

MILWAUKEE 7



A NEW VIEW

Mission

Seven counties united around an agenda to grow, expand and attract world-class business and talent

Vision

To be globally competitive in an innovation economy

Goals

1. Grow, expand and attract existing export driver industries and emerging business clusters
2. Strengthen our capacity to innovate
3. Enhance the competitiveness of the Region

Measures

- Per capita income
- Employment growth
- Educational attainment of adult population
- Export value of Wisconsin's manufactured goods
- Net Regional migration

Developing a Strategic Framework

Nearly one year ago, the Milwaukee 7 set out to create a vision for the Region and a plan to get there. We drew on the broad context of our regional partners, conducted hundreds of interviews and involved hundreds more to develop a strategic framework. A few consistent themes emerged:

- Companies, counties and cities are not enough; we will succeed or fail as a region.
- We cannot afford the deep gaps in prosperity – between city and suburb; downtown and rural; minority and majority; and those without education and hope and those with skills and a home.
- Real opportunity exists in our Region and it is evidenced through differentiating, place-based assets.
- Success will be dependent on our ability to leverage innovation.

Identifying Assets

We have defined regional assets as those that are fundamental to, or pose unique opportunity for, the Region's long-term prosperity.



Fresh Water Location
Lake Michigan, and our inland lakes and tributaries, give this Region unique capabilities in water research, stewardship and coastal lifestyles.



Chicago/Madison Connection
Our proximity to Chicago and Madison give this Region a hub of technology, finance, culture and creativity. We are connected to a larger region of global proportions and opportunities.



Infrastructure
Effective regional planning ensures we have efficient infrastructure and policy decision-making that supports an innovative economic climate.



Arts and Entertainment
Our robust arts, entertainment and recreation attractions promote an image attractive to business and talent.



Great Lakes Trade Zone
Geo-positioning places the Region at the heart of bio-assets and in the substantial Great Lakes economy.



Innovation Capacity
Research, design and rich corporate intellectual property, combined with a history of innovation and know-how, make this Region ripe for entrepreneurial activity.



Cultural Diversity
The Region's diversity of cultures forms a powerful asset for the attraction and growth of global talent. The different viewpoints are core to creativity, break-through thinking and progress.



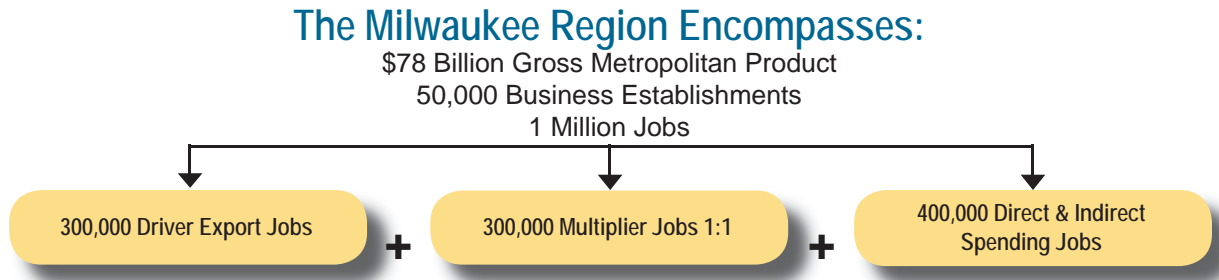
Experienced and Educated Talent
Skilled, hardworking and dedicated talent, with a base of quality educational options, make this a region attractive to those seeking innovation.

Assessing Export Drivers

The Milwaukee 7 produces a gross metropolitan product of nearly \$78 billion, from 50,000 business establishments that employ one million people. Roughly one-third

of those one million jobs drives the export of goods and services beyond our regional borders, thereby creating new income for the Region. These “export drivers” power our economy.

For every job in the Driver category, conservatively one other job is created to support that job. The direct and indirect spending from these 600,000 jobs generates another 400,000 jobs that support the region – from dentists to drycleaners and teachers to technicians.



Next Generation Manufacturing

As a percentage of total workforce, the Milwaukee Region ranks second in the nation among the top 50 metros for manufacturing jobs.

The reality is this industry is undergoing a major transition. Since 1999, more than 41,000 manufacturing jobs have been lost locally – many of them from large manufacturers who have moved operations and lower-skilled jobs elsewhere to stay competitive.

However, the Region is home to a large number of “Next Generation” manufacturers. These firms are technology-driven, innovative, lean and agile. Many Next Generation manufacturers employ workers with higher skills and productivity and increasingly are using a more sophisticated level of technology. These firms present opportunities for growth.

