

Milwaukee Area Workforce Funding Alliance



Milwaukee 7



Aerotropolis



VISIT Milwaukee



East Wisconsin Counties Railroad Consortium



International Economic Development Council



Wisconsin Economic Development Association



CEO For Cities



Milwaukee Area Workforce Funding Alliance

October 1, 2013



Collaborating for Results
Result: All low-income families in the Milwaukee Area have family sustaining wages and economic security

Proposed Performance Measures

How Much	How Well	Difference Made
# job-seeker served	# of credentials earned	% job seekers placed
# job-seeker trained	# of employers hiring from WP	% job seekers retained
# employers engaged		% employers satisfied with WPs
# employers hiring from WPs		

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Core Strategy: Support Workforce Partnerships

HOW MANY/MUCH?	2009	2010	2011	2012
# of Job-seekers Served	873	896	1661	1489
# of Job-seekers Trained	278	187	895	330
# of Incumbents Trained	0	583	73	204
			(2009-11)	
# Employers Engaged	Not tracked	Not tracked	172	38

HOW WELL?	2009	2010	2011	2012
# of Credentials	Uncon-firmed	Uncon-firmed	Uncon-firmed	837
			(2009-11)	
# Employers Hiring from WP	Not tracked	Not tracked	133	25

Difference Made	2009	2010	2011	2012
# / % Job-seekers Placed	220 / 79%	162 / 87%	401 / 58%	345 / N/A%
# / % Job-seekers Retain 6 mos	N/A	21 / 13%	173 / 26%	237 / 68%
# / % earning >\$10 / hr	213 / 97%	72 / 44%	233 / 58%	284 / 84%
# / % earning >250% FPL	116 / 53%	52 / 32%	141 / 21%	145 / 42%

Automotive (2012 – Pres)

118 completed, 20 placed

- 1 Partnership led by WATDA
- Automotive Youth Education System (AYES)
- Nat'l Auto Technician Education Foundation (NATEF) standards
- Alternative Fuel Auto Maintenance

Construction (2008 – 2012)

1,085 completed, 734 placed

- 3 Industry Partnerships led by WRTP/BIG STEP, MCSC, and WCS
- OSHA 10
- Lead and Asbestos Abatement
- OSHA 40 HAZWOPER
- HBI – PACT leading to Multi-Craft Core pre-Apprenticeship

Manufacturing (2010 – 2012)

73 completed, 70 placed

- 1 Partnership led by WRTP/BIG STEP
- 1 emerging Partnership led by Riverworks
- Manufacturing Skills Standard Cert (MSSC)
- Computer Numeric Controls (CNC)
- Customized employer standards

Renewables (2011 – Pres)

235 completed, 51 placed

- 1 Partnership led by MCSC
- Advanced Air Sealing
- Residential Solar & Geothermal system Installation
- Midwest Renewable Energy Assoc (MREA) standards



Utilities (2010 – 2011)

25 completed, 21 placed

- 1 Industry Partnership led by City of Milwaukee – DPW
- Tree Care Industry Association
- Ground & Climb Operations
- Electrical Hazards Awareness
- Red Cross First Aid
- Commercial Driver's License- Class B

Milwaukee 7



A Metropolitan Business Plan to Advance Economic Opportunities in the Seven Counties of Southeast Wisconsin

MILWAUKEE 7 FRAMEWORK FOR ECONOMIC GROWTH

Executive Summary

January 2014



In Today's Globally Competitive Economy, the Winds of Change are Upon Us. Our Time to Act is Now.

Milwaukee's economic foundation was built on heavy industry. The city grew as a major port, a manufacturing leader and a beer production capital. Today, the region is a vibrant center for commerce with a unified commitment to economic growth.

In the past few decades, as the global economy has experienced – and continues to undergo – a fundamental shift toward more knowledge-intensive products, services and processes, the Milwaukee region has experienced significant challenges, including low growth rates, long-term job losses and rising poverty.

The Milwaukee region has begun to make the transition toward a vibrant, new-economy environment. However, looking toward the future, the region's economy is at a critical inflection point. Deliberate, collaborative action to leverage strategic assets and address key challenges is needed to put the region on a path to inclusive new-economy prosperity.

Now is the time to leverage existing activities and energy and align the region's efforts through a comprehensive, mutually reinforcing set of strategies and implementing enterprises.

The Milwaukee 7 Regional Economic Development Partnership convened five cross-sector working groups to provide expert advice and insight into specific aspects of the economy. Numerous other local experts were engaged one-on-one to supplement quantitative analyses and other market research.

Over the past 18 months, approximately 150 stakeholders from across the seven-county Milwaukee region have engaged in brainstorming, analysis, vetting of strategic alternatives and identification of promising initiatives to grow the regional economy. The results of these activities have culminated in the ***Milwaukee 7 Framework for Economic Growth***, a metropolitan business plan that features a detailed analysis of the levers that drive the region's growth and an integrated set of strategies tailored to our unique assets and opportunities.

Executing this plan requires significant continued stakeholder commitment, accountability and coordination across strategies and initiatives. We need all hands on deck to move this plan's strategies forward and implement the initiatives that will lead our region successfully through the headwinds of the next economy. Through our combined leadership, we can create a star that aligns the region's activities to create a prosperous future for all of our citizens.



▶ The Milwaukee Region: An Economy in Transition

In the past few decades, as the global economy has experienced – and continues to undergo – a fundamental shift toward more knowledge-intensive products, services and processes, the Milwaukee region, like many others in the “Rust Belt,” has experienced significant challenges.

Business models, supply chains and connections among firms and institutions are shifting dramatically, causing firms and entire industries to reexamine their strategic positioning and seek out new markets, partners and ways of doing business to be competitive in the next economy. New centers of gravity are beginning to form, but emerging opportunities are still being defined, and the constellation of stakeholders and resources necessary to realize them is not yet fully aligned.

The many legacies – industry mix, workforce, built environment and institutions – of the Milwaukee region’s rich industrial history provide the foundations to forge and traverse a path toward a prosperous, inclusive and competitive place in the next economy. The region needs to deliberately capitalize on and connect the opportunities arising from its competitive assets: one of the nation’s leading advanced manufacturing sectors with high-potential industry clusters, emerging innovation ecosystem, above-average educated workforce, and strong network of universities and technical colleges.

▶ Regional Economic Performance

Today, the Milwaukee regional economy is large and diverse. The region's approximately 950,000 workers – employed in 52,000 firms – generated \$83 billion of real gross regional product (GRP) in 2011. The four-county Milwaukee metro area is the 36th largest in the US, and if it were a country, its size would rank it just behind Morocco and Slovakia.

At the same time, regional employment experienced a more dramatic decline and a more modest post-recession rebound than the US as a whole, and currently (2012) stands at nearly 6% below 2000 levels. GRP similarly has grown more slowly than the nation (2001-2012), at a compound annual rate of 0.9% vs. the US rate of 1.5%.

Modest GRP growth – despite employment losses – has been possible because of an 18% rise in regional productivity since 2001. While recent productivity growth has outpaced the US, the region remains nearly 4% less productive than the US (2011). Despite rising productivity, wages have remained stagnant in the region (+0.1% compound annual growth since 2000), and the gap between the average regional wage and the average US wage has widened to more than 6%.

The 7-county unemployment rate has historically tracked the national rate, though it has come down slightly more quickly since the recession (to 7.6% in 2012 vs. 8.1% for the US).

The 7-county region's poverty rate has risen by more than half since 2000, but declined slightly in 2011 to a level of 15.0%, slightly below the US rate of 15.9%.

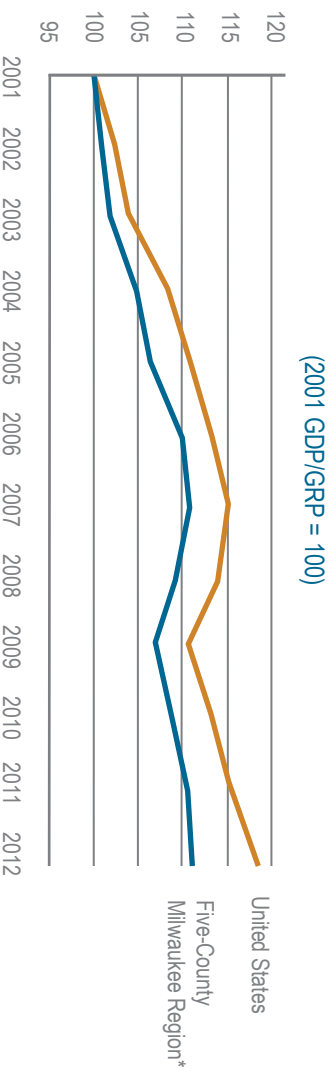
Looking toward the future, the Milwaukee region's economy is at a critical inflection point. Its performance is uneven as firms, workers and a range of public and private institutions are working to adapt to the new-economy environment. Deliberate, collaborative action to leverage strategic assets and address key challenges is needed to put the region on a path to inclusive new-economy prosperity.



▶ Key Economic Indicators

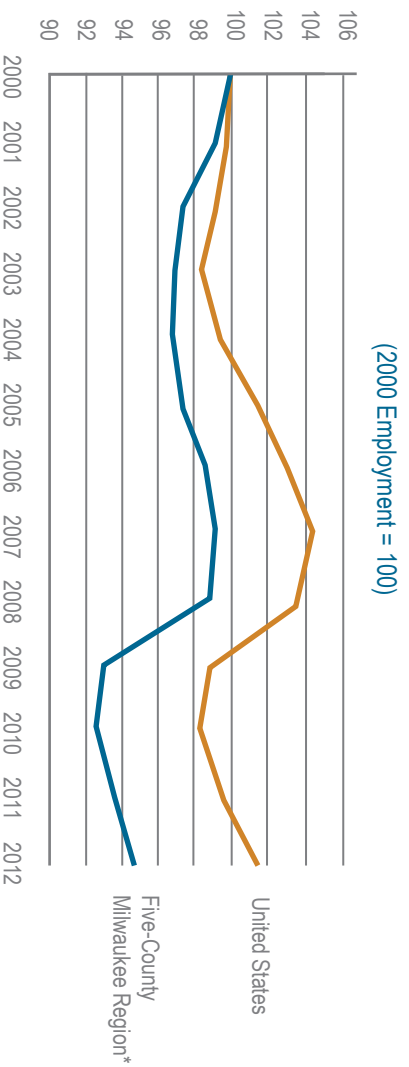
Indexed Gross Domestic Product, 2001-2012

Modest GRP growth – despite employment losses – has been possible because of an 18% rise in regional productivity since 2001. GRP has grown more slowly than the nation (2001-2012), at a compound annual rate of 0.9% vs. the US rate of 1.5%. While productivity growth has outpaced the US, the region remains nearly 4% less productive than the US (2011).



