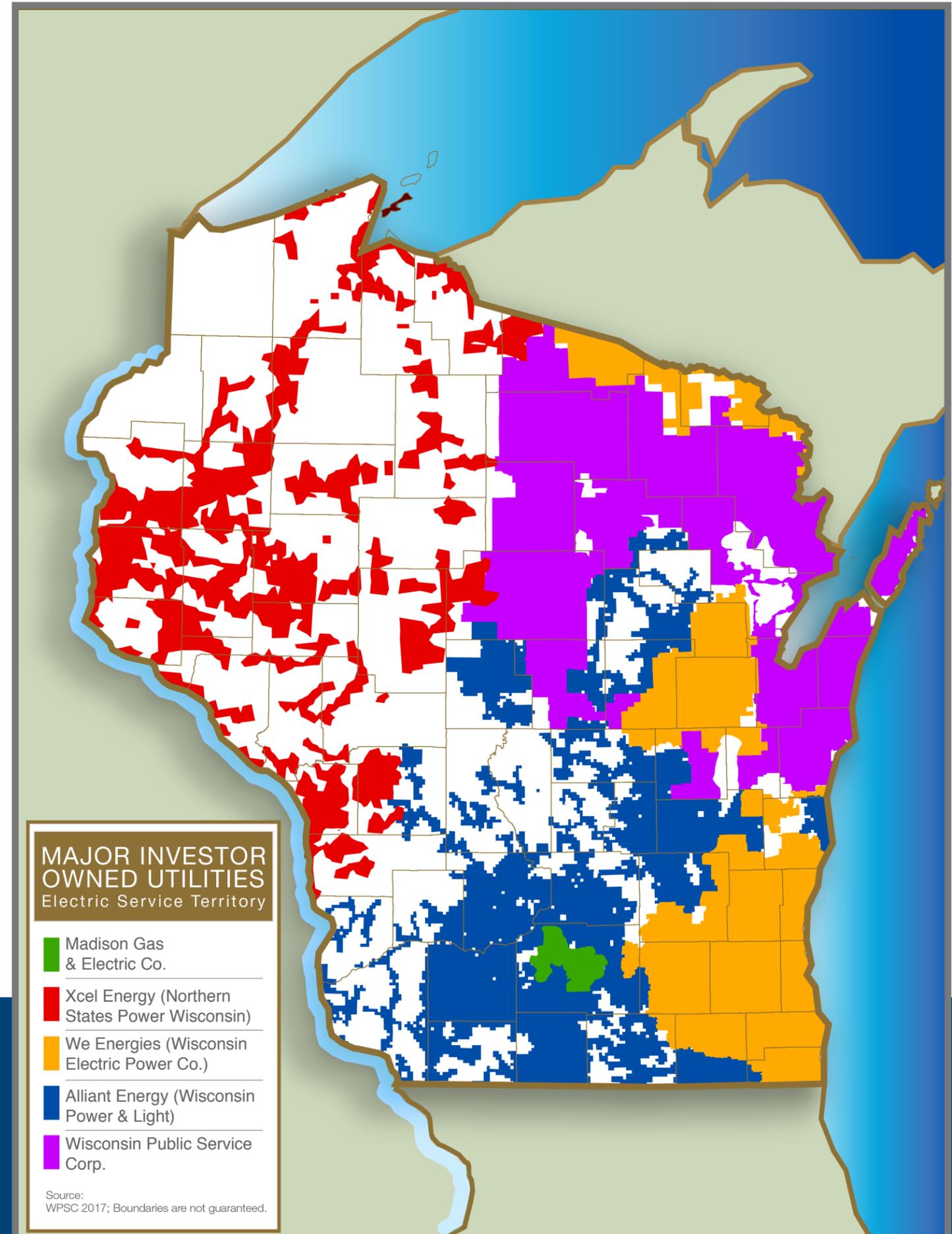
## Wisconsin's Electric and Gas Utility Companies

While your local gas or electric company may not be the first to come to mind when thinking of economic development partners, in Wisconsin it should be! Wisconsin is fortunate to have five major investor-owned utilities (IOUs) that support the efforts of the local economic development organizations and professionals in their service territories. Utilities work closely with large and small businesses, local elected officials and other key organizations to help promote the strengths and opportunities of the communities they serve.

Available infrastructure and capacity play an important role in site selection activities and Wisconsin's utilities assist in promoting their communities as a desirable destination for relocation and expansion projects. The economic development representatives working within a utility add value to site selection projects by providing unbiased, accurate data and hands-on assistance to help meet tight deadlines.

