

# ACCELERATE

WAUKESHA  
COUNTY

January 2018

**WORKFORCE**

**DEVELOPMENT**

The Alliance outlines  
a strategy

## MORE INSIDE...

Manufacturers turn to nontraditional populations for hire, like veterans

Preparing Waukesha County for Foxconn's impact

The Corners in Brookfield was completely built with money from the U.K. What do investments like that mean for the U.S.?

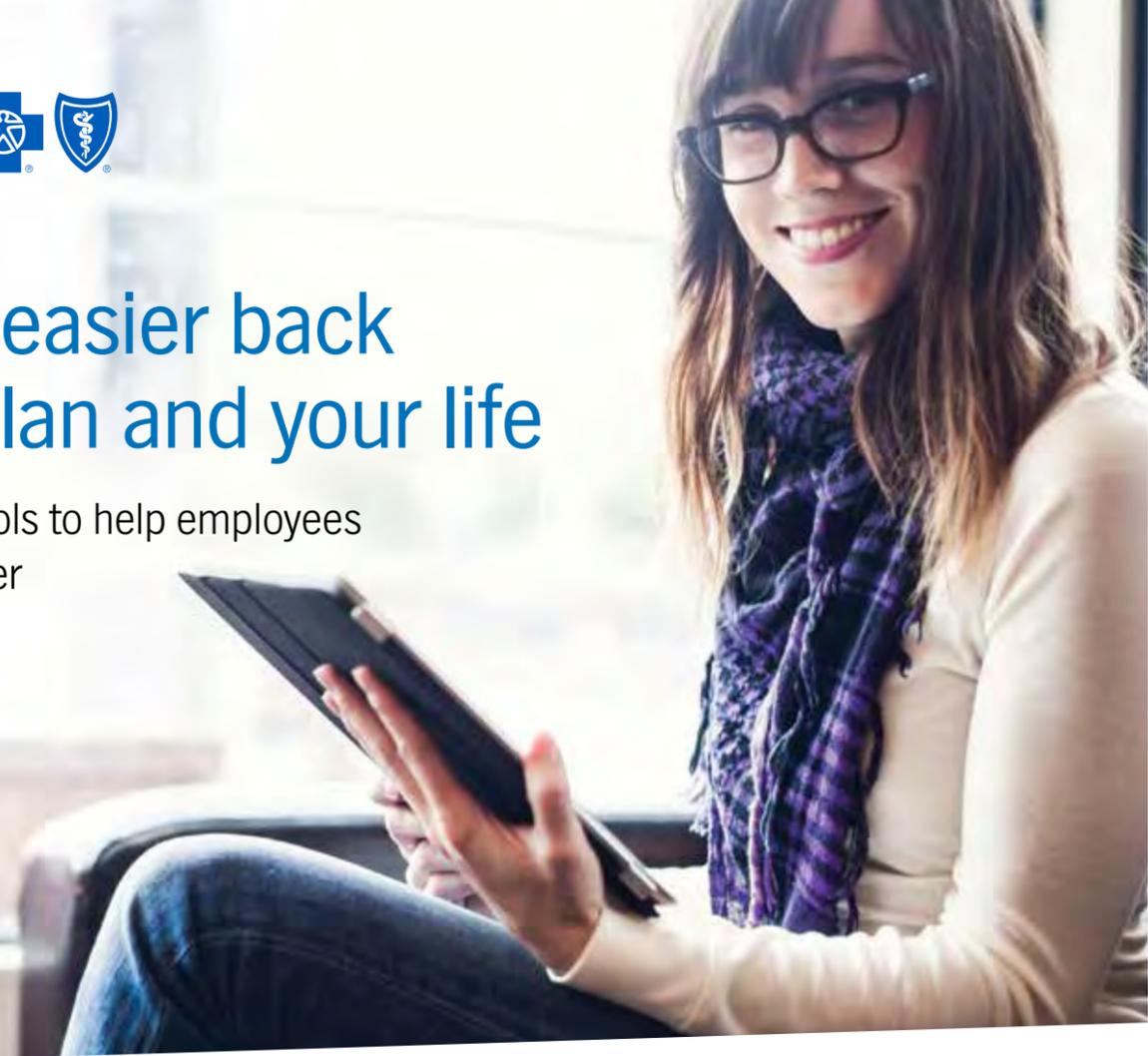


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# CELEBRATING 100 YEARS OF BUSINESS



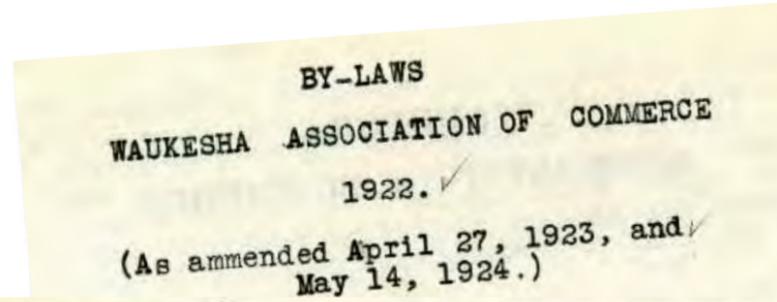
**SUZANNE KELLEY**  
President & CEO  
Waukesha County Business Alliance, Inc.

Welcome to our first magazine publication, Accelerate Waukesha County! At the Waukesha County Business Alliance, we believe that the business environment is constantly evolving, and we're committed to evolving with it. In order to keep you, our member companies, up-to-date on Alliance activities and other important issues in the county, we decided to do away with our annual Magazine and Resource Directory. Instead, we will do four pieces throughout the year: three magazines and one business directory. That way, you'll still get the same great resources you've come to rely on while being able to read about timely topics.

Speaking of timely topics—the Alliance is celebrating its 100th anniversary in 2018! As we kick off the year, we remember our humble beginnings in 1918 as the Waukesha Chamber of Commerce, representing just the City of Waukesha. Since then, we have grown to be a business powerhouse that represents the whole of Waukesha County, truly making us a strong voice for business in our entire region.

But we couldn't have done it without all our member companies that so believed in our mission throughout the past 100 years. As you can see from our bylaws in 1922, we have been committed to serving the business community since the beginning. So thank you for your support over the last century. We're excited to

be at the forefront of business growth and success for the next 100 years.



