Dear Investors, Partners, and Stakeholders:

2013 was a banner year for Kenosha County’s economic development!

Projects involving nearly $375 million in private investment, over 2,600 jobs, and almost three million square feet of development or absorption were secured.

This activity and an improving national and global economy produced tremendous positive momentum in Kenosha County.

The report that follows details much of that activity. It also highlights notable economic development items that have been accomplished during the last five years (2009-2013), since the Kenosha First Strategy was developed and adopted as KABA’s strategic plan.

We take pride in the progress that our community has made. As we acknowledge and celebrate recent success, we also look ahead to 2014 and beyond and set our sights on new challenges and opportunities. For KABA, our focus will continue to be:

1. Positioning the community for long-term, sustainable economic success (while capitalizing on immediate growth and development opportunities);
2. Talent development, retention and attraction; and
3. Revitalization of the Downtown and urban core.

Thank you for your support of KABA and its mission of community and economic development.

Best Wishes,

Jean Moran, Chair

Todd Battle, President

The Kenosha Area Business Alliance (KABA) is Kenosha County’s economic development organization and business association.

A public-private partnership, KABA is focused on making the Kenosha Area a better place to do business, live, and work, through:

1. Economic development initiatives that stimulate private sector investment and job creation.
2. Providing programs, products, and services that improve the competitiveness of Kenosha Area employers and their employees.
3. Educational initiatives aimed at enhancing student achievement and overall school performance.

TABLE OF CONTENTS

4. Staff / Introduction
5. Board of Directors & Committees
6. ‘Kenosha First’ Five Years Later; How’s Kenosha County Doing?
20. Financial Information
21. 2013 KABA Investors
In 2008, KABA engaged TIP Strategies, Inc., an Austin-based economic development consulting firm, to assist in developing an economic development plan for Kenosha County called KENOSHA FIRST—AN ECONOMIC DEVELOPMENT STRATEGY FOR KENOSHA COUNTY: THE NEXT PHASE. The seven-month process incorporated input and ideas from key stakeholders throughout the county and was a response to KABA’s desire to understand how the county’s public and private resources can most effectively be deployed to stimulate private investment and employment.

In 2008, and still today, the economic vitality of Kenosha County stood at a critical juncture. The closure of the Chrysler engine plant signaled the end of Kenosha’s century-old history of automotive production. Long dependent on traditional manufacturing sectors, the county’s economy was and is making the transition to knowledge-based industries, professional services, and entrepreneurship.

KABA and Kenosha County have used the Kenosha First plan it as its economic development blueprint. This annual report takes a look at the significant progress that has been made since the plan’s adoption in spring 2009.
LEADERSHIP

Chair
Virginia Moran
Chief Executive Officer
LMI Packaging Solutions, Inc.

Vice Chair
Frank Unick
Chief Financial Officer
Uline, Inc.

Secretary
Susan Crane
Executive Vice President
United Hospital System, Inc.

Treasurer
Patrick DeGrace
Director of Customer Care, Hospira, Inc.

Executive
Anne Arbas
Susan Crane
Matthew Davidson
Patrick DeGrace
Timothy Geraghty

Finance
Sue Block
Thomas Camilli, Jr.
Jay Cashmore
Jens Emerson
Nate Franke

Audit
David Geertsen
Kathleen Goessl
Patrick Mine
David Nankin
Karl Ostby
Frank Unick*

William Abt
Senior Vice President
for Business and Administration
Carthage College

Bryan Albrecht
President,
Gateway Technical College

Anne Arbas
Vice President-
Controller & Global Tax,
Jockey International, Inc.

Marvin Bembry
Director, State
Government Affairs,
AbbVie

William Chew
Regional President – Midwest & Southeast Regions,
Super-Valu, Inc.