Indexed Payroll Employment, 2000-2012

Regional employment experienced a more dramatic decline and a more modest post-recession rebound than the US as a whole, and currently (2012) stands at nearly 6% below 2000 levels.



*Milwaukee MSA plus Racine County

▶ Creating an Action Plan

To identify its place on the path to transformation and articulate a set of integrated growth strategies, Milwaukee 7 engaged a broad array of regional stakeholders in the process of Metropolitan Business Planning: a proactive, fact-based, action-oriented approach to targeting, aligning and leveraging regional assets for inclusive growth in the next economy.

Brookings Institution's Metropolitan Business Planning establishes a new approach to regional economic development, geared toward redeploying and aligning assets to establish a region's most competitive position in the new economy. It adapts the discipline of private-sector business planning to the task of catalyzing regional economic growth, providing a framework through which regional business, civic and government stakeholders can objectively analyze the assets, challenges and competitive position of their region, identify mutually reinforcing strategies that build from and create synergies between shifting traditional and emerging economic activities, and launch transformative enterprises to implement the strategies, changing the region's economic trajectory.

Metropolitan economies grow, by definition, by increasing the total value of goods and services produced by local firms. In the new global economy, five market levers account for the efficiency and productivity of regional economies.

The five market levers that interact to define the characteristics, opportunities and performance of a regional economy:

- *Enhance **industry clusters and concentrations***
- *Develop and deploy **human capital aligned with jobs***
- *Foster **innovation and entrepreneurship***
- *Improve **infrastructure** and the efficiency of the built environment*
- *Create effective **public and civic institutions***

The Metropolitan Business Plan produces a shared roadmap for the region, aligning existing and new initiatives around a common vision. It represents an ongoing enterprise, geared toward action, that creates an integrated set of growth strategies and begins to identify a portfolio of potential new initiatives to build upon and leverage existing efforts.

Coordinated execution of identified strategies and implementation of targeted initiatives will achieve synergies and magnify growth across all parts of the Milwaukee region's economy.



FRAMEWORK FOR ECONOMIC GROWTH

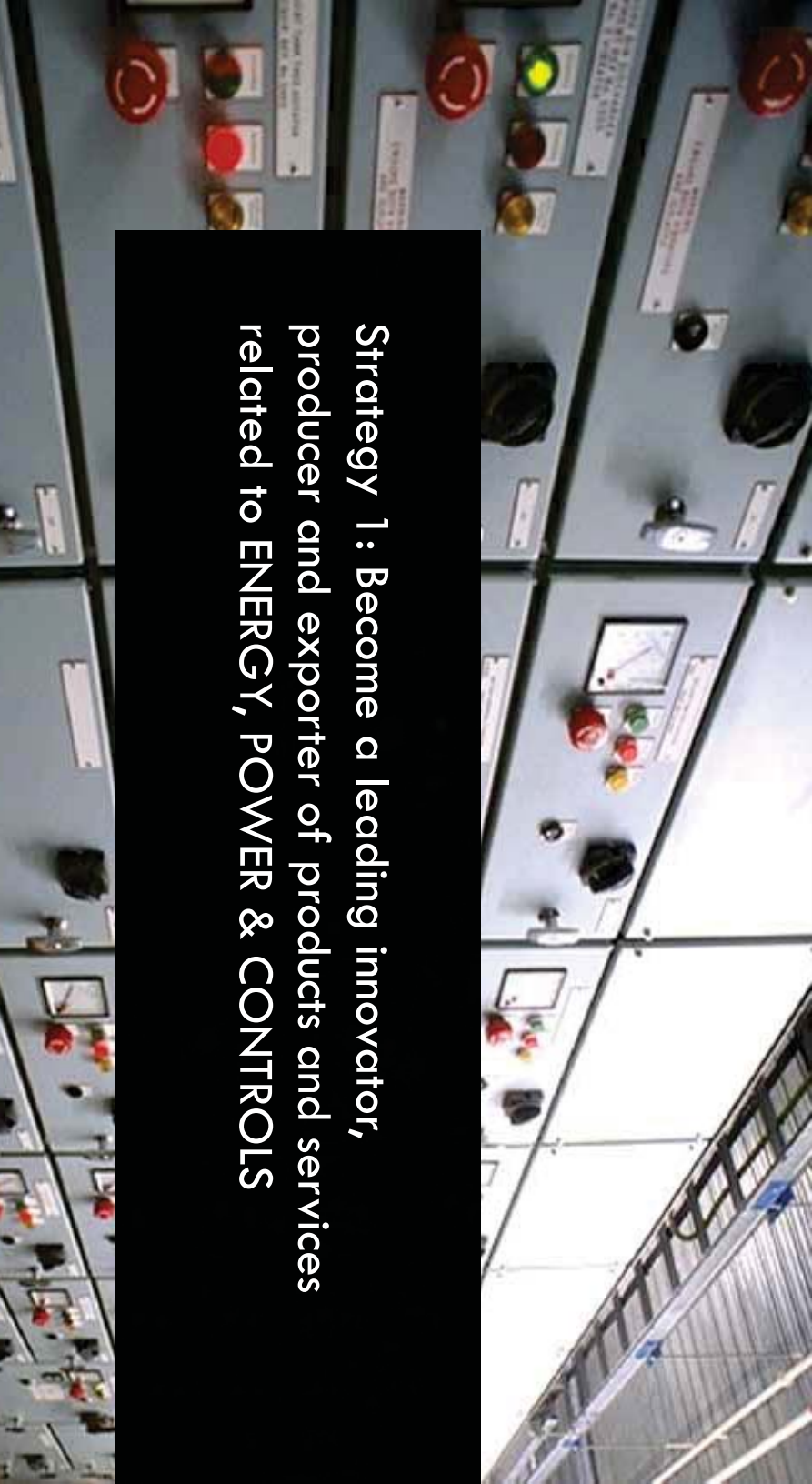
The global economy is undergoing a dramatic transformation that favors metropolitan regions, where assets concentrate and their dynamic interactions enable greater efficiency and productivity. A region that identifies its path to participate successfully in that transformation – intentionally building on its unique assets – will forge ahead.

▶ NINE STRATEGIES SET A NEW COURSE FOR REGIONAL PROSPERITY

Reflecting the assets, challenges and opportunities revealed in the market analysis and business planning process, an integrated set of nine strategies are proposed for moving the Milwaukee region forward on the path to new-economy growth.

Each strategy is designed to increase the productivity of local firms by leveraging the region's unique strengths, taking advantage of its emerging opportunities and addressing its most critical challenges.

These strategies are deliberately crafted to cut across market levers and be mutually reinforcing: through coordinated implementation, their impact will be enhanced. Together they build upon current assets and momentum to enable the Milwaukee region to realize its potential to become a leading place to do business in the next economy, and a thriving, prosperous and dynamic region.



Strategy 1: Become a leading innovator, producer and exporter of products and services related to ENERGY, POWER & CONTROLS

Three trends are anticipated to create future growth opportunities in the energy, power and controls cluster:

- ▷ The resurgence in US manufacturing will likely lead to greater demand for industrial automation and controls equipment and systems in domestic facilities.
- ▷ Expanding investments in electrical power infrastructure averaged \$63.9 billion per year between 2001 and 2010.
- ▷ The building energy efficiency industry is projected to grow more than 50% over the 2011 to 2017 period, increasing expenditures to nearly \$104 billion annually worldwide.

The region's energy, power and controls cluster is large, highly concentrated and export-intensive. It is comprised of three industry segments: electrical equipment; instruments & controls; and other electrical equipment. The regional cluster includes more than 200 establishments and nearly 19,000 employees.

The Milwaukee region is well positioned to grow its energy, power and controls cluster given its array of global leaders in critical segments of the cluster, including Rockwell Automation and Eaton (industrial and automation controls); Cooper Power and Waukesha Electric (power infrastructure); and Johnson Controls (energy storage, building energy efficiency).

A collaborative network of companies and academic institutions has formed the Mid-West Energy Research Consortium (M-WERC, a recent expansion of the Wisconsin Energy Research Consortium), and one-on-one university-industry partnerships such as the University of Wisconsin-Milwaukee/Johnson Controls Partnership in Energy Research are similarly creating more capacity and innovation in the cluster.



Strategy 2: Become a global hub for innovation and start-up activity in WATER TECHNOLOGY

The water technology industry is a large and growing market, both domestically and internationally. The US market for water and wastewater services and products is estimated at \$139 billion in 2012, up 3.8% from the prior year, while the global market is nearly \$500 billion.

The Milwaukee region's access to the Great Lakes – 21% of the world's surface fresh water – provides several economic advantages. The region has a competitive edge in attracting and growing water-related industries, which benefit from close proximity to this plentiful resource. Between 130 and 150 water-related companies are located in the Milwaukee region, including five of the 11 largest water firms in the world. Similar to other industries in the "green" space, the water technology industry includes a broad spectrum of products and services, with industry strengths in pumps, meters, boilers and valves, which in aggregate employ 3,600 workers.

The Milwaukee region is also home to world-class research institutions, making it a world hub of water technology, research and policy. The University of Wisconsin-Milwaukee School of Freshwater Sciences is the only graduate school in the nation dedicated solely to the study of freshwater. UWM's Great Lakes WATER Institute is the largest academic freshwater research facility on the Great Lakes.

The 100+ corporate members of The Water Council continue to build on these competitive advantages to establish the region as a global hub for water-related research and development, company formation and human capital development.

The Council has several initiatives underway, including the Global Water Center, focused on water research and business acceleration; the Global Freshwater Seed Accelerator; the Industry/University Cooperative Research Center, which brings together two universities in partnership with six regional firms; and creation of a water-relevant curriculum for five campuses in the University of Wisconsin system.



Strategy 3: Leverage the region's geographic, supply chain and human capital advantages to grow the FOOD & BEVERAGE CLUSTER



The Milwaukee region's food and beverage cluster is large, concentrated and growing in export activity. The core of the cluster – food manufacturers, processors and artisans – is comprised of more than 300 firms and employs approximately 14,000 people, creating one of the strongest concentrations among major US markets. The region is also home to nearly 6,800 workers in industry segments that support the core, including food products machinery manufacturing and food and beverage distribution.

Nationally, food and beverage manufacturing growth is projected to be strong over the 2010 to 2020 period in both employment and output, based on demand for functional, organic and locally grown foods. The Milwaukee region's food and beverage manufacturing assets align well with expanding domestic and international markets.