**ARTICLE 3.** The purpose of this Association shall be:  
 To advertise and advance the commercial, industrial, and civic interests of the City and County of Waukesha, Wisconsin;  
 To unite the business interests in a useful and helpful working organization;  
 To promote integrity and good faith;  
 To promote the agricultural and livestock interests of Waukesha County;  
 To acquire, preserve, and disseminate valuable business information;  
 To stimulate pride in and loyalty to our city by impressing upon our members its many advantages;  
 To arouse, develop, and perpetuate among the commercial interests of the city a clearer and broader vision of future possibilities and a warmer spirit of fellowship and co-operation for the general good;  
 To have a part as representing our city in the consideration and decision of state and National abuses.

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Employees at Power Test

## VETERAN RECRUITMENT AND HIRING AT POWER TEST

Through the years, Power Test, Inc. has enjoyed significant success recruiting, hiring and retaining United States military veterans to their workforce. For a number of reasons, veterans have proven to be cornerstone employees who provide consistency as the company grows around them. Their depth of skills, efficiency, ideas, teamwork and dedication enhance and focus a workplace culture. They are able to draw on their training and experience to envision both broad and tactical ideas, processes and procedures that are key to growth initiatives.

Functionally, the jobs they fill require extensive technical knowledge and travel experience, and veterans are well-equipped in both regards. Given their experience, the on-the-job training allows them to quickly excel as reliable contributors.

Aside from the technical know-how and experience they bring to the table, perhaps the biggest benefit of hiring veterans is the integrity that is ingrained in their character. In times where retention is especially challenging, the loyalty and passion veterans display to the



**CHERYL WISMAN**  
Human Resources Director  
Power Test

company, customers and community is incomparably strong. In many ways they provide a quick and quality return on the hiring investment.

Engaging with the veteran support community has proven to be Power Test's most successful mechanism to find quality candidates. As these groups continue to grow and organize, Power Test will continue working to optimize

all of the offerings they provide. Wisconsin has a relatively new Veterans Chamber of Commerce that is becoming an increasingly valuable resource through which the community learns and exchanges best practices. It provides networks to potential candidates and extensive instructional resources for the recruitment and education of veterans and non-veterans alike.

Additionally, established national networks and recruiting firms have given Power Test considerable confidence in the hiring process. Recently, Power Test has worked with Absolutely American, Inc., a veteran-owned firm that mirrors the characteristics of the candidates we seek. Hire Heroes USA is another organization that seeks to bridge the gap between veterans and the companies that want to hire them. Organizations like this prove to be essential as they are integrally involved in training veterans looking to transition to the civilian workforce.

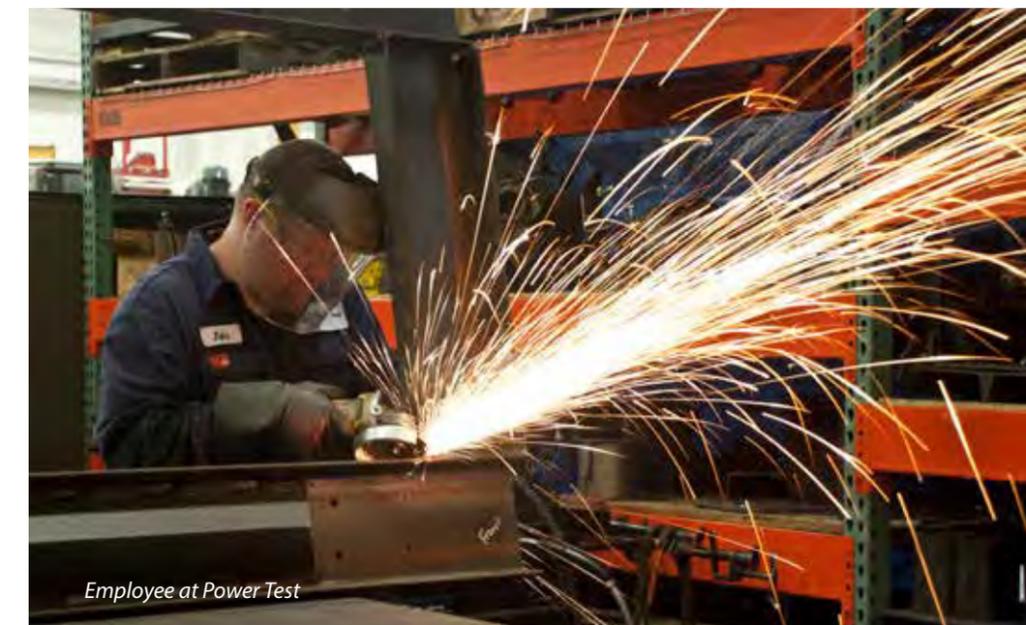
Power Test has also found significant value in veteran job fairs throughout the state of Wisconsin. The time and investment that has gone into attending and exhibiting at these events has met expectations

both in terms of quantity and quality of potential candidates.

The veteran recruiting method practiced by Power Test that has exceeded expectations is current military veteran employee referrals. Current employees are intimately familiar with the workplace culture and know the kind of people that are likely to excel in the available positions. That knowledge, when applied to the networks that they maintain, has yielded some of the best candidates Power Test has seen in recent years. As companies bring on additional veteran employees, this particular avenue will see

compounding results with even the slightest emphasis.

Power Test's purpose is 'We Make It Better' for our customers, our community and each other. Our success depends on each person setting their teammates up for success. There is no better way to establish this culture in our workplace than through people who have experienced this at the highest levels. Veterans have helped raise Power Test to its current position, and will continue to be key contributors to the company's spirit and success in the future. •



Employee at Power Test



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## INNOVATION AT THE INTELLECTIVE



Hydro-Thermal's Intellective

In recent years Hydro-Thermal's growing production and number of employees have caused us to revise, remodel and expand our facilities several times. We have more than doubled our space since 2012, even growing into two spaces on the same street as our Pilot Court headquarters. Our learnings from years of experimentation and research nudged us closer and closer to this, until we finally made the big move.

September 2017 marked a critically important step in Hydro-Thermal's push toward innovation.

Leasing a building in downtown Waukesha was not prompted by company growth though, but by the need to capitalize on what we've learned about innovative workspaces through the years.

With each expansion, the company further transitioned toward a more open concept, bringing down walls and making design decisions

that facilitate creative flow. The new space in downtown Waukesha, called the Intellective, features movable desks, large video screens, abstract artwork and whiteboard walls, all joined together by the bright orange floor-to-ceiling walls that run throughout the space.

Although you may find many of these features interspersed at other Hydro-Thermal campuses, features you won't find are the homey elements like hardwood floors, tin ceilings and even a beer pong table.