According to Deloitte, a consulting firm that assists clients with national and international expansions and relocations, companies fall into three categories when making a move:

1. **Market Seekers** – have a desire to target new customers
2. **Resource Seekers** – want low-cost resources to establish or alter their global supply chain footprint
3. **Innovation Seekers** – look for locations that offer depth of talent, research institutions and universities

The Milwaukee Region is competitive for innovation seekers, but can be at a disadvantage compared to other regions when it comes to market and resource seekers.

Regional Export Drivers



Manufacturing
 173,305 jobs
 \$50,000 average wage



Financial Services
 49,871 jobs
 \$60,000 average wage



Headquartered Companies/Management
 20,148 jobs
 \$83,000 average wage



Information Technology
 12,770 jobs
 \$69,000 average wage



Acute Health Care
 10,934 jobs
 \$37,572 average wage



Distribution
 10,386 jobs
 \$50,815 average wage



Educational Services
 3,622 jobs
 \$40,860 average wage

Manufacturing Opportunity

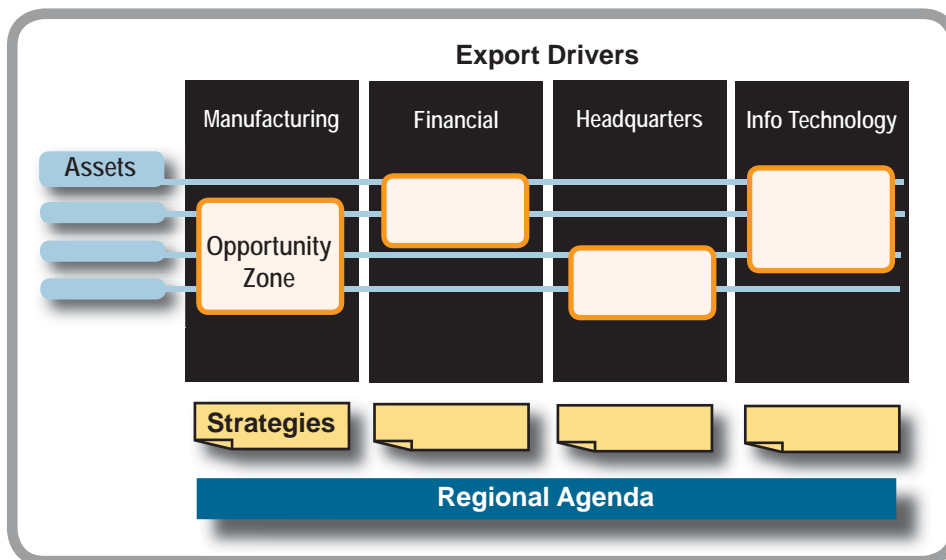
Any realistic regional strategy must address manufacturing. It accounts for 57% of our export driver jobs and \$8.7 billion in payroll. Of our seven driver industries, manufacturing — by its sheer scale and history — represents both the greatest threat and opportunity to our economy.

Map Opportunity Zones

The needs of Next Generation Manufacturing are well matched to the assets of the Region. The needs include:

- An experienced workforce
- A critical mass of interconnected enterprises
- A strong infrastructure
- Relative cost parity
- Global reach

The opportunities created by aligning industry needs with our assets will produce specific strategies for driver industries and help build a regional agenda.



The Strategic Framework will also allow us to assess **emerging, global trends**. Unique opportunities such as clean and green technologies, advances in biotechnology and water research present new and exciting prospects to be a front-runner in these fields, creating new driver industries for long-term sustained growth.

Regional Agenda

To develop the full Regional Agenda, we must stop, continue and start doing the right things.

STOP: Becoming trapped by our challenges and holding the 'best kept secret' that is the Milwaukee Region

CONTINUE: Building on our assets and working for a competitive cost of doing business

START: Building alignment around regional solutions and for issues like transportation, water and talent

Most importantly, we must recognize our potential as a region.
Thinking. Acting. Believing.
As ONE region.
It's time to choose.

Develop Strategic Agenda

Next Generation Manufacturing Top 10 Strategies

1. Lock-in EPA approval by June 15 for the Region as an attainment zone
2. Create a single point of contact for manufacturing workforce needs through the Regional Workforce Alliance and its local partners
3. Accelerate and market industry-specific training programs
4. Create a "Next Generation Manufacturing Resource Center"
5. Market the Region to targeted Next Generation Manufacturers
6. Secure \$1.5 million for the "Get Lean" Initiative
7. Support roll-out of Manufacturing Skills Standards Certification
8. Secure biotech machinery and equipment tax exemption
9. Expand global reach by sharing best practices for exporting
10. Build and connect regional engineering excellence

Deploy & Measure

To sharpen our focus and track our progress, we have created a Next Generation Manufacturing Council led by industry leaders who will create a detailed action plan and report on initiatives.