Susan Crane
Director - Power Generation,
We Energies

Matthew Davidson
Chief Executive Officer,
Xten Industries, LLC

Ken Dowdell
Vice President/ Publisher,
Kenosha News

Deborah Ford
Chancellor,
University of Wisconsin - Parkside

Timothy Geraghty
Attorney,
Godin Geraghty Puntillo Camilli, SC

Michele Hancock
Superintendent of Schools,
Kenosha Unified School District

Mitchell Januszewski
President & Chief Executive Officer,
Regulatory Compliance Associates, Inc.

Jerry King
Chief Financial Officer,
Kenoshaboo International Ltd.

Karla Krehbiel
Senior Vice President,
Johnson Bank

Chad Navis
Director of Industrial Development,
Zilber Property Group

Tracy Nielsen
Chief Executive Officer,
United Way of Kenosha County

Wayne Kottka
Wesley Ricchio
Andy Vogel
David Jonathan Wright*

Nominating
Matthew Davidson
Patrick DeGrace
Jerold Franke
David Geertsen
Virginia Moran
Barbara Riley
Robert Terwall
Stanley Torstenson

Personnel
Jerold Franke
Virginia Moran*
Stanley Torstenson
Frank Unick

Scholarship
Laura Malloy Bush*
Treopia Cannon
Andrew Dodge
Paris Echoles
Jennifer Koeppendoerfer
Linda Langenstroer

* denotes chair

COMMITTEES

Audit
David Geertsen
Kathleen Goessl
Patrick Mine
David Nankin
Karl Ostby
Frank Unick*

Karla Krehbiel
Virginia Moran*
Aldo Pagliari
Peter Sinsky
Stanley Torstenson
Frank Unick
Susan Ventura

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* denotes chair
2013: Kenosha County, WI

2,600 JOBS
$375 MILLION in Capital Investment
2.9 MILLION SF Developed/Absorbed

2.6K JOBS
$375MM CAP EX
2.9M SQ FT
**2013 PROJECTS**

<table>
<thead>
<tr>
<th>Company</th>
<th>Project</th>
<th>Jobs</th>
<th>Approximate Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amazon.com</td>
<td>Two fulfillment centers totaling 1,500,000 SF on 160 acres</td>
<td>1,600</td>
<td>$300 million</td>
</tr>
<tr>
<td>Kenall Manufacturing</td>
<td>354,000 SF HQs &amp; advanced manufacturing facility</td>
<td>621</td>
<td>$30 million</td>
</tr>
<tr>
<td>EMCO Chemical Distributors</td>
<td>325,000 SF HQs &amp; industrial &amp; distribution facilities</td>
<td>145</td>
<td>$10 million</td>
</tr>
<tr>
<td>Hanna Cylinders</td>
<td>105,637 SF HQs &amp; production facility</td>
<td>105</td>
<td>$3.2 million</td>
</tr>
<tr>
<td>Ta Chen International</td>
<td>471,403 SF industrial building</td>
<td>61</td>
<td>$36 million</td>
</tr>
<tr>
<td>L &amp; M Corrugated</td>
<td>100,000 SF manufacturing facility</td>
<td>44</td>
<td>$5 million</td>
</tr>
<tr>
<td>Konecranes</td>
<td>60,256 SF industrial building</td>
<td>43</td>
<td>$250,000</td>
</tr>
</tbody>
</table>