"But why orange?" people ask. We wanted a color that speaks to what we intend to happen here. If you think about what characteristics are associated with the color orange, everything you get is positive for a business environment – vitality, enthusiasm, power, happiness, attraction, endurance, stimulation, encouragement, success, fascination and creativity.



**JIM ZAISER**  
President & CEO  
Hydro-Thermal

We've heard already from staff working in the building that the color really contributes to the sense of energy present there. That's encouraging, especially since I see the color as working with our sense of being even more responsive, agile and fast. This fits with the new location as it will be used in developing new products and processes.

Hydro-Thermal's Beer Project, the first team assigned to work in the space, has been at the Intellective since its opening in September 2017. Since signing the lease for the

downtown Waukesha space, a large deal with an international beer producer has been inked as well. The new digs are not responsible for the exciting new deal, but the thought behind the innovative space is.

We've been striving to break down walls, literally and figuratively, to help bring people together and help creativity flow. We already do it in our products, and now we are bringing it full force to our workspace.

Hydro-Thermal has a lot of interesting and high-profile opportunities in the works. The goal for this space is to foster growth, develop new opportunities and compete

in today's manufacturing space through innovation. The thought is that the work that will be done in this space will pay large dividends for the future of the company.

What is outside the walls of the collaborative space also contributes to the perspective of the employees that work at the downtown Waukesha location. The area around Hydro-Thermal's new innovation space reflects the vibrant tone of downtown Waukesha itself. There is an excellent assortment of businesses throughout this community and I am happy that Hydro-Thermal is part of the downtown resurgence! •

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## START-UP SUCCESSES



*Drs. Bryan and Jamie Pries  
of Affinity Chiropractic*

### **AFFINITY CHIROPRACTIC**

Affinity Chiropractic & Wellness, LLC is a chiropractic practice located in downtown Waukesha that consists of myself, Dr. Bryan Pries, and my wife, Dr. Jamie Pries. Our mission is to provide the members of the community with quality and affordable care in a comfortable and caring environment.



**DR. BRYAN PRIES**  
Affinity Chiropractic

#### **How did you start Affinity Chiropractic?**

Most know us as the chiro-couple because we come as a package deal. Jamie and I are the team behind Affinity Chiropractic & Wellness, LLC. We practice modern, patient-centered, evidence-based chiropractic care.

Together, we attended Muskego High School, Carroll University and chiropractic school at National

University of Health Sciences. After all that it was only natural we start a business together rather than be employees at separate offices.

The process to go from creating our business plan to opening our doors took about 10 months, which was way longer than we expected. We ended up in downtown Waukesha, a few doors down from the parking garage on South Street, in a space that gives us room to grow.

We took some time to furnish the space, and more importantly, develop processes to make the patient experience smooth and comfortable. We developed our identity and started marketing.

#### **What sets Affinity Chiropractic apart?**

Many people believe knowledge comes with age. In fact, I grow a beard so that I appear older.



Let's look at the math. Like \$100 million for our local economy. Or the thousands and thousands of jobs they create. Or the 50,000 kids who do better in English and science and, you guessed it, math. But there's also 50—as in the 50 years UPAF has supported the arts in Greater Milwaukee, and the \$300 million we've raised to set the stage since 1967. Let's keep it going.

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**meijer** Special thanks to Meijer Foods for their support of UPAF's West Side Initiative.

But while experience is surely helpful, I think compassion is the key to success for a doctor. Putting patients first has been the mission of Affinity Chiropractic since the beginning.

Every chiropractor is different but, in general, we are experts in spine and musculoskeletal care. When we started Affinity Chiropractic, we needed something to distinguish ourselves. Rather than pursuing some funky technique that would be eye-catching for marketing purposes, we chose to hone our culture and our mission.

We believe that when you stick with your principles, good things happen. Our principles are honesty, kindness and love. We started this practice because we believe that our approach is refreshingly honest for the community, and that sets us apart.

#### What are your biggest challenges as a new business?

A mistake we made early on was spending too much time on marketing methods that weren't effective long-term solutions for us. Shaking hands and conversing with someone at a local coffee shop or

restaurant is free, and developing a deeper connection with the community has demonstrated the most success for us. Many businesses have great products or services that could really sell themselves, but when you see the people behind that product as welcoming and kind, it magnifies the whole experience.

With any business, there are certain 'bureaucratic barriers' to success. For us, this related to becoming participating providers with major insurance companies. The process required a lot of patience. Navigating insurance reimbursement has also been a challenge as every company has separate rules that one must follow. The frequent denials for medically necessary care are by far our biggest frustration and learning experience.

Practicing together as husband and wife was also a new challenge because roles in business can be hard to define. Jamie and I had to really work to identify each other's strengths and weaknesses to properly delegate the duties of running our business. She is far better at talking to the public than I am and

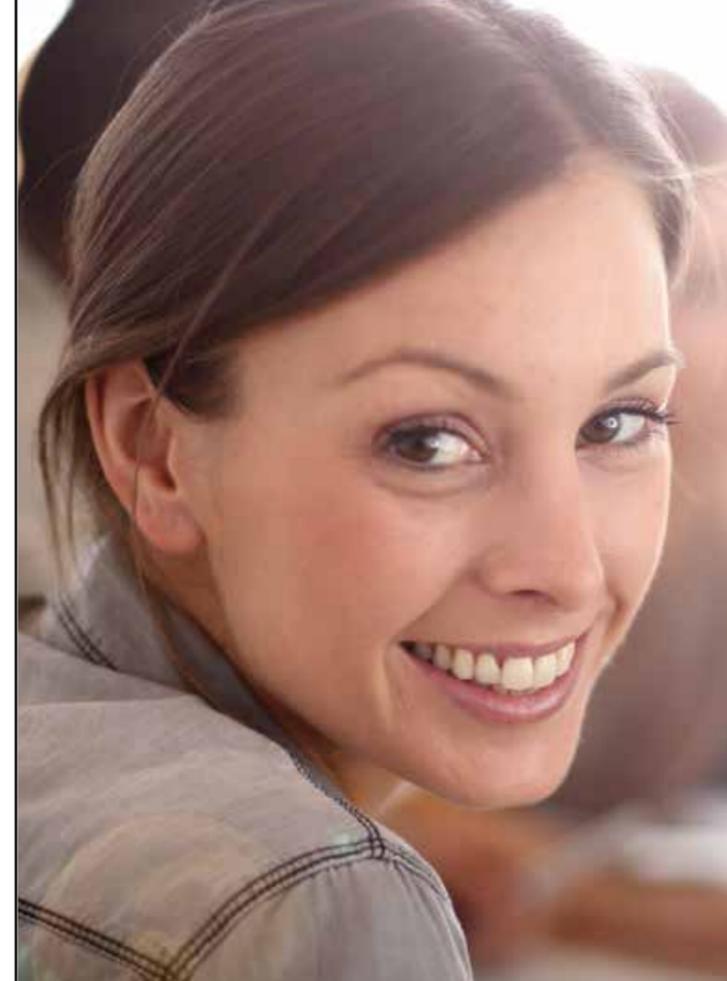
I enjoy creating meaningful content for our website or social media pages.