The Milwaukee region exhibits supply-chain advantages in growing a competitive food and beverage cluster, given its natural symbiosis with the vast quantities of crop-based, dairy and animal products generated throughout Wisconsin. These agricultural outputs continue to drive a regional strength in ingredient manufacturing (ranging from seasonings to enzymes). The state of Wisconsin's food manufacturers exported \$1.7 billion in 2012, an increase of 156% since 2005.

This cluster also has the advantage of a formal cluster organization: the Food and Beverage Milwaukee (Fab) network, composed of more than 50 firms working together to enhance cluster growth by focusing on the areas of talent, innovation and business development. Initiatives underway or being planned by Fab include a pilot career awareness program at a public high school, tailored technical college curricula, a career resource center, industry directory and a small business accelerator program.





Strategy 4: Enhance the EXPORT CAPACITY AND CAPABILITY of the region's firms, focusing on small- and medium-sized enterprises

Given that the majority of the world's purchasing power is outside the US, and a disproportionate share of global economic growth over the next decade will occur beyond US borders, increasing export activity is imperative to the economic future of the Milwaukee region.

The opportunity to engage more of the region's companies in the international marketplace is significant – the region does not export at a level commensurate with the size of its manufacturing economy, and the bulk of export activity is occurring within a very small number of large firms. The region has all of the necessary components already in place to support the development of a broader export base, and sizable opportunities exist to expand and strengthen exporting by the region's manufacturers and service providers, especially small- and mid-sized firms that are either new to exporting or lack the capacity to expand their current export programs.

Components of this strategy include:

- ▷ Improving alignment of regional resources around exporting
- ▷ Supporting small- and mid-sized firms in developing export strategies and plans
- ▷ Leveraging large firms as catalysts to mentor smaller companies in exporting
- ▷ Exploring opportunities for expanding service exports – establish a baseline model
- ▷ Advocating for export policy as a critical success factor in regional development

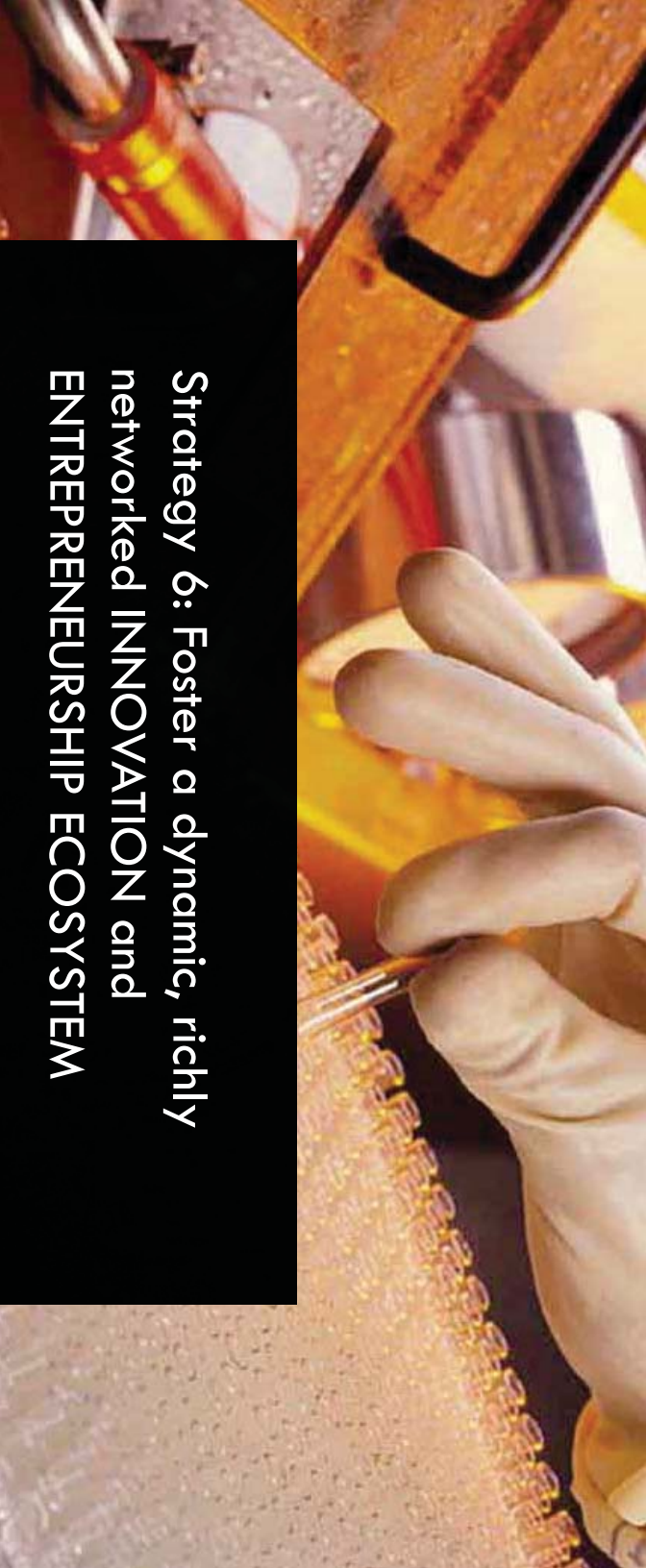


Strategy 5: Align WORKFORCE DEVELOPMENT with growth opportunities in targeted, high-potential industry clusters

Perhaps the most critical factor for increasing the productivity – and therefore overall growth prospects – of the region's clusters is to upgrade and better align the skills of the workforce with the occupations that are and will be demanded by employers. Increasing the number and type of “on-ramps” to labor force participation and articulating paths to upward mobility, particularly for the region's core city and minority populations, will also enhance economic growth by more effectively deploying the region's full spectrum of human capital assets.

Key elements of this strategy include:

- ▷ Augment the quantity and quality of information – including real-time data – available to the education and training system to improve regional intelligence regarding the demand for and supply of particular skill sets (across the spectrum of low-, middle- and high-skilled occupations) in the region's priority clusters
- ▷ Strengthen the feedback loop between employers and workforce development providers to enable better alignment of training curricula with workplace needs – building, for example, off of efforts such as FAB's employer engagement and curriculum development
- ▷ Articulate cluster-specific career pathways and create certification and credentialing programs to enable more robust firm-worker matching and upward career mobility for low- and middle-skill workers
- ▷ Identify the need for and develop rapid up-skilling programs to assist workers in upgrading and redeploying their skills into emerging occupational opportunities – building, for example, off of the technical colleges' sector-specific “boot camp” programs
- ▷ Leverage limited state and federal resources by promoting coordinated application for and use of available funding by system providers



Strategy 6: Foster a dynamic, richly networked INNOVATION and ENTREPRENEURSHIP ECOSYSTEM

The Milwaukee region has gained impressive momentum in creating an innovation and entrepreneurship ecosystem. There is significant activity among private, public and institutional actors that must be deliberately leveraged to boost rates of new firm creation and build the competitive advantage of existing firms.

The region's high-priority clusters present ample opportunities for innovation and entrepreneurship, including new processes and products to further accelerate already-strong clusters' growth trajectories, opportunities for legacy clusters to redeploy their resources into new products and markets, and creation of entirely new products and services in emerging clusters.

Key elements of this strategy – all of which are mutually reinforcing – include:

- ▷ Strengthen industry-academic partnerships to better align institutional R&D agendas with industry needs
- ▷ Stimulate university technology transfer to bring more institutional R&D to market through commercialization in existing firms and spin-off of new companies
- ▷ Enrich the array of technical support, funding and other resources (e.g., incubation facilities) available to emerging innovators and entrepreneurs in the region's high-potential clusters
- ▷ Increase sharply the capital resources available to regional entrepreneurs, focusing on early-stage ventures as well as those in the fast-growth, scale-up stage of development
- ▷ Accelerate adoption of new technologies in more mature industries, facilitating their transition toward the next economy
- ▷ Promote creation of dense, mixed-use, well-connected districts – centered around particular technologies, innovation- and entrepreneurship-enabling facilities and/or high-potential clusters
- ▷ Enhance the visibility of entrepreneurial activity, encourage creative problem-solving and elevate risk-taking as a cultural norm through competitions, hack-a-thons and other contests
- ▷ Cultivate a densely networked, integrated and dynamic ecosystem of regional actors driving innovation and entrepreneurship



Strategy 7: Catalyze “ECONOMIC PLACE-MAKING” in the region’s core cities and strategic locations throughout the region

The physical development pattern in the Milwaukee region reflects its old-economy history and needs to be reshaped to align with the drivers of growth in the more dynamic, knowledge-intensive next economy.

The region must streamline the movement of goods, people and ideas throughout the region; reconnect its underutilized human capital assets to economic opportunities; and better leverage its strategically located land assets to foster growth in the new economic environment.

The shift in regional development patterns has begun to take place through, for example, the Menomonee Valley, Pleasant Prairie, Pabst Farms and the UW-Milwaukee Innovation Park. Catalyzing additional development that follows the next-economy principles of density, mixed uses and strong physical and virtual connections between residential and commercial activity will further accelerate the region’s growth.

Key elements of this strategy include:

- ▷ Enhance physical (e.g., transit) and virtual (e.g., broadband) connections between nodes of economic activity throughout the region, including between workers and firms and across supply chains, and particularly focused on currently under-served geographies in the region’s core cities and outlying counties
- ▷ Create policies, programs and incentives that promote evolution of the region’s built environment toward a constellation of well-connected, dense, mixed-use communities – e.g., foster infill development, walkability, transit access, etc.
- ▷ Promote strengthening and creation of dense, mixed-use, well-connected districts – focused around particular technologies, innovation- and entrepreneurship-enabling facilities (e.g., incubators, co-working spaces, etc.) and/or high-potential clusters



Strategy 8: Modernize REGIONAL INFRASTRUCTURE to enhance efficiency, cost-effectiveness and connectivity

High-quality infrastructure, including a mix of transportation, broadband and reliable energy, contributes to the region's economic growth by enabling enhanced productivity of private-sector firms. The role of transportation infrastructure – facilitating the efficient movement of people and goods into, out of and within the region – is particularly critical. Strategic investments to improve the existing transportation network will better connect workers to employers, suppliers to customers and headquarters to their facilities in other regions and nations. By lowering firms' costs of doing business and enhancing the ability of workers to access well-matched jobs, the region will become a more competitive location for doing business. While transportation infrastructure is the current emphasis of this strategy, other types of strategic infrastructure investments (e.g., broadband upgrades, green infrastructure, etc.) should be pursued as needs arise.