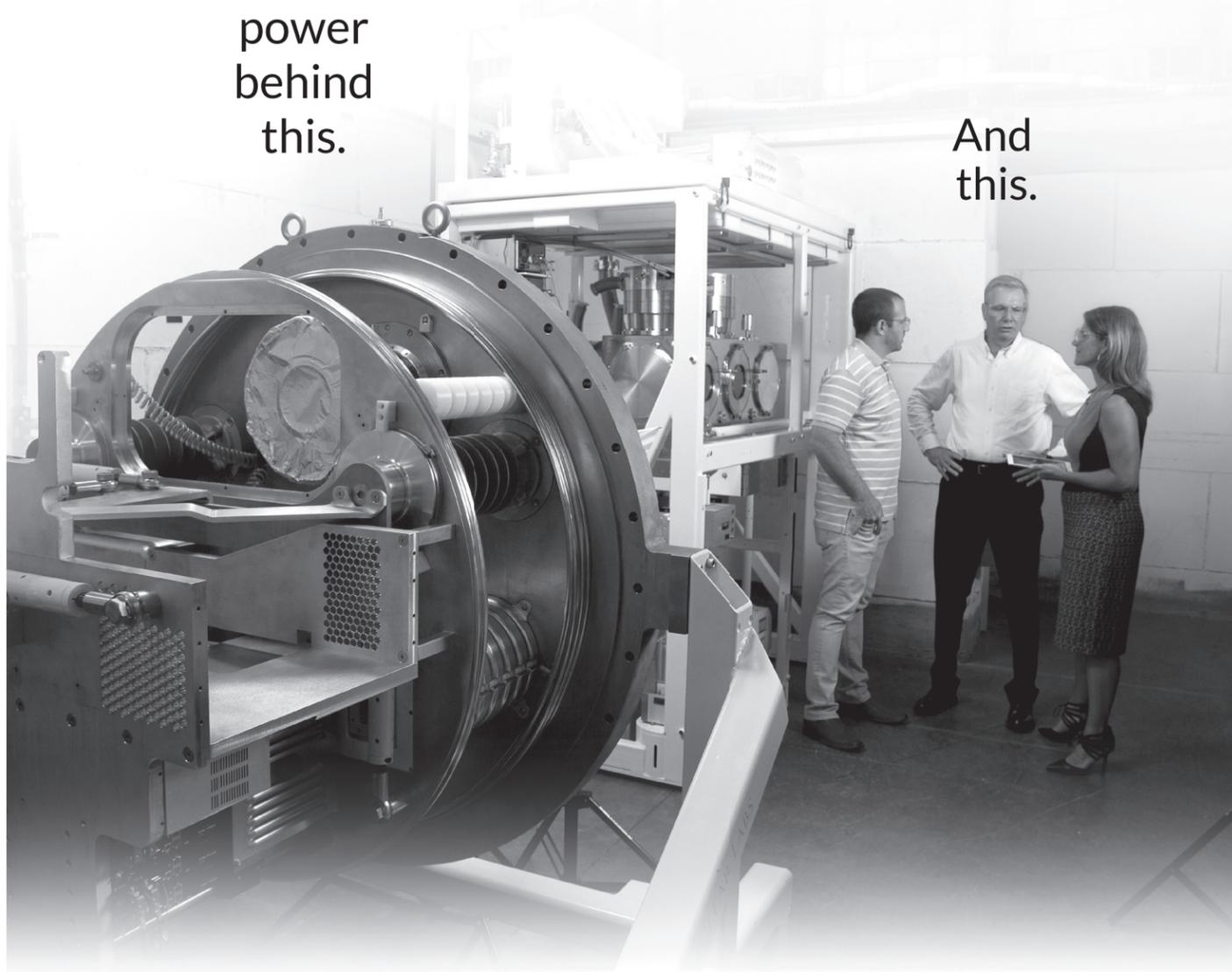
Wisconsin's larger investor-owned utilities are private sector businesses, employing thousands of individuals in the state and regulated by State's Public Service Commission. Each utility supports energy efficiency programs like Focus on Energy and philanthropic efforts like the Keep Wisconsin Warm/Cool fund, which assists low-income households that cannot afford to pay their energy bills. Utilities also offer different programs and services to help their industrial, commercial and residential customers.

WEDA is fortunate to have involvement and support from its investor-owned utility members.



The power behind this.

And this.



**MGE is more than a power company.** We're a strategic partner with the reach and resources to help Madison-area businesses grow. Whether we're helping to find sites for new facilities or locating funding for business expansions, our economic development team helps technology and manufacturing businesses like Phoenix Nuclear Labs turn a bold vision into reality.