#### What have been your biggest successes?

We have seen some great success with the patients we treat. We always start with simple solutions and interventions for pain, and a lot of people are astonished when simple movements or stretches can provide significant relief of their symptoms.

Communication has also been a success. We usually call our patients the day after their initial treatment to confirm that they are feeling okay, and free from any adverse treatment effects. It's clear that our patients love the level of communication we maintain.

As our patient list grows, so does our level of expertise. Humility is one of our greatest strengths, and when that is combined with compassion, we are poised to help a lot of people. As progressive chiropractors, it's okay for us to say, "I don't know," as long as we follow that up with, "I will research this to find out." The best doctors don't have all the answers, but they do know where to find them. •



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One of the things that sets Waukesha County apart is the way that businesses, government, nonprofits and educational institutions all work together to make our community stronger. The Alliance, Waukesha County and the Center for Growth will work together to honor those top-performing businesses and nonprofits who have a significant presence in Waukesha County and are making our community a great place to work, play and live.

There will be a Small, Medium and Large Business of the Year award and a Small and Large Nonprofit of the Year award.

## NOMINATE AN ORGANIZATION TODAY!

*Nominations due March 7, 2018.*

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**PAUL FARROW**  
Waukesha County Executive

Recently Washington County officials sent a letter to its neighbors, including Waukesha County, opening discussions surrounding consolidation of public services and possibly going as far as merging two counties.

As someone who holds taxpayers in the highest regard, I am looking to save money, staff time and resources whenever possible. As soon as I received the letter, my staff and I got to work identifying new ways to increase collaboration between our two governments.

Waukesha County has a long history of working with our neighboring communities. In fact, Waukesha County has already privatized, partnered or collaborated with other governments or businesses to improve over 100 government functions.

With Washington County alone, we already collaborate on juvenile secure detentions, aquatic invasive management in lakes, home buying, workforce development and rehabilitation assistance for income-eligible citizens. Our county's Medical Examiner also serves both Washington and Walworth counties in a truly regional partnership.

In addition, Waukesha County shares 911 dispatch services with

many of our municipalities; our recycling program partners with the City of Milwaukee to operate our Materials Recovery Facility; and our Bridges Library System serves residents in Waukesha and Jefferson counties.

At this time, while Waukesha and Washington County do not have plans to fully merge, we do plan to continue working closely together to make each of our governments as efficient as possible. By sharing resources, we can do more with less, keeping the tax burden low while delivering exceptional services to residents.

Like many people in Waukesha County, I want a smaller government—but there are some challenges when it comes to sharing services; mainly, people are proud of their individual communities and want to hold on to those special identities.

For example, many municipalities have their own fire departments and their own fire trucks and emergency vehicles. They could join forces with the community next door, share equipment with their neighbors a mile or two away, and provide the same level of service at half the cost.

In addition, some of our municipalities maintain their own 911 call centers. Again, they could save money on costly equipment and staffing by partnering with the county's 911 dispatch center.

Our pride and history of self-reliance can complicate efforts to shrink the size of our government. Sometimes those complications stop governments from working together.

In the future, the questions for residents will be: Does it matter who is providing the services to you as long as the job is done efficiently and effectively? If county and city roads are kept clear in the winter, parks are well maintained and public safety calls are answered quickly, does the name on the side of the fire truck or snow plow matter?

I believe the answer to that question is no—that collaboration is the future of local government. Today, Wisconsin has 72 counties, but in 10 years a state map may show dashed borders, with some lines completely erased. As county governments realize that local services can be provided at the same quality but more efficiently on a regional level, I hope we see changes at the town, city and village level as well. •

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# WAUKESHA COUNTY'S



# WORKFORCE DEVELOPMENT STRATEGY



## COVER STORY

The number one concern we hear from the business community is workforce. In a survey we conducted in 2017, 67% of businesses in Waukesha County report finding a skilled workforce to be the primary challenge they face when starting or growing their business. It's time for us to address this issue.

With increased resources available in our area, we now have the capacity to tackle this problem. In partnership with Waukesha County, the Waukesha County Center for Growth and Waukesha-Ozaukee-Washington Workforce Development, we've created action teams and employer collaboratives to ensure

our businesses have a voice in the process and we're coming up with solutions.

We believe there are three tenets that make up a comprehensive workforce development strategy: developing our future workforce through partnerships with educational institutions, attracting new talent to our area and retaining and skilling up our existing workforce.

With our population aging and retiring out of the workforce, this is a problem that isn't going away anytime soon. But we're working hard to show our region and the state as a whole that Waukesha



**SUZANNE KELLEY**  
President & CEO  
Waukesha County Business Alliance, Inc.

County is a leader in fostering a community where businesses and citizens thrive.

See the outline of our strategy on the next pages.

**"IT'S TIME FOR US TO ADDRESS THIS ISSUE."**

*Attendees at a Young Professionals of Waukesha County program at Gearbox Express October 2017 (left page, top left); Arrowhead students visit Price Engineering on a Schools2Skills tour™ February 2017 (left page, top right); The Joseph Project's 16th class November 2016 (left page, middle); Attendees at a Young Professionals of Waukesha County program stuff backpacks for Blessings in a Backpack September 2017 (left page, bottom left); Students work a surgery simulator at the Many Futures in Health Care Career Expo March 2017 (left page, bottom right); Business leaders tour Arrowhead's new manufacturing center March 2017 (right page, left); A student practices welding at the MADE Career Pathways Expo October 2017 (right page, right).*

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## DEVELOP

*We work to develop our future workforce by partnering with K-12 and post-secondary institutions to expose students to all the career opportunities in Waukesha County.*

1. Create a model to get educators into businesses and provide them with information on career clusters and current career pathways in Waukesha County through the Educators in Business Action Team.
2. Implement a college and career readiness measurement framework for Waukesha County school districts to assess K-12 workforce skills development through the Countywide Report Card Action Team.
3. Expand employer collaboratives in the construction/skilled trades, IT and health care industries, similar to the Manufacturing Alliance, to help those industries address their needs for skilled talent.
4. Support the MADE (Manufacturing, Automotive, Design and Engineering) model for the School District of Waukesha to strengthen business/education partnerships and encourage students to consider careers in those industries. Expand the model to other districts.
5. Expose students to the many career opportunities available in Waukesha County by hosting the MADE Career Pathways Expo, the Many Futures in Health Care Career Expo and Schools2Skills™ tours.
6. Support the Milwaukee 7's "GROW HERE" campaign by encouraging businesses and educational institutions to participate in career-based learning experiences.
7. Work with post-secondary institutions to ensure their programs and curricula meet the talent needs of area employers.
8. Promote and expand youth apprenticeship, dual enrollment and internship opportunities with local businesses.