The primary elements of this strategy are:

- ▷ **Upgrade and strategically expand public transit** to provide more direct and timely access between residential and job centers. Preserve, improve and strategically expand service based on current and projected growth patterns for both housing and employment and evaluation of which locations could most benefit from service improvements.
- ▷ **Rebuild the aging freeway system** to reduce congestion, improve safety and address design deficiencies.
- ▷ **Maintain and improve commercial air service at General Mitchell International Airport (GMIA)** to serve the needs of regional businesses, including particularly the headquarters and business services cluster, which tends to be among the most travel-intensive. Expand and upgrade airport facilities as needed to address the changing demands of airlines and passengers.
- ▷ **Enhance the cost-efficient movement of freight** by improving water travel through the Port of Milwaukee as well as freight rail travel through projects such as the Muskego Yard bypass or a regional intermodal facility.
- ▷ **Enhance the connection of the Milwaukee region to Northeastern Illinois**



Strategy 9: Enhance INTER-JURISDICTIONAL COOPERATION and COLLABORATION for economic growth

Government fragmentation and disjointed approaches to economic development activities hamper growth potential in the Milwaukee region. These conditions create a complicated and costly environment in which to do business, and foster intra-regional competition that results in sub-optimal outcomes for the region. To reduce these institutional barriers to economic growth, this strategy includes three primary components:

- ▷ **Eliminate duplication and achieve more cost-effective, efficient and streamlined provision of government services.** Government efficiency fosters economic growth by improving the tax-value proposition for firms (i.e., they reap more value for their tax dollars). The Intergovernmental Cooperation Council of Milwaukee County and others have identified and begun to execute shared services initiatives across the region. These efforts should be bolstered to identify further opportunities to better coordinate public services and align policies in ways that reduce costs.
- ▷ **Identify and leverage economic growth opportunities and connections across jurisdictions.** Regional leadership should proactively seek out opportunities to pursue collaborative economic growth projects that cross jurisdictional boundaries and benefit the broader seven-county region.
- ▷ **Create cross-sector institutional infrastructure to manage the regional economy.** The next-economy environment requires collaboration among actors from across the public, private and civic sectors – often with one of the latter two in the lead – to develop strategies and initiatives, manage implementation and monitor performance of the regional economy. Continued emphasis should be placed on strengthening civic engagement and creating the extensive, nimble networks that can adapt as necessary to address economic challenges and capture opportunities.

▶ IMPLEMENTATION AND NEXT STEPS

This plan is a living document that supports an ongoing approach to understanding and managing the region's economy. The primary goal of the planning process is not the plan itself, but rather the portfolio of strategies that are developed to shape the region's economic trajectory and particularly the concrete projects and enterprises that are executed to implement the strategies.

The next set of work proceeds along two closely related, often overlapping, tracks:

ONGOING INSTITUTIONAL CAPACITY

- ▷ “Socialize” the plan with stakeholders to gather input and gain buy-in
- ▷ Create institutional infrastructure to carry the plan forward (leadership/steering committees, strategy-specific working groups, etc.)
- ▷ Define roles, responsibilities and a process framework for implementation, including to: identify/execute initiatives, monitor progress/performance of implementation efforts, revisit/refresh analysis and strategies over the long term, etc.

DEVELOPMENT AND EXECUTION OF INITIATIVES

- ▷ Identify existing initiatives that best support implementation of the plan's strategies and identify (a) resources to scale them up, and (b) other initiatives with which to coordinate/integrate efforts
- ▷ Develop concepts for new initiatives that supplement and build upon existing activities
- ▷ Determine accountability/ownership for initiatives, undertake detailed business planning and begin implementation

CALL TO ACTION

The Milwaukee 7 Framework for Economic Growth is the first step on the path to accelerating the Milwaukee region's economy.

Implementing this plan to reach our vision of being globally competitive in today's innovation economy will require the involvement of many stakeholders from around the region. We invite you to join us and get involved!



Aerotropolis



OUR VISION

WHAT IS AN AEROTROPOLIS?

WHY MILWAUKEE?

WHY ARE WE DOING THIS?

WHAT IS AN AEROTROPOLIS?

An aerotropolis is an urban development that defines its borders by its proximity to transportation networks—typically an airport—instead of the traditional borders of city, county or state. This model is being used in new developments around the world and in those instances the aerotropolis is typically far away from urban centers. Aerotropolis Milwaukee, in contrast, has grown more organically and offers ready access to both exceptional transportation and population centers.



VISIT Milwaukee



Annual Report



MISSION STATEMENT

VISIT Milwaukee's mission is to market the greater Milwaukee area as the destination of choice for conventions, events, and leisure travel, thereby increasing the economic impact of tourism.

VISION STATEMENT

VISIT Milwaukee is recognized as the chief image and tourism marketing organization of the greater Milwaukee area, and continues to be recognized as a major contributor to a thriving tourism economy that supports job creation and the growth of our convention and tourism infrastructure.





IT WAS A GOOD YEAR
FOR TOURISM IN THE
GREATER MILWAUKEE
AREA IN 2013.

In Milwaukee County, total tourism business sales grew 4.0 percent to over \$3 billion. Total tourism employment grew to 30,375 full-time positions with more than \$1 billion in labor income.

Hotel revenues showed strong growth in 2013, up 7.3 percent in Milwaukee County and 11.5 percent in the City of Milwaukee. A record convention season, along with increased business and leisure travel, resulted in record occupancy and room rates for the downtown Milwaukee hotels.

The record year for conventions was highlighted by two large events that started and ended a busy summer season: Moose International over the Memorial Day weekend and the Harley-Davidson 110th Anniversary celebration over Labor Day weekend. In between, the National Governors Association, the USA Triathlon and our important annual events, the Bead and Button Show and Northwestern Mutual's Annual Meeting, added to a very busy summer.



Convention room nights for 2014 are estimated to be higher than average with the convention booking pace entering 2014 at 115 percent of our normal booking pace. The first half of our convention year is particularly strong with a new event, Pheasants Forever, and the return of the NCAA Men's Basketball Championship. With the anticipated short-term demand, we also expect to exceed our historical demand in the second half of the year. Spending estimates for the convention groups booked for 2014 are also very good with a strong revenue year budgeted for the Wisconsin Center.

Travel experts and consumers are reporting more vacation and short leisure trips in 2014. Value destinations and travel for events will continue to see increased demand, which will position Milwaukee well for 2014. To insure we capture our fair share of the leisure market, we will continue to increase our marketing spend and improve our targeting in the drive-to market with an even greater focus on Northern Illinois. Public Relations will also continue to focus heavily on this important market as well as looking for every opportunity to gain earned media regionally, nationally and internationally.

Hotel supply in the Milwaukee market will continue to grow in 2014 with the opening of Potawatomi's new hotel in late summer. The hotel supply added the past few years has all been focused on the leisure and business traveler with negligible impact on our ability to attract conventions. In 2014, we will continue to work with the WCD to advocate for the expansion of the Wisconsin Center. The study completed by HVS supports such an expansion, estimating substantial growth in events and room nights would result.

In the meantime, increasing our marketing impact in the leisure segment to grow overall demand and mitigate the supply growth is important. With our limited dollars, we will continue to carefully balance our convention marketing and sales spending with our leisure marketing spending. A healthy tourism economy long-term depends on Milwaukee continuing to grow both leisure and convention spending.

2014 will be another busy tourism year. Working with all of our community partners, we will look to maximize tourism visits and spending. By collaborating with community leaders on key issues, such as a new sports and entertainment arena, an expanded convention center and strong cultural and recreational institutions, we hope to insure a healthy tourism economy well into the future. ▣

PAUL UPCHURCH

President & CEO
VISIT Milwaukee

PAUL MATHEWS

Chair
VISIT Milwaukee Board of Directors

THE CONFERENCE
FACILITIES ARE TERRIFIC,
AS ARE THE HOTEL
ACCOMMODATIONS.
EVERYONE IS FRIENDLY
AND SERVICE IS GREAT.”

- MICHAEL HOSTAD,

HighEdWeb

Professionals Association

The sales team booked 198,059 convention room nights for 2013 and future years, 102 percent of the goal. The team generated 714,706 lead tentative room nights, 110 percent of the goal.

An aggressive approach to pursuing short-term bookings resulted in 34,754 convention room nights booked in 2013 for 2013 - a 9 percent increase over 2012.

In 2013, the department achieved 251,064 actualized group room nights, representing \$121 million in economic impact.

The sales team continued to build on its core convention sales strategy of bringing meeting planners to experience the destination, as studies have shown that the likelihood of securing business significantly improves when planners visit Milwaukee. The team conducted 95 individual site tours and one major familiarization tour.



In August 2013, the department hosted Connect Marketplace, which drew more than 500 meeting planners to Milwaukee. The conference was an extraordinary opportunity to showcase the city as a meeting destination and has resulted in three definite bookings (Estimated Economic Impact: \$3.9 million), eight tentative bookings (\$7m) and 32 prospects (\$26.8m) to date. This convention will continue to pay dividends in the form of future bookings for years to come.

When meeting planners weren't able to visit Milwaukee, the sales staff brought Milwaukee to the meeting planner, participating in more than 21 trade shows, 16 industry events and 12 sales events throughout the United States.

The convention sales department expanded on strategic partnerships with key third parties, producing 11,000 room nights and \$1.5 million in room-night revenue from Conference Direct, and 9,600 room nights and \$1.3 million in room-night revenue from Helms Briscoe.

A focus on key tertiary markets continues to produce positive results with the sports market, delivering more than 32,000 room nights. Major strides were made with national governing bodies (NGAs) within the USA Olympics. Events like USA Fencing and USA Triathlon all brought participants and spectators from across the country to Milwaukee.

These results contributed to both Milwaukee County and the City of Milwaukee experiencing a 5 percent occupancy growth, and Milwaukee Downtown achieving a record 65.7 percent annual occupancy. Demand grew by 8.5 percent, outpacing a supply growth, which ended the year up 8 percent. Lastly, the Milwaukee MSA RevPar ended at \$5912, up 9.3 percent and second in our nine-city competitive set. ■



“OUR PEOPLE LOVE
COMING “HOME” TO
MILWAUKEE EACH
YEAR.” -JIM LAVOLD
Northwestern Mutual

The Convention Services Department assisted 582,701 attendees at 288 events, meetings and conventions.

In 2013, 96 percent of meeting planners who held events in Milwaukee rated the Convention Services staff as “Excellent” or “Very Good” on post-event surveys.

For the 12th year, the Services Department was awarded the 2013 Pinnacle Award by Successful Meetings Magazine for “setting the standard for others to follow.”