**SUPPORT AND EXPAND THE EXISTING BASE THROUGH BUSINESS RETENTION AND CONSOLIDATION STRATEGIES.**
### 2009

<table>
<thead>
<tr>
<th>Company</th>
<th>Project</th>
<th>Jobs</th>
<th>Approximate Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO Brands</td>
<td>Retention/consolidation of two facilities</td>
<td>115</td>
<td>$2 million</td>
</tr>
<tr>
<td>Affiliated Foods Midwest</td>
<td>730,000 SF distribution facility</td>
<td>200</td>
<td>$82 million</td>
</tr>
<tr>
<td>Albany Chicago</td>
<td>Production expansion</td>
<td>35</td>
<td>$5.1 million</td>
</tr>
<tr>
<td>Bradshaw Medical</td>
<td>30,000 SF manufacturing facility &amp; HQs</td>
<td>125</td>
<td>$3 million</td>
</tr>
<tr>
<td>Centrisys Corporation</td>
<td>30,000 SF expansion to its manufacturing facility</td>
<td>8</td>
<td>$2.7 million</td>
</tr>
<tr>
<td>Ocean Spray</td>
<td>Expansion of juice production &amp; bottling operations</td>
<td>12</td>
<td>$10 million</td>
</tr>
<tr>
<td>ULINE</td>
<td>250,000 SF corporate campus &amp; 1,080,000 SF distribution facility</td>
<td>1,000</td>
<td>$200 million</td>
</tr>
</tbody>
</table>

ULINE’s corporate campus under construction in Pleasant Prairie.

KABA & the Wisconsin Dept. of Commerce acted swiftly to retain ACCO’s facilities and jobs in Wisconsin.

### 2010

<table>
<thead>
<tr>
<th>Company</th>
<th>Project</th>
<th>Jobs</th>
<th>Approximate Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airflow Technology</td>
<td>47,000 SF expansion to production facilities</td>
<td>10</td>
<td>$3 million</td>
</tr>
<tr>
<td>Gordon Food Service</td>
<td>585,000 SF distribution facility</td>
<td>200</td>
<td>$70 million</td>
</tr>
<tr>
<td>Mondi Akrosil</td>
<td>168,879 SF production facility</td>
<td>50</td>
<td>$20 million</td>
</tr>
<tr>
<td>Year</td>
<td>Event details</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>--------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>KABA formed the CEO Roundtable for mid-sized second stage manufacturers. The roundtable blends peer learning with presentations by relevant subject matter experts.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>Bradshaw Medical, Inc. and LMI Packaging Solutions, Inc. were named Wisconsin Companies to Watch, an awards program honoring second-stage companies. KABA was a proud sponsor of the program’s inaugural year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>Four Kenosha County companies were recognized as Wisconsin Companies to Watch: Centrisys Corporation, Equity Creative, Regulatory Compliance Associations and Xten Industries. KABA’s BR</td>
<td>E Program is expanded with 65 companies participating in the interview process.</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>Over 60 companies participated in the KABA BR</td>
<td>E Program and were added to the economic development software package called ‘Synchronist’.</td>
<td></td>
</tr>
</tbody>
</table>

### 2011

<table>
<thead>
<tr>
<th>Company</th>
<th>Project</th>
<th>Jobs</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allied Plastics</td>
<td>Production facility expansion</td>
<td>24</td>
<td>$1.25 million</td>
</tr>
<tr>
<td>Catalyst Exhibits</td>
<td>144,000 SF HQs &amp; manufacturing facility</td>
<td>100</td>
<td>$3 million</td>
</tr>
</tbody>
</table>

### 2012

<table>
<thead>
<tr>
<th>Company</th>
<th>Project</th>
<th>Jobs</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good Foods Group</td>
<td>57,000 SF HQs &amp; food processing facility</td>
<td>50</td>
<td>$4 million</td>
</tr>
<tr>
<td>Handi-Ramp</td>
<td>57,000 SF manufacturing facility</td>
<td>10</td>
<td>$2 million</td>
</tr>
<tr>
<td>Meijer</td>
<td>833,677 SF of distribution space</td>
<td>300</td>
<td>$146 million</td>
</tr>
</tbody>
</table>

Governor Walker announces the relocation of Catalyst Exhibits’ headquarters and manufacturing facility to Pleasant Prairie.
Kenosha County Economic Development

**SCORECARD**

The KABA Scorecard is a set of primary performance indicators to track the overall performance of KABA and Kenosha County in regards to economic development. This document serves as a visual representation of our long range goals. This first draft will evolve as KABA adds additional metrics in important areas such as talent development and downtown revitalization.