## ATTRACT

*We work to attract talent to our area and show why Waukesha County and our region is a great place to work, live and play.*

1. Partner with Milwaukee 7 and other regional groups to launch CONNECT Talent, an initiative to attract and connect the talent pipeline of skilled labor in the greater Milwaukee area.
2. Gather data on where Waukesha County companies source talent to help inform a talent attraction strategy for the county.
3. Promote the Wisconsin Economic Development Corporation's "Think. Make. Happen." campaign to market Wisconsin to residents of other states.
4. Participate in YPWeek 2018 to showcase Waukesha County and the state of Wisconsin to young professionals.
5. Develop and promote collateral to showcase the benefits of living, working and playing in Waukesha County, including community profiles and a quality of life piece.



## RETAIN

*We work to retain talent and skill up our current workforce. Whether it be providing resources to help those already employed get ahead or providing opportunities to the unemployed, we want to ensure everyone in our area is contributing to our economy and reaching their full potential.*

1. Expand the Alliance's Young Professionals of Waukesha County group to build a community of YPs in our area.
2. Promote the Alliance's Leadership Waukesha County program to develop business professionals' leadership skills.
3. Support The Joseph Project's efforts to expand in Waukesha County by connecting with local manufacturers and hosting an inaugural job fair in the city of Milwaukee.
4. Connect manufacturers with organizations that work with nontraditional populations for hire, such as veterans, inmates, the unemployed, people with disabilities and more.
5. Host training seminars to help businesses learn how to apply for Wisconsin Fast Forward grants and other incentives to upskill employees.
6. Connect businesses to WOW Workforce Development for incumbent worker training and on-the-job training assistance and support WOW job fairs in the fall and spring. •



## THE ALLIANCE'S 2018 POLICY AGENDA

Celebrating our centennial in 2018, the Alliance is proud to have served as a strong advocate for the business community for 100 years. The Alliance is a proponent for wise investments and sustainable policies that foster economic growth and enhance our region's competitiveness. Whether developing our workforce, modernizing our infrastructure or promoting fair, efficient tax and regulatory policies, the Alliance is working on your behalf at the local, county, state and federal levels.



**SUZANNE KELLEY**  
President & CEO  
Waukesha County Business Alliance, Inc.

### ECONOMIC DEVELOPMENT

1. Work with the Waukesha County Center for Growth, WOW Workforce Development, Milwaukee 7 and other partners to implement talent attraction, retention and development strategies to meet the needs of our employers. To learn more, see page 16.
2. Support implementation of Waukesha County's Business Growth Strategy, including the creation of a collaborative fund to enhance our county's economic development toolbox.
3. Advocate for tax and regulatory measures that promote business expansion and retention.
4. Advance efforts to promote government efficiencies between various agencies at the state, county and municipal levels.
5. Support policy tools, such as Tax Incremental Financing (TIF), that allow Wisconsin to remain competitive with other states in business attraction and expansion.
6. Serve as an advisor and advocate for the Waukesha County Center for Growth.

### EDUCATION

1. Accelerate workforce development by increasing access to higher education credits and credentials for students enrolled in high school.
2. Support expansion of youth apprenticeship and internship opportunities.
3. Advocate for increasing program offerings in STEM and other in-demand industries, including manufacturing, construction/skilled trades, health care and information technology.
4. Improve articulation agreements among education institutions.
5. Support collaboration among Waukesha County K-12 institutions to maximize course offerings and replicate best practices.
6. Support schools in the effective implementation of Academic and Career Plans (ACPs).

### INFRASTRUCTURE

1. Drive discussion and advocate for statewide, sustainable, long-term transportation funding solutions.
2. Advocate for completion of the I-94 East-West corridor between 70th Street and 16th Street.
3. Support the continued advancement of municipal service consolidation.
4. Continue to evaluate flexible transportation options that connect people looking for work with jobs that are available in Waukesha County.
5. Support the completion of the West Waukesha Bypass.
6. Support the City of Waukesha in the implementation of borrowing and returning water from Lake Michigan.



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# BUILDING A SENSE OF COMMUNITY

The Corners in Brookfield



The Corners opened in the town of Brookfield in April 2017. Anchored by the spectacular Von Maur department store, Sendik's and L.L.Bean, the project is building an enviable reputation for the quality and freshness of its tenant mix. It has many first-to-state and established fashionable brands, supported by the ever-popular local favorite restaurants BelAir Cantina and Café Hollander.

With a steady stream of openings and more to come in 2018, the development is staking

its claim as a regional destination for shopping, living, dining and entertainment in southeast Wisconsin.

The 750,000-square foot development is one of the largest retail-led mixed-use projects to emerge since the onset of the global financial crisis. It coincides with a change in shopping habits and the development of multi-channel retailing, which has been disruptive to many established consumer-facing businesses.

The project represents a \$250 million commitment by the United

Kingdom's IM Properties. Confidence is a defining factor in any decision to invest on a large scale, and when we were introduced to the project it was clear that to get it off the ground a dose of confidence was needed. We perceived that, in common with other projects of the time, it had been held back by uncertainty over its future. It was also clear that we would have to invest for the long term.

The site is excellent real estate. It is rare to find something of scale with such a mix of prominence, location and profile. The mixed-use nature appealed to us, though

we thought that the proposed use could be adjusted to introduce more residential, restaurant and entertainment so as to add greater sustainability in a changing retail scene.

The development is laid out with a street pattern and a Market Square that would not look out of place in an English market town, with street names like High Street and Market Street to reflect this tradition. The layout of the street pattern is inclusive, culminating in the Market Square, and gives the Town a sense of place.

There are 244 apartments, but to make a "town," we wanted a wider sense of community. Because of that, we went about providing experience in addition to the physical store presence with a popular program of events including live music, movie nights on a 20-foot wide video screen, parades, brass bands, tenant events and promotions, baseball and football games, charitable events, yoga and aerobics in the square and more.