For the seventh consecutive year, the Convention Services department was awarded the Meetings and Conventions Gold Service award, presented to CVBs that are “dedicated to meeting professionals.”

Visitor Information assisted more than 33,000 visitors.

Successful recruitment strategies increased the number of active volunteers to more than 200 to assist with events in 2013, especially Harley-Davidson’s 110th Anniversary and USA Triathlon.



Convention Services welcomed several large, national conventions and events to Milwaukee in 2013, including:

- American Association of Bovine Practitioners
- American Philatelic Society
- Lutheran Education Association
- Connect Marketplace
- Moose International
- National Governors Association
- United States Institute for Theatre Technology

Convention Services team maximized relationships with event planners of annual meetings to ensure their continued success in Milwaukee and their return for future years, including:

- Wisconsin Association of School Boards
- Wisconsin Emergency Medical Services Association
- Wisconsin State Reading Association
- Fidelity National Information Services FIS
- Kalmbach Publishing Bead and Button Show
- Kohl's
- Wisconsin Restaurant Association
- Northwestern Mutual's Annual Meeting of Network Professionals



“MILWAUKEE IS A CITY
THAT EVOLVES SLOWLY..
THE RESULT IS A CITY THAT
POSSESSES A RENEWED
VITALITY WHILE STILL
HOLDING ON TO AN OLD
WORLD CHARACTER.”
-ROBERT SIMONSON
NewYorkTimes.com

The Public Relations Department told Milwaukee’s story in regional, national and international media outlets, exceeding the department’s goal and resulting in almost \$20 million in public relations advertising value. For a city with a marketing budget that is lower than its peer cities, this is a great way to compete and get the Milwaukee story out.

PR outreach to leisure travelers resulted in nearly 200 stories - 28 appearing in the Wisconsin market and 17 in the secondary market of Northern Illinois and the Chicagoland area, totaling more than 162 million impressions.

The department successfully targeted publications including *The New York Times*, *Los Angeles Times*, *USA Today*, *Huffington Post*, *Chicago Tribune* and *Chicago Sun-Times*.

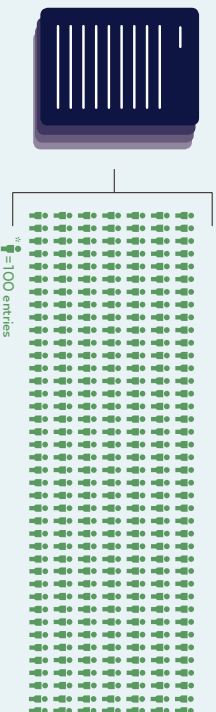
To better facilitate VISIT Milwaukee partner mentions in these articles, the department designed itineraries for and hosted 42 travel journalists and attended four media tradeshow.



Convention and meeting planners learned why Milwaukee makes a premier destination through 24 stories in trade publications including *Convene*, *Meetings & Conventions*, *Connect*, *Successful Meetings*, *Meetings Focus* *Midamerica*, *USAE* and *Black Meetings and Tourism*.

THE VISIT MILWAUKEE SOCIAL MEDIA PRESENCE HAS CONTINUED TO GROW IN 2013

The team launched four quarterly promotions that received roughly 28,000 entries.



In its second year, DearMKE launched new films to critical acclaim and proceeded to grow its social media presence on Facebook and Twitter. DearMKE continues to penetrate the Milwaukee marketplace and flourish through local events, such as the joint fundraiser with Hunger Task Force that raised over 600 pounds of food and a substantial cash donation.

Finally, in 2013, the public relations department rolled out a GeoTour, “Discover Milwaukee’s Neighborhoods.” The tour took local, national and international geocachers on a high-tech treasure hunt around Milwaukee to 15 different locations, which have seen great success. One of the VISIT Milwaukee “travel bugs” even made it to Poland! The department is looking to add new locations in 2014. ■



“MILWAUKEE IS
LOADED WITH TERRIFIC
ATTRACTIONS THAT ARE
ESPECIALLY SUITED
TO FAMILIES. ITS
MANAGEABLE SIZE,
COMPACT CORE &
WELCOMING MIDWEST
VIBE EQUALS FUN & EASY
EXPLORATIONS.”
-AUISON TIBALDI
Mommy Poppins

In 2013, VISIT Milwaukee reviewed and hired a new advertising agency, Jigsaw LLC. The marketing department produced a completely new advertising campaign that positioned Milwaukee as “fun” and “easy”, which coincides with the State Department of Tourism’s campaign. To measure the success of the campaign, Jigsaw used research conducted by Probe both pre- and post-campaign.

Marketing generated more than 62.6 million impressions targeted at the leisure market. The department reached meeting planners with a strategic campaign that generated 9 million impressions. Both were well above goals.

To coincide with the 2013 advertising campaign, the marketing department worked with Jigsaw to produce four videos, including three leisure videos (on things to do in the city, dining experiences and Milwaukee’s “walkability”) and one video marketing the city as a convention destination to meeting planners. Finally, VISIT Milwaukee completed 10 in-house produced videos of conventions hosted in Milwaukee for promotional purposes and as an added benefit to meeting planners.

With Jigsaw’s newly developed look and feel, the marketing team successfully completed four new microsites for the City of Wauwatosa, the RiverWalk, Harley Davidson 110th Anniversary and Milwaukee’s multicultural roots.



Along with producing microsites, the marketing team helped to support events such as Indy Fest, the Air & Water Show and the Harley Davidson 110th Anniversary. With VISIT Milwaukee's help, the Air & Water Show drew over 100,000 visitors per day, and Indy Fest drew over 28,000 and was televised to a live audience of 640,000 people. The marketing team supported the Harley-Davidson 110th Anniversary by producing and distributing 160,000 Official Biker Guides. A microsite was developed to support ongoing marketing efforts and proved invaluable as a place to help anniversary attendees find accommodations.

Since the launch of Milwaukee365.com in 2012, the local event calendar has received over 225,000 page views and promoted over 6,500 events from over 920 organizations.

VISIT Milwaukee's website (VISITMilwaukee.org) received nearly 726,000 page visits, up 23 percent over 2012, and total page views were up 14 percent at 3.2 million. In September 2013, VISITMilwaukee.org reached 28 consecutive months of year-over-year traffic growth.

Finally, the marketing team executed 15 targeted leisure newsletters to promote Milwaukee to a mailing list of over 100,000 people. One such newsletter in the fourth quarter featured the Green Bay Packers. The "Pack for Milwaukee" contest was sent to 163,000 email addresses generating 70,776 page views. ■



Air & Water Show "Blue Angels"



Harley Davidson 110th Anniversary

“THE DOWNTOWN AREA IS A GREAT MIX OF RESTAURANTS, NIGHT LIFE AND HISTORY. THERE ARE PLENTY OF THINGS TO DO AND INTERESTING PLACES TO GO.” -KIM DICKERSON

F/S

In promoting the Greater Milwaukee area to the Group Tour, Leisure and International markets, VISIT Milwaukee attended more than 17 travel industry conferences, including events like:

- American Bus Association
- National Tour Association
- Ontario Motorcoach Association
- GLAMER
- Bank Travel
- IPW (PowWow)

Attending these conferences generated 2,817 Group Tour prospects for our hotels and attractions.

Group Tour marketing efforts generated 5,647 group-lead room nights. More than 84 group leaders visited Milwaukee on familiarization tours, including tour operators from Illinois, Minnesota, Ohio, Michigan, Missouri and Ontario, Canada. Direct results include Milwaukee participation in five “Circle Lake Michigan” tours in 2013 and multi-day tours to the Greater Milwaukee area in 2014.

Group Tour hosted seven “Explore Milwaukee’s Best” (EMB) meetings with an average of 41 partners attending each meeting.

Group Tour achieved 849,810 advertising media impressions in industry publications. 



"PARTNERSHIP IS THE "KEY-WORD" AND VISIT MILWAUKEE HAS DEFINED IT WELL WITH ITS MEMBERS. VISIT MILWAUKEE IS A TOP-NOTCH ORGANIZATION."

2013 Partner Satisfaction Survey

In 2013, close to 90 Milwaukee businesses became new partners of VISIT Milwaukee. The Partnership Department conducted an in-depth analysis of its partner data and partner relations to continue to promote its traditional areas of strength and identify places that require improvement.

The department began a benchmarking study of hospitality businesses in the greater Milwaukee area. The results of the study will tell the story of how well the team penetrates the potential market of partners and how well it is able to engage with the hospitality community.

VISIT Milwaukee shifted its data to a stronger CRM platform, Simpleview, which allows partnership to create helpful communications and store data regarding past, present and prospective partners.

The Partnership Department's 89 percent retention rate shows that the majority of its partners are pleased with the service provided at all levels of the organization. The team continues to strengthen its partner relations, as well as relations with other Milwaukee leaders, through its leadership of the Milwaukee Area Business Association Leaders group.