Meet the MGE economic development team at [madisoneconomicdevelopment.com](http://madisoneconomicdevelopment.com)

**Pam Christenson**  
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## We're ready to help grow your community or build your company's future.



We deliver the energy solutions and exceptional service that our customers and communities count on – safely, efficiently and responsibly. Headquartered in Madison, Wisconsin, Alliant Energy has 4,000 employees serving our energy customers.

We are building a bright future for our customers as we transition to a cleaner generating fleet with less coal and more wind, solar and natural gas.

The Alliant Energy Economic Development team is dedicated to generating new growth and opportunities in our communities. We can offer resources to new, expanding and relocating businesses and help showcase the strengths of our region.

Our energy-efficiency programs can help businesses get the most from their construction dollars and save companies money in operations as well. We offer several rate options, and we can provide energy cost information and customized energy solutions.

Our company supports our communities and the efforts of our local economic development organizations through partnership programs. We fund professional development opportunities, workforce development data, as well as marketing and recruitment activities. We've recently expanded our team to include national recruiting expertise to help bring more development leads and prospects to our service area.

### Contact

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[donnawalker@alliantenergy.com](mailto:donnawalker@alliantenergy.com)  
[alliantenergy.com/economicdevelopment](http://alliantenergy.com/economicdevelopment)





# Investing in the communities we serve

At We Energies, we take our responsibilities seriously. Millions of customers depend on us for safe, reliable and affordable energy, and we are dedicated to providing it sustainably. That promise extends from our boardroom, where we advance diversity and transparency, to our energy operations, where we use clean technologies to promote a healthier environment.

While our business relies on strong financial discipline and effective planning, we know that corporate citizenship doesn't end at the bottom line. That's why we invest in efforts for the good of our local communities - education programs, natural habitat conservation, economic development and more.

We look forward to continuing to help grow the communities we serve - and together, we can create a brighter future for everyone.

[we-energies.com](http://we-energies.com)



# Investing in the communities we serve

Wisconsin Public Service is committed to being a good community partner through sustainable business practices - aligning our policies and practices with the needs of our customers and stakeholders. We are an integral part of the communities we serve through safe, reliable service, active civic involvement and charitable giving.

In 2016, WPS and our charitable foundation, provided direct grants and volunteer support valued at more than \$1.7 million to nonprofit organizations, associations and worthy causes in our communities.

## 2016 SUMMARY OF GIVING

  
**\$607,472**  
EDUCATION

**\$464,736**  
HUMAN SERVICES & HEALTH

  
**\$226,680**  
COMMUNITY & NEIGHBORHOOD DEVELOPMENT

  
**\$91,525**  
ARTS & CULTURE

**\$55,900**  
ENVIRONMENT 

 **\$323,720** GIVING BY  
WISCONSIN PUBLIC SERVICE EMPLOYEES & RETIREES

**TOTAL GIVING \$1,770,033**

170263-08-GJ

To learn more, visit [www.wisconsinpublicservice.com/community](http://www.wisconsinpublicservice.com/community).



Our energy can power-up your business.

And we're not just talking about electricity.



Imagine how your business could benefit from equipment rebates. Or great energy efficiency programs through our partnership with Focus on Energy. And that's only for starters. Truth is, we're deeply committed to economic development in general, and your success in particular. Always delivering ways to stimulate business growth. That's Xcel Energy. **To learn more, visit [economicdevelopment.xcelenergy.com](http://economicdevelopment.xcelenergy.com).**



# Wisconsin's Trusted Energy Leader



## Jobs

Employees and Contractors 1,000+



## Volunteerism

1,400+ hours



## Reliability\*

99.9%



## Communities Served

213



## Energy Efficiency Programs

### Electricity (58 gigawatt hours)

Saved enough energy to power about 7,000 homes

### Natural gas (165,833 dekatherms)

Saved enough to fuel about 2,000 homes

248,000 Electric Customers : 24/7/365 : 109,000 Natural Gas Customers



Clean-Safe-Reliable



## Corporate Giving

\$1.1 million (includes community investment, United Way and economic development)

Xcel Energy Upper Midwest System



## Carbon-Free Energy

- More than half of the electricity we provide has no carbon emissions
- Compare that with the national average of about one-third



## Spending in the State

\$195 million with local suppliers



## Energy Assistance

\$10.2 million



## Clean Energy

- No. 1 utility wind energy provider in U.S.
- 25% renewable in 2016
- 35% renewable by 2030

\*Among top one-third of U.S. utilities

All data is as of 2016

WEDDA



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