Involving the people of the town and county has been a key part in developing a sense of community.



**ROB GOULD**  
Vice President - US Operations  
IM Properties

We've worked hard on our events and community programs. Developing trust between all representatives, including the customer, requires time, pragmatism, integrity and the delivery of what we promised. This development is massive in scale for

a small municipality. Trust is hard earned and it takes time.

IM Properties is a member of the family-owned IM Group which has interests in the automotive sector through its ownership of the Subaru brand in the UK and throughout Scandinavia, other vehicle brands, automotive finance and the 30-year-old real estate business, which is one of the largest privately owned real estate development and investment companies in the UK.

I joined IM in 2007 and founded the US division amid the challenging global financial crisis. In 2008, I met Chicago-based Bradford Real

Estate. It proved to be the dawn of a very successful relationship which has witnessed the investment of \$600 million in new development and delivered 1.5 million square feet of retail and mixed-use properties in Chicago and now Brookfield since 2011.

This is an impressive record against the background of a fast changing retail scene. We were impressed with the Mariano's

concept in Chicago and we decided to back Roundy's. That decision saw our partnership develop over 33 percent of the new ground-up construction of Mariano's stores in the Chicago metro area and was instrumental in creating literally thousands of construction and retail jobs.

At the Corners, hundreds of jobs were created during the



construction period. The retail and restaurant operations alone currently employ over 700 people, which is expected to increase to around 1,500 as the store fronts and apartments fill with tenants.

Creating employment is itself rewarding, but the Corners brings other rewards as we build that sense of place and sense of community. We had, over many presentations to the town board, promised that we

would create a sense of community in the town of Brookfield. We wanted to give the town an identity and a heart. In November, after a successful program of events over the summer we had our first Holiday Tree Lighting which saw an estimated 5,000 people come out in freezing cold temperatures to enjoy that sense of place; to support their town.

IM is a family business and we bring core values to our approach to business, including honesty and integrity in everything we do. When your money travels 4,000 miles, you have to be able to sleep at night. You need to have confidence in many things, including people; language; the

economy; the currency; stable local, regional and national government; the legal system; respect for property rights and cultural familiarity. The English-speaking world is underpinned by shared language, history and law. With its massive economy, 'can do' culture and openness to doing business, the United States is an attractive place for us to diversify our asset base, spread our risk and invest. •

# KNOW

that your plan for the future begins in the present.



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## WAUKESHA COUNTY: PREPARING FOR FOXCONN

Sentry Equipment Corp.  
Oconomowoc



The Waukesha County Center for Growth and the Waukesha County Business Alliance have

been supportive of the Foxconn project since the beginning, and we have been working hard to make sure that Waukesha County is poised to take advantage of the many opportunities Foxconn has to offer.

Foxconn has specified the need for suppliers in certain sectors, and we have assembled lists of Waukesha County companies that fit the requirements and provided them directly to Milwaukee 7, the regional economic development organization working with Foxconn. We have also personally set up meetings between Waukesha County companies and Foxconn representatives.

We will also be encouraging companies to register on the Wisconsin Supply Chain Marketplace website to open themselves up to Foxconn and other supply-chain opportunities. We know that Foxconn has already been in touch with several companies in Waukesha County, and we have been working with 20 prospects to find additional plant space to accommodate potential future growth.

In addition to working with companies already located in our

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

We have seen an increase in inquiries about larger industrial sites and buildings since the Foxconn announcement. We have taken brokers, site selectors and developers from our region and the Chicago area on tours of specific sites.

Waukesha County's 83 million square feet of industrial space is second only to Milwaukee County in the region, our vacancy rate is below four percent and we recently led an effort to inventory our 88 existing business parks and map more than 400 parcels that are suitable for future industrial and business park development. We are seeing an increased interest in development of additional industrial space by private real estate firms, which will be required to land all those opportunities in the county.

Foxconn has promised to create up to 13,000 jobs at the manufacturing plant itself, and will already have 1,000 of those hired by the end of 2018. We have been



**TIM CASEY**  
Director, Economic Development  
Waukesha County Center for  
Growth, Inc.

working hard to make sure our workforce is skilled and ready for the opportunity.

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

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

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OF WAUKESHA COUNTY



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### PARTICIPATING RESTAURANTS:

BelAir Cantina	LilyWorks Catering	Savory Catering
Café Hollander	Mama D's Coffee	Seven Seas
Cooper's Hawk Winery & Restaurants	Meli Bar and Restaurant	Taylor's Peoples Park
Cornerstone Sports Pub & Eatery	Nothing Bundt Cakes	Tuscan Hall Banquet Center/TH Catering
Davians Catering & Events	Revere's Wells Street Tavern	WCTC Bakery and Pastry
I.d.		

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Representatives from the School District of New Berlin receive the STEM Forward award.

## COLLEGE AND CAREER READINESS IN THE SCHOOL DISTRICT OF NEW BERLIN

*Regional collaboration needed for strong talent pipeline*

I believe there is a collective commitment to ensure all students graduate “College and Career Ready.” We know that this is critical to a strong local, regional and state economy. The challenge is agreeing on what college and career readiness really means.

In the School District of New Berlin (SDNB), that is where we started our work. We drafted a Vision of a College and Career Ready graduate after listening to what was important to a wide variety of regional stakeholders.

Our overarching objective is for all students to graduate

as informed consumers of post-secondary education and training. The vision includes the development of both academic and technical skills. It also includes developing an understanding of how the problem-solving process can be applied to innovate, invent, design and build products/systems in a variety of environments/industries. But the hard work is using that vision to systemically affect change.

The SDNB was an early adopter of Academic and Career Planning (ACP). The process of identifying [and developing a plan to achieve] personal, academic, social and career

goals has been embraced district wide. But ACP has little impact if you don’t have relevant programming and professionals to mentor students along the way.

The district was recently honored with a STEM Forward award for Excellence in STEM Education. The district has reprioritized resources to build capacity in computer science, construction, engineering and health science.

With the help of Linden Grove Communities and Waukesha County



**LAURA SCHMIDT**

Strategic Advisor to the Superintendent  
School District of New Berlin

Technical College, the district developed an on-site CNA program to act as a catalyst to a wide variety of health care careers. This program now produces an average of 50 CNAs annually.

The district developed a manufacturing foundations program that is now being revised to include Mechatronics and Industry 4.0, a combination of mechanical engineering, electronics and automation that is a cutting-edge trend in manufacturing.