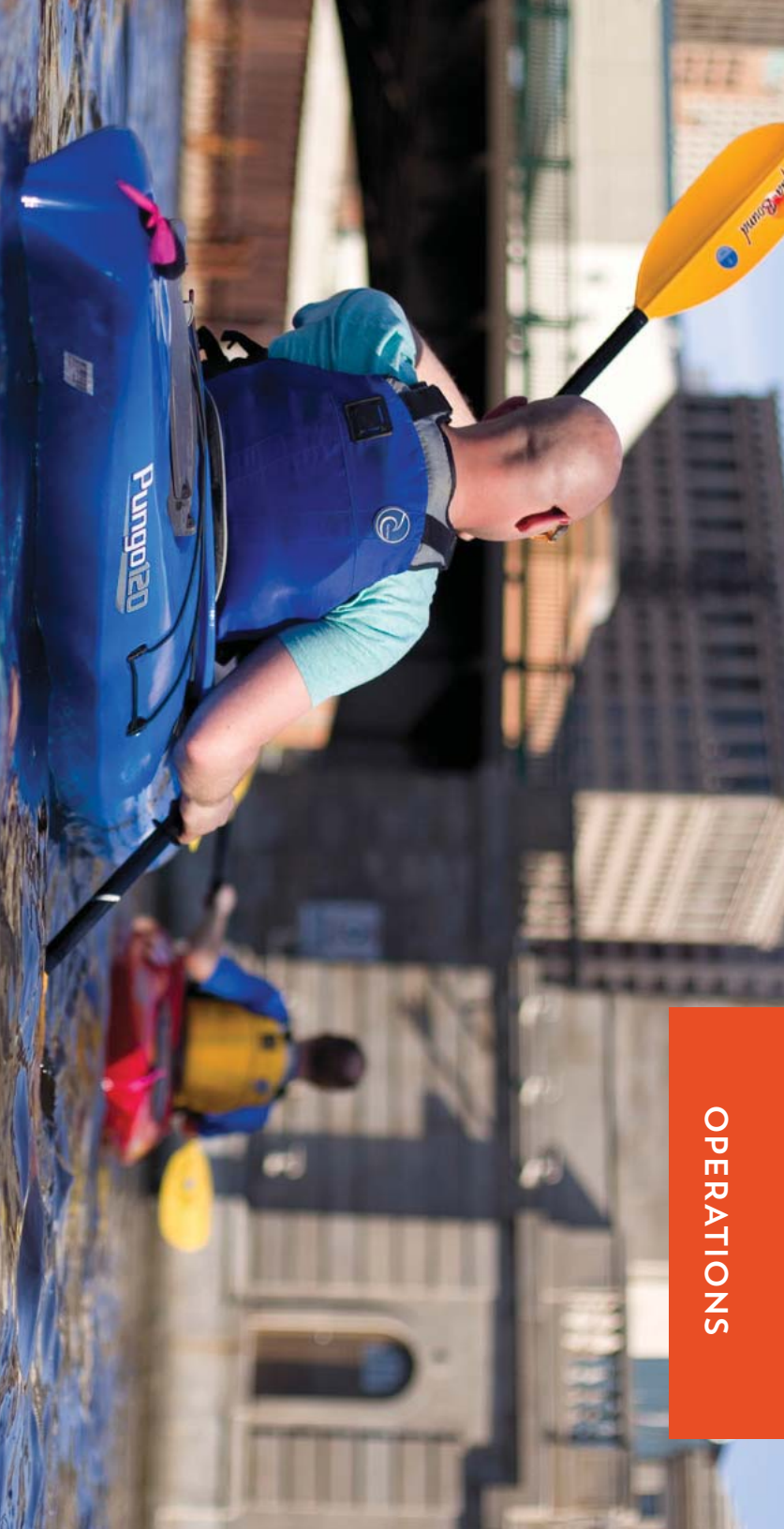


VISIT Milwaukee helped strengthen its partners' marketing skills through innovative, interactive educational sessions on relevant topics such as "How to Be Yourself on Camera," "Marketing to the Meeting Planner" and "Writing for Social Media." Over 170 partners took advantage of these learning opportunities.



Grand Geneva Resort - The Highlands

In addition to educational sessions, the department hosted a partner showcase to expose local partner businesses and, along with Greater Hotel and Lodging Association, a golf outing that helped raise \$15,000 for GMHLA Scholarships and VISIT Milwaukee's educational fund. ▣



“BIG CITY WITH
SMALL TOWN FEEL.”

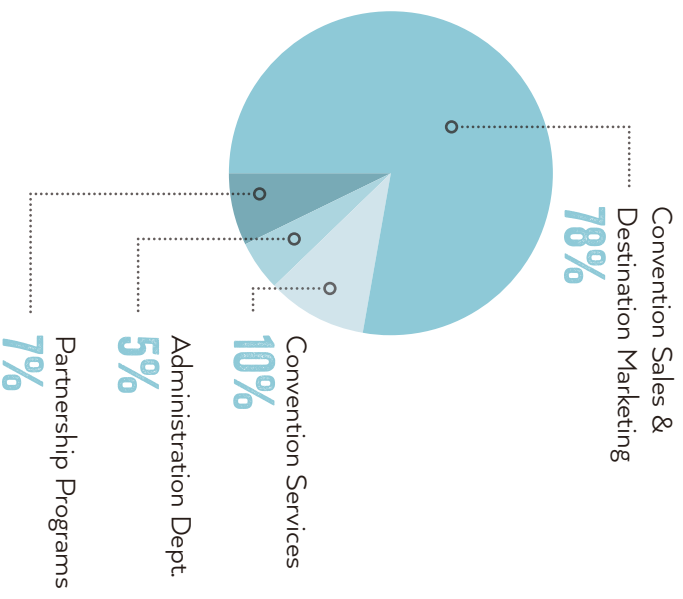
-ANNIE ZELLNER,
Daydream Production
Midwinter Gaming

VISIT Milwaukee, a private, non-profit corporation, was incorporated in 1967 as a 501(c)6 tax exempt organization. Governed by an independent board of directors, the President/CEO leads a full-time staff of thirty-four, as well as additional part-time and seasonal staff members.

VISIT Milwaukee is a Destination Marketing Organization (DMO). The role of a DMO is to market and sell the destination’s convention facilities, hotels, attractions and other hospitality industry businesses to meeting planners and leisure visitors. In addition, VISIT Milwaukee works to enhance the image of the Greater Milwaukee area on a national level.

To accomplish this mission, VISIT Milwaukee’s main funding source is the occupancy tax, also known as “room tax” or “bed tax”, an industry-imposed tax paid by overnight visitors. Currently, VISIT Milwaukee receives a portion of occupancy taxes from the City of Milwaukee (through a contract with the Wisconsin Center District) and the City of Wauwatosa.

PROGRAM EXPENDITURES

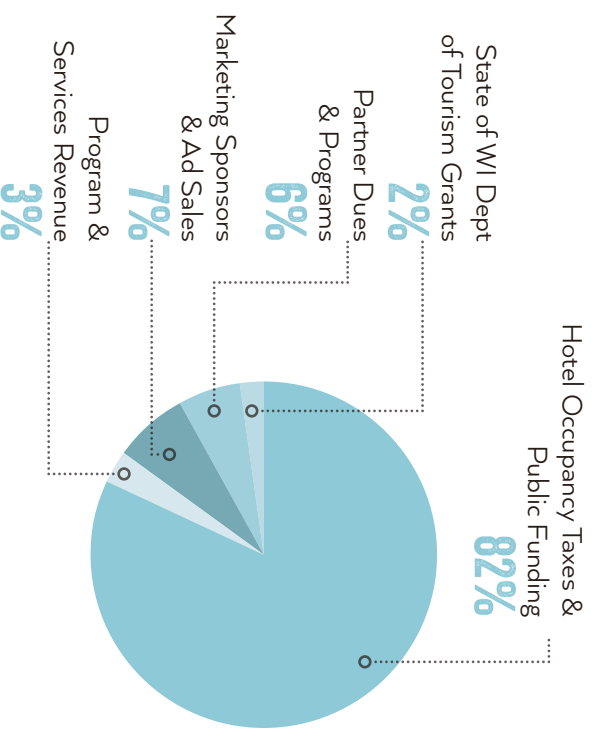


VISIT Milwaukee had annual budgeted revenues of \$8 million in 2013, of which 82 percent was derived from the occupancy tax and other public funding. In 2013, total City of Milwaukee occupancy taxes were \$11,395,906. VISIT Milwaukee receives approximately 46.5 percent of the total city taxes collected. The balance of the occupancy taxes are retained by the Wisconsin Center District in order to pay the bond debt on convention facilities.

The balance of our funding comes from additional public support and tourism grants, marketing sponsorships, advertising sales, partner dues and programs, and other program and services revenue.

VISIT Milwaukee's financial operations are reviewed by a seven member Audit/Finance Committee of the Board of Directors, led by the Secretary/Treasurer. In addition, VISIT Milwaukee retains an independent audit firm, Ritz Holman CPAs, to conduct an annual financial audit of the organization's financial operations and internal controls. ■

FUNDING SOURCES



Destination Marketing Association International DESTINATION MARKETING ACCREDITATION

VISIT Milwaukee achieved its seventh year of accreditation through the Destination Marketing Accreditation Program, sponsored by Destination Marketing Association International.

Successful Meetings – PINNACLE AWARD

VISIT Milwaukee celebrates its standing as an 11-time winner for unparalleled superiority in levels of service and the quality of its facilities.

Meetings & Conventions – GOLD SERVICES AWARD

The prestigious Gold Service Award by readers of Meetings & Conventions magazine recognizes meeting properties, catering departments and CVBs that excel in their dedication and service to meeting professionals.

Smart Meetings – PLATINUM CHOICE AWARD

Platinum Choice Award winners are chosen based on a broad range of excellence in industry standards.

SportsEvents - DESTINATIONS TO WATCH

SportsEvents readers named Milwaukee among destinations they consider to be one of its “Annual Planners & Places to Watch.”

State Department of Tourism Grants**Category: Joint Effort Marketing**

IndyFest, June 14-15, 2013: \$39,550,

DearMIKE Image Project for 2013: \$39,550

Category: Ready, Set, Go!

USA Triathlon Age Group Championship, August 10-11, 2013: \$15,000

Category: Meetings Means Business

Connect Marketplace, August 22-25, 2013: \$20,000,

Int'l Society on Thrombosis and Haemostasis, June 23-26, 2014: \$20,000

Category: Tourist Information Center (TIC)

VISIT Milwaukee Visitors Information Center, January 2013: \$4,000, July 2013: \$3,000

Additional Grant: Google Ad Words Grant, \$10,000 a month, totaling \$120,000 per year

PARTNER ACCOLADES:

- Milwaukee's General Mitchell International Airport ranked in the top 10 on Travel + Leisure's list of "America's Best Airports." The airport also made Forbes list of "10 Best Airports."
- In Nov. 2013, Colectivo Coffee made Fodor's list of "America's 15 Best Indie Coffee Shops."
- Festa Italiana was named one of the "Best Italian Festivals in America" by 10Best.com, a division of USA Today Travel.
- For the third straight year, the readers of Conde Nast Traveler named the Iron Horse Hotel one of the "Best Hotels in the Midwest." Another recent accolade also earned it a spot on the list of Men's Health Magazine's "20 Manliest Hotels in America."
- The Captain Frederick Pabst Mansion made Complex Magazine's list of "20 Must-Visit American Homes."
- Draft Magazine featured Palm Tavern, Roman's Pub and Sugar Maple in its "America's 100 Best Beer Bars: 2013" list.
- Milwaukee's PrideFest earned the city a spot on TravelNerd's "Top 10 Destinations for Gay Travelers."
- Lakefront Brewery brewed its way to the top of the "10 Best Farm-to-Pint Breweries in America" by FarmFlavor.com

CITY ACCOLADES:

- A study released by CreditDonkey included Milwaukee among the "Top 10 Best Cities for Money-Savvy College Grads."
- In May 2013, Movoto Blog created criteria that determined which U.S. cities have the most zest for a full life, landing Milwaukee in the #7 spot on its "The 10 Most Exciting Cities in America" list.
- Milwaukee was listed on OpenTable's "Most Romantic Cities" in Feb. 2013.
- Techcrunch put Milwaukee on its list of "10 Most Unexpected Cities for High-Tech Innovation."
- Milwaukee was named among the "Top 10 Best Cities for Urban Forests" by American Forests, the oldest national nonprofit conservation organization in the country.
- MSN.com calls Milwaukee one of the "10 Coolest Cities in the Midwest." A nod to Milwaukee's Summerfest – the world's largest music festival – is also listed as "What's Cool" about Milwaukee.
- ArtPlace, a coalition of major foundations and the National Endowment for the Arts listed Milwaukee on its "Top 12 ArtPlaces in America" list.
- Away.com's listing of "30 Things to do Before You're 30" included, "Eat an iconic city meal" Having "a beer in Milwaukee" joins experiences such as enjoying Philly's cheesesteak, Boston's clam chowder and Memphis's BBQ.