Technological literacy is a key focus throughout the district to ensure students are prepared to work in an increasingly digital environment. Our technology department created a student-run help desk to provide experience in enterprise-wide technical support.

The district has also expanded offerings to help students earn college credit aligned to their goals. Students can even attain an associate degree through the Wisconsin Technical College System or UW-Colleges with enough advanced planning.

The district embedded employability concepts into K12 programming and includes “soft skills” on report cards to ensure we don’t lose sight of the importance of these skills. Students have the opportunity to apply for work release to take advantage of mentorships, internships and youth apprenticeships in a variety of industries and roles.

Innovation is critical to a strong economy and we know that increasing capacity for startup activity is a focus for southeast

Wisconsin. Consequently, we developed an entrepreneurial skills accelerator in partnership with the UWM Lubar Entrepreneurship Center and The Commons. In addition, our work with Advancing AI Wisconsin served as a catalyst to develop an Applied Data Science pathway to provide students with skills for leveraging data to inform competitive intelligence and decision-making.

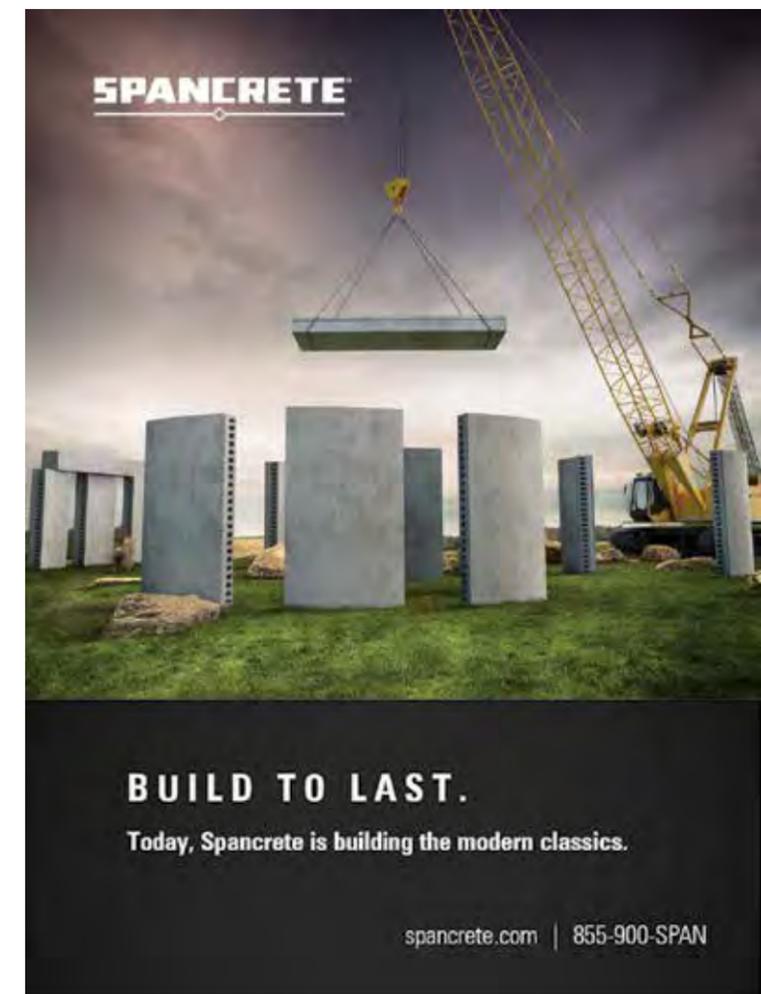
To increase accountability for our work, we created a new district data dashboard. In addition to exceeding expectations on traditional measures, the SDNB Class of 2017 attained industry credentials (12%), engaged in work based learning (35%), completed career related coursework (72%), and demonstrated positive dispositions or “soft skills” (85%).

Our next project is the development of a Fab Lab to provide an open resource for “NextGen Learning,” design thinking, creativity, ideation and digital fabrication across academic and technical disciplines.

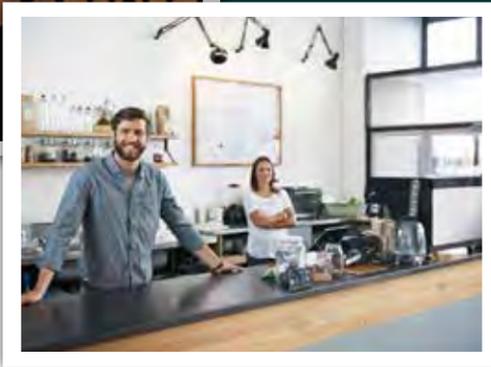
The School District of New Berlin

is listening to the perspectives of a wide variety of stakeholders and is committed to balancing priorities to sustain our progress. We are thankful to all who have informed and supported our work to date and for the strong leadership of Superintendent Joe Garza and the SDNB Board of Education. Everyone wins when we work together to develop a strong talent pipeline aligned to local, regional and state needs.

The most meaningful part of our work is hearing about the impact it has made on our students. Check out our CCR Video Series and get more information about how to get involved at: <https://www.nbexcellence.org/district/ccr.cfm>.



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## WATER DEAL WITH MILWAUKEE LOWERS THE COST OF A RELIABLE WATER SUPPLY



Waukesha Aldermen Joe Pieper, Erik Hegelsted, Terry Thieme and Aaron Perry; Waukesha Mayor Shawn Reilly; Milwaukee Mayor Tom Barrett; Milwaukee Common Council President Ashanti Hamilton; Milwaukee Alderman James Bohl, Jr.; and Waukesha Water Utility Commissioner Paul Ybarra



**SHAWN REILLY**  
City of Waukesha Mayor

Approximately \$4 million per year will remain in the Waukesha economy as a result of a new agreement to use Milwaukee as our future supplier of high-quality, reliable Lake Michigan water.

Milwaukee's water treatment facilities are among the most advanced in the country. They have technology and redundancies to assure that Waukesha has a constant flow of water for decades to come. Waukesha will keep some of its current deep aquifer wells for emergency use.

Waukesha had assumed for several years that Oak Creek would be our supplier. However, a final agreement had not yet been reached when Milwaukee indicated its renewed interest in selling water. After extensive negotiations with both potential suppliers, Mayor Tom

Barrett and I announced a deal on October 30. Since then, it has been approved by both the Milwaukee Common Council and the Waukesha Common Council.