Rafael Acevedo
Greater Milwaukee Foundation

Tyler Barnes
Milwaukee Brewers

Joe Bartolotta
Bartolotta Restaurant Group

Bill Davidson
Harley-Davidson Museum

Mary Dowell *
Johnson Controls, Inc

Mayor Kathy Ehley *
City of Wauwatosa

Paulette Enders
City of Wauwatosa

Rick Frenette
Wisconsin State Fair

Jeremy Fojut
Clever/ART Milwaukee

Cecilia Gilbert
City of Milwaukee DPW

Alderman Willie L. Hines, Jr. *
City of Milwaukee

Dana Jones *
VISIT Milwaukee

Dan Keegan
Milwaukee Art Museum

Lynda Kohler *
SHARP Literacy, Inc.

Aldo Madrigano *
Beer Capitol Distributing

Steve Magnuson *
Marcus Hotels & Resorts

Paul Mathews *
Marcus Center for the Performing Arts

Harold Mester
Milwaukee County/General Mitchell International Airport

Rose Murack
Radisson Hotel Milwaukee-West

David Murphy
Marquette University

Ron Olstad *
Hyatt Regency Milwaukee

Alderman Bobby Pantuso
City of Wauwatosa

Laurette Pettibone
Potawatomi Bingo Casino

Omar Shaikh *
SURG Restaurant Group

Don Smiley
Milwaukee World Festivals, Inc.

Karen Spahn
Milwaukee Public Museum

John Steinmiller *
Milwaukee Bucks

Paul Upchurch *
VISIT Milwaukee

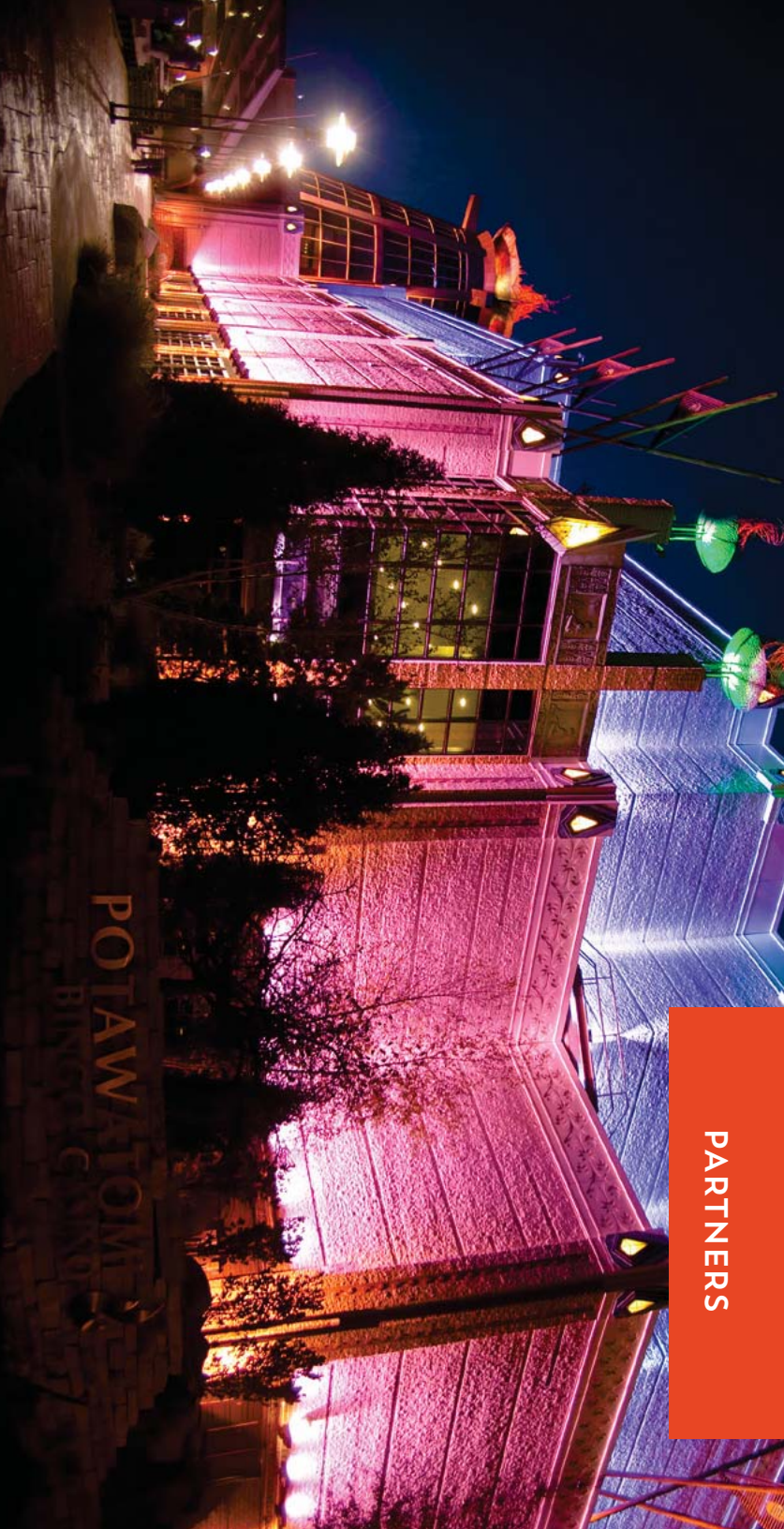
Teig Whaley-Smith *
Milwaukee County

Rick Wiegand
Ambassador Hotel

Chuck Wilkenhauser
Milwaukee County Zoo

Alderman Terry Witkowski
City of Milwaukee

* denotes Executive Committee



PREMIERE

City of Wauwatosa
Potawatomi Bingo Casino
Spirit of Milwaukee
Wisconsin Center District

CORPORATE PARTNERS

American Society for Quality
Aurora Health Care
Beer Capitol Distributing Company, Inc.
BMO Harris Bank
Cousins Subs
Delta Air Lines
Harley-Davidson Motor Company
Johnson Controls, Inc.
Kohl's Department Stores
Levy Restaurants at the
Harley-Davidson Museum
Levy Restaurants at the
Wisconsin Center District
Marcus Hotels & Resorts

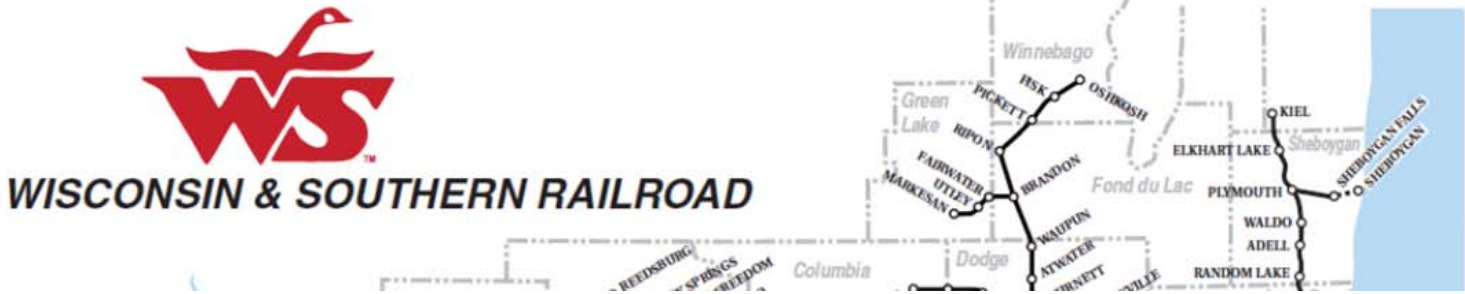
Marquette University
MillerCoors
Milwaukee Brewers Baseball Club
Milwaukee Bucks
Northwestern Mutual
Palermo's Pizza
Rockwell Automation
Summerfest
University of Wisconsin - Milwaukee
We Energies



For more information,
call 1.800.554.1448 or go to VISITMilwaukee.org

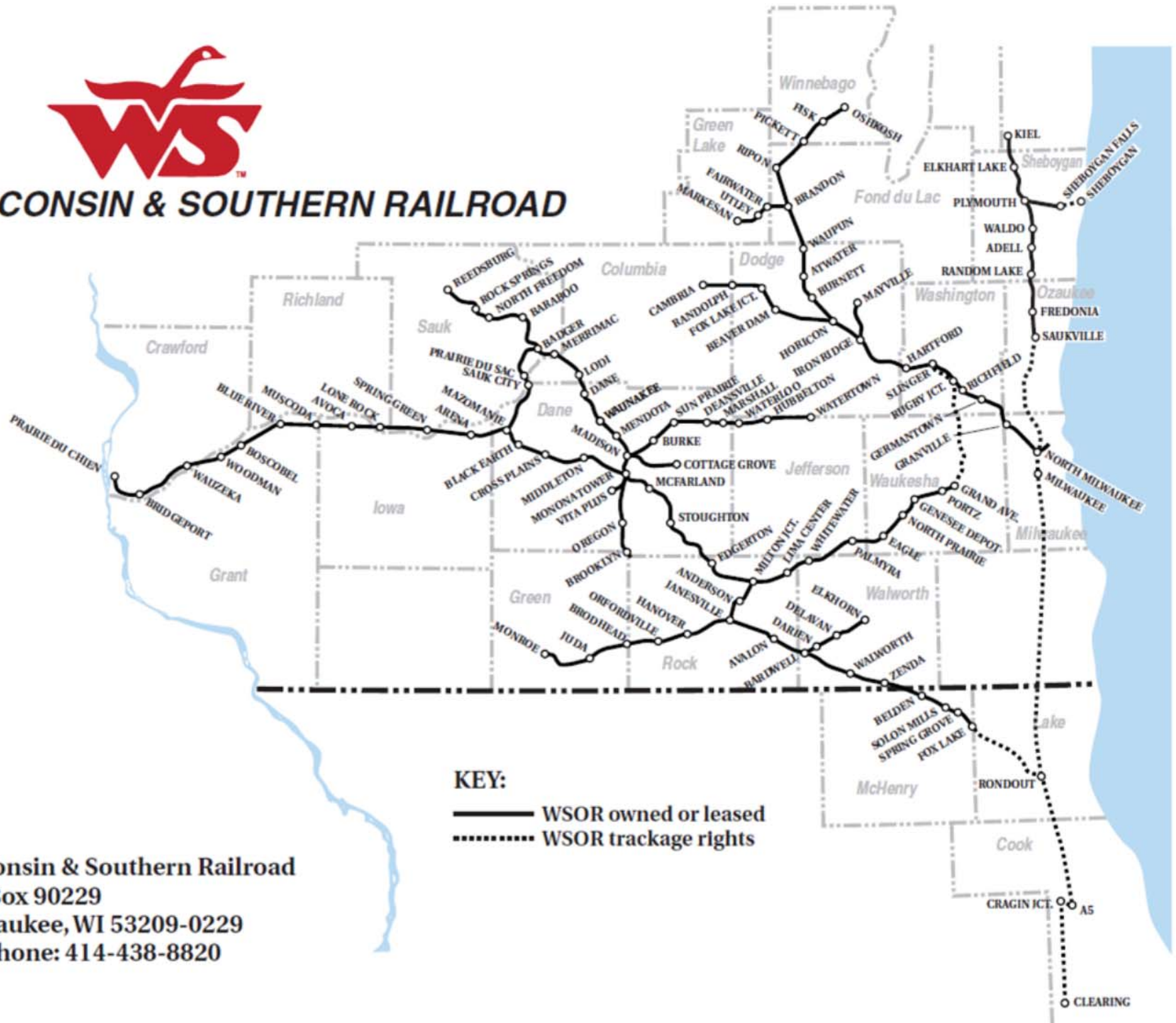


East Wisconsin Counties Railroad Consortium





WISCONSIN & SOUTHERN RAILROAD



Wisconsin & Southern Railroad
 P.O. Box 90229
 Milwaukee, WI 53209-0229
 telephone: 414-438-8820

International Economic Development Council

The screenshot shows the top portion of the IEDC website. On the left is the IEDC logo, a globe with a blue and green color scheme, followed by the text "INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL" and the tagline "The Power of Knowledge and Leadership". To the right is a search bar with the placeholder text "enter search terms..." and a magnifying glass icon, with a link to "Advanced Search" below it. Below the search bar is a horizontal navigation bar with three buttons: "+ Stay Connected" (red), "Jobs" (green), and "Sponsorship and Exhibiting" (blue). Below this is a main navigation menu with a dark blue background and white text for "MEMBERSHIP", "ABOUT IEDC", "PROFESSIONAL DEVELOPMENT", "RESOURCES & PUBLICATIONS", and "CONFERENCES & EVENTS". At the bottom are three promotional banners: "ANNUAL CONFERENCE Fort Worth * Oct 19-22" (brown background), "Identifying Prime Candidates for Reshoring June 18 2:30 - 4:00 pm" (white background with a factory silhouette), and "IEDC Professional Development Neighborhood Development Strategies June 19-20 | Madison, WI" (blue background with a city skyline silhouette).

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL
The Power of Knowledge and Leadership

enter search terms... 
Advanced Search

+ Stay Connected  Jobs  Sponsorship and Exhibiting

MEMBERSHIP ABOUT IEDC PROFESSIONAL DEVELOPMENT RESOURCES & PUBLICATIONS CONFERENCES & EVENTS

ANNUAL CONFERENCE
Fort Worth * Oct 19-22

Identifying Prime Candidates for Reshoring
June 18
2:30 - 4:00 pm

IEDC Professional Development
Neighborhood Development Strategies
June 19-20 | Madison, WI



ANNUAL CONFERENCE
Fort Worth ★ Oct 19-22

Identifying Prime Candidates for Reshoring
June 18
2:30 - 4:00 pm

IEDC Professional Development
Neighborhood Development Strategies
June 19-20 | Madison, WI

How to Become Certified

The Certified Economic Developer exam tests a practitioner's broad-based knowledge in the economic development field.

Rather than testing individuals on their specialties, the CEcD test is intended to unite the field of economic development and establish a baseline of what is considered the core body of knowledge for economic developers. As such, the key subject areas covered in the exam include:

- Business Retention and Expansion
- Strategic Planning
- Marketing/Attraction
- Technology-led Economic Development
- Real Estate Development and Reuse
- Economic Development Finance / Credit Analysis
- Workforce Development
- Neighborhood Development Strategies
- Management Economic Development Organizations
- Entrepreneurial and Small Business Development Strategies

IEDC's professional development series are designed to give practitioners an in-depth understanding of these subject areas. The course offerings are detailed in the [Economic Development Training Courses overview](#).

New Certification Opportunity for Canadians

In partnership with the Economic Developers Council of Ontario, Inc., IEDC is excited to announce that the Certified Economic Developer (CEcD) designation is now available to Canadian practitioners. Current EcDs in good standing may apply to be grandfathered into the CEcD designation through October 2015, with special circumstances being considered until October 2017. Those applying by October 2014 may do so without paying a fee. Applications received after October 2014 will require an accompanying \$200. Canadian practitioners looking for a certification program but have not yet begun can start with [IEDC's professional development offerings](#) and begin the track to the CEcD.

Questions? [Download this FAQ document](#).

Contact Emily Bell, Director of Professional Development: ebell@iedc.org.

If you are a current EcD who would like to apply for the CEcD designation, please [download this form](#).

Requirements to Sit for the CEcD Exam

IEDC has developed a process to prepare professionals to take the CEcD examination which combines:

1. Experience as a practitioner
2. Professional development through attendance practitioner-based training events
3. "NEW" Participation in the "Preparing for the CEcD Exam Workshop" in-person or via webinar
(Requirement for new applicants applying to sit for the exam after December 31, 2014)

ED NOW

News and Resources - Members Only

American Dream Cities Ranking Report now available

Trendwatch: U.S. job growth, craft beer, city performance data, Millennials and more

Lessons learned in rural entrepreneurial development

Seeing Businesses through the Storm: IEDC Helps Puerto Rico Economic Developers Prepare

ED Now Feature: More than Money: Alternative Incentives that Benefit Companies and Communities

ED Now Feature: What Regional Supply Chain Mapping Can Do for Your Community

The real threats to manufacturing competitiveness? plus more on addressing skills issues

[> More Articles](#)

Events

◀ June 2014 ▶

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

[> MONTH AT A GLANCE](#) [> ALL EVENTS](#)

Web Seminar: Identifying Prime Candidates for Reshoring
June 18, 2014

Training Course: Neighborhood Development Strategies
June 19 - 20, 2014

Training Course: Economic Development Strategic Planning
July 17 - 18, 2014

[> MORE EVENTS](#)

Wisconsin Economic Development Association





Professional Development Courses

More in this Section...

Share |



WEDA, in partnership with Wisconsin Economic Development Corporation (WEDC), has put together a series of educational events through a variety of venues in order to:

- Address educational needs of members
- Raise the level of professionalism and training to all practitioners and service providers in the state

WEDA's goals for these educational offerings complement and support WEDC's goals for fostering a "best-in-class" environment for economic development practitioners and business in the state of Wisconsin.

WEDA and WEDC are excited to announce the dates and topics:

IEDC Economic Development Training Courses

June 19 - 20, 2014
Neighborhood Development Strategies
 Madison, WI
[More Information & Registration](#)

WEDA Hosted Professional Development Courses

September 8 - 11, 2014
Basic Economic Development Course
 UW-Extension Pyle Center
 Madison, WI
[More Information & Registration](#)

All Courses are Supported and Sponsored by



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Password

Remember Me

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[Forgot your password?](#)

[Haven't registered yet?](#)

Calendar

[more](#)

6/19/2014 - 6/20/2014
 Grants Training in Wausau, WI

6/19/2014 - 6/20/2014
 IEDC Neighborhood Development Strategies

6/25/2014
 WisBusiness/WisPolitics.com June Luncheon

7/8/2014
 2014 Broadband Planning Symposium

Latest News

[more](#)

6/12/2014
 New collection of broadband laws and policies

6/6/2014
 JOB POSTING: Executive Director - Wisconsin Economic Development Association

5/27/2014
 May 2014

5/27/2014
 WEDA Best Practices: Kerry Inc. Business Expansion

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Home : [City Vitals™](#)

City Vitals:

A detailed set of statistical measures for urban leaders to understand their city's performance in four key areas: talent, innovation, connections and distinctiveness, in comparison to the 50 largest metropolitan areas in the United States.

Overview

Research



The Talented City

The indispensable asset in a knowledge economy is smart people. Cities are places where people build knowledge through education and experience. Cities attract smart people and create opportunities for them to develop and apply what they know. Talent, which we measure by educational attainment, the number of creative professionals, the migration of well-educated young adults and the number of foreignborn college graduates, reveals the underlying intellectual capital a region can draw on to build its economy and to weather the inevitable shocks of competition and change.



The Innovative City

The ability to generate new ideas and to turn those ideas into reality is a critical source of competitive advantage not just for businesses but for regions, as well. Economies and regions advance by a process of trial and error. Those places that generate many trials of novel products and services are most likely to move ahead. Invisible and weightless, ideas can't be measured directly, but the footprints they leave in the economic landscape can be traced by counting numbers of patents, the dollar value of venture capital investments, the extent of personal entrepreneurship and the number of small businesses.



The Connected City

Cities thrive as places where people can easily interact and connect. These connections are of two sorts: the easy interaction of local residents and easy connections to the rest of the world. Both internal and external connections are important. Internal connections help promote the creation of new ideas and make cities work better for their residents. External connections enable people and businesses to tap into the global economy. We measure the local connectedness of cities by looking at a diverse array of factors including voting, community involvement, economic integration and transit use. Our measures of external connections include foreign travel, the presence of foreign students and broadband internet use.



The Distinctive City

The unique characteristics of place may be the only truly defensible source of competitive advantage for regions. In a world of global competition, a strategy of "pretty much the same, maybe cheaper" is a recipe for mediocrity and economic stagnation. Our measures of distinctiveness are inherently incomplete. Every city has its own unique characteristics for which there are few, if any, statistics. We offer some initial measures of distinctiveness drawn from market data about consumer behavior and its variance across U.S. metropolitan areas.

Sitemap

- About
- Research
- Media
- Blog
- ReThink
- Events
- Membership
- Contact

Links

- Twitter
- Facebook
- Vimeo
- Scribd