This partnership with Milwaukee is about water and only water. There are no provisions about other governmental issues and the wholesale rates will be set by the Wisconsin Public Service Commission, not Milwaukee. However, this agreement is the biggest intergovernmental agreement in the history of southeastern Wisconsin. It is my hope that this partnership will help increase regional cooperation and understanding of our shared economic interests.

Milwaukee is closer to us than Oak Creek, which results in lower capital costs for our project. Milwaukee has also agreed to pay for

construction of a needed pumping station and two miles of the pipeline that will be needed to bring drinking water to Waukesha. Our capital costs will be almost \$40 million less with Milwaukee, which also reduces the amount we will need to bond for. In addition, wholesale water rates with Milwaukee are about one-third lower than with Oak Creek, substantially adding to the savings.

We appreciate Oak Creek for working with Waukesha as our initial partner and both communities worked hard to try and reduce the



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difference in total costs. In the end, the average residential customer of the Waukesha Water Utility will pay about \$200 less per year with a Milwaukee water supply, compared to Oak Creek. For business customers, of course, the savings are also significant. For the five largest customers, for instance, the cost savings in future suppliers will average \$55,000 per year.

In addition, lake water is much softer than our existing groundwater supply. This means that less softening will be required and it will result in cost savings to residents and businesses.

In 2016, we received unanimous approval to use and return Lake Michigan water from the Great Lakes governors, who, along with two Canadian Premiers, concluded that none of the alternatives to Great Lakes water "were found to be reliable sources for a long-term, dependable and sustainable public water supply." We truly appreciate the strong support and leadership of the Waukesha County Business Alliance throughout that lengthy application review process under the Great Lakes Compact.

We will now have the new water supply in place by 2023. We are working to finalize the design and permitting prior to three years of construction. Implementing a new water supply will be expensive, but sustainable. We are continuing to explore ways to make it as

affordable as possible for our ratepayers.

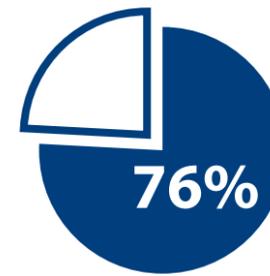
With the help of Senator Chris Kapenga, Representative Scott Allen and Representative Adam Neylon, as well as Governor Scott Walker, we accomplished legislative changes that will improve financing and help control water rate increases. We are working with Wisconsin's federal delegation on potential federal grants to help lower costs.

We are also exploring other innovative ways of reducing rate impacts. For instance, we are looking for alternative ways to bond for the portion of the project that returns wastewater to the Root River, which will recycle it to Lake Michigan. Under the rules for these alternatives, revenue streams and the associated rate increases could be lessened. Whether that can be accomplished through the existing sewer utility or by creating a separate utility, no stone will be left unturned.

We will continue to work to keep Waukesha residents and businesses informed. We just completed three open houses for citizens to get updates about the project and to ask questions. A copy of the open house presentation is available at the project website, [www.GreatWaterAlliance.com](http://www.GreatWaterAlliance.com), which is a great source of timely information. You can also learn more on Facebook, on Twitter or by calling our hotline at 262.409.4444. •

# WAUKESHA COUNTY STATS

According to a Waukesha County Business Alliance survey conducted in fall of 2017.



of businesses surveyed plan to expand their business in the next three years through:

- EXPANDING THEIR STAFF
- MOVING TO A LARGER PHYSICAL SPACE
- MAKING ACQUISITIONS OR GROWING THEIR REVENUE AND MORE

(Up from 72% in 2015.)



67% of businesses report finding a skilled workforce to be the primary challenge they faced when starting or growing their business



85% plan to expand their workforce in the next three years

Nearly 60% say staff recruitment is impacting their business (up from 58% in 2015) because...



**68%**

of businesses see the value of training their employees because it leads to higher retention of employees



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# WELCOME NEW MEMBERS!

The Alliance is happy to welcome the following companies as new members during the last four months of 2017:

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Alloy Products Corp Waukesha	Fox, O'Neill & Shannon, S.C. Milwaukee	Norris Mukwonago	Tara Watterson LLC Oconomowoc	Western & Southern Life Wauwatosa
Andaloro, Smith & Krueger Waukesha	Good Friend, Inc. Waukesha	Nothing Bundt Cakes Brookfield	The Prestwick Group, Inc. Sussex	Wisconsin Indoor Golf Center Waukesha
Ascension Wisconsin Glendale	Greeley and Hansen LLC Waukesha	Oasis Senior Advisors Wauwatosa	The Tribute Companies, Inc. Hartland	Wonderware Midwest Brookfield
AVID Risk Solutions Waukesha	Harwood Engineering Consultants Milwaukee	Old World Foundation Eagle	Triton Trailers Inc Hartford	World Class Outdoor Lighting Waukesha
Axiom Inc Waukesha	Home Care Assistance of Wisconsin Milwaukee	Paper Pals, LLC Muskego	Triun3, LLC Sussex	Your Choice to Live Inc Hartland
BDO USA Milwaukee	Interstate Roof Systems Consultants Inc New Berlin	Paragon Exteriors, LLC Waukesha	University of WI - Milwaukee Milwaukee	Zimmerman Architectural Studios Milwaukee
Bevco Engineering Company, Inc. Sussex	JBK Consultants Hales Corners	Playworks Milwaukee	Venture Construction Group New Berlin	
CDM Tool & Manufacturing Hartford	JellTech Consulting LLC Germantown	Remedy Intelligent Staffing Germantown		
Cyclebar Brookfield	Journal Communications Milwaukee	Results Marketing Brookfield		
Emmons Business Interiors Milwaukee	Lichtsinn & Haensel, S.C. Milwaukee	Rosenberg Consulting Services, Inc. Hartland		
EWB Small Business Accounting S.C. Waukesha	Micro Business Corporation Milwaukee	SCORE Southeast Wisconsin Milwaukee		
Excel and Flourish Milwaukee	Milwaukee Tool Brookfield	SiFer Consulting Brookfield		
Extension, Inc. Milwaukee	Modern Woodmen of America Hartland	SpanTech Waukesha		
First Choice Coffee and Water Services Pewaukee	Mt Mary University Milwaukee	Strang, Inc. Madison		
FocalPoint Business Coaching of Wisconsin Bayside		Strategy House Milwaukee		
		Stu's Flooring Waukesha		



# WAUKESHA COUNTY BUSINESS ALLIANCE

Advocate / Develop / Network / Promote

## MISSION

To drive economic growth in Waukesha County.

## VISION

To make Waukesha County the best place to do business.



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*–Stephen Ziegler, Chairman - Inpro Corporation*



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