**Key**

- **2013 goal**
- **Year to Date (YTD)**
- **On Track**
- **Caution**
- **Behind**

**Jobs**

KABA will work on expansion, relocation/attraction projects that generate 1,000 jobs per year. The emphasis will be on tracking projects that KABA is directly involved in.

- **2013 goal**: 1,000
- **Year to Date (YTD)**: 2,621

**New Private Investment**

KABA will work on development projects that generate $100 million in new private investment annually.

- **2013 goal**: $100 MM
- **Year to Date (YTD)**: $374.45 MM

**Lead Generation**

KABA will interact with 50 economic development prospects (or professional representatives on behalf of prospects) regarding the consideration of Kenosha County as a legitimate option for a project location.

- **2013 goal**: 50
- **Year to Date (YTD)**: 54

**Web Site**

KABA’s web site will attract 20,000 visitors per year.

- **2013 goal**: 20,000
- **Year to Date (YTD)**: 17,996

**BR|E Program**

KABA will make 100 Business Retention & Expansion (BR|E) visits per year*.

- **2013 goal**: 100
- **Year to Date (YTD)**: 50

**Economic Development Financing**

KABA will fund $3 million per year in new project financing.

- **2013 goal**: $3.0 MM
- **Year to Date (YTD)**: $2.9 MM

*Staff vacancy limited full implementation of KABA’s BR|E program in the first half of 2013.
KABA, in collaboration with the Kenosha Area Chamber of Commerce, recognized seven local companies and one individual for their success at the 2013 Kenosha County Business Excellence Awards in November. The event was presented by Johnson Bank and UW-Parkside, and additionally sponsored by BizTimes Media and CliftonLarsonAllen.

Rust-Oleum Corporation was honored as Business of the Year. Rust-Oleum Corporation is a maker of protective paints and coatings for home and industry use. Rust-Oleum has been on an upward trajectory since establishing its manufacturing plant in Pleasant Prairie in 1989, growing tenfold in the last ten years.

Small Business of the Year recognition was given to Equity Creative and Michael Kopper, CEO, Centrisys Corporation, was named Entrepreneur of the Year.

The Fast Five recognition recognizes rapidly-growing companies that are driving the economy now and into the future. The 2013 Fast Five recipients were: ASYST Technologies, Inc.; Catalyst Exhibits, Inc.; Clean & Green Solutions, LLC; Dooley & Associates, LLC; IRIS USA, Inc.

The 2013 Business Excellence Award winners. (not pictured: ASYST Technologies)

Ken Clusman, Plant Manager; accepts the Business of the Year award on behalf of Rust-Oleum Corporation.
Business Retention & Expansion (BR|E)

The KABA BR|E program aims to gather insight from second-stage companies throughout Kenosha County about doing business in the community. These visits allow KABA to recognize opportunities and challenges and help foster job creation, increase revenues, and enhance the quality of life in Kenosha County.

Heather Wessling joined KABA in July 2013 as its Vice President of Economic Development. Heather immediately resumed and ramped up KABA’s BR|E program, targeting and completing 50 site visits in a six month period.

Second Stage Companies Continue to Grow: Manufacturing Sector Targeted for Interviews

Approximately 50 companies were interviewed in the second half of 2013. The two charts below break down the industry sector (left) and type of operations in Kenosha County (right).

Executive is confident company operations will remain in Kenosha County

How strongly does this top executive support the community as a place to do business?

While many factors influence a company’s view of a business-friendly climate, proximity to market, labor force quality/supply, cost of raw materials, transportation, taxes, and regulatory environment are all major contributors to that opinion. A company executive’s views can reflect the status of the company’s intent to remain in the community or determine if the company will expand on site or off site in the future.
Interviewed companies forecasted $24,400,000 in expenditures for real estate expansions and equipment investments planned for 2014 and into 2015. With projected growth plans adding 741,000 square feet onto existing facility space, the surge for expansionary activity should continue into the next year.

**Workforce**

Employers ranked quality and stability high and availability lowest. Recruitment of employees is becoming more challenging as Kenosha County attracts more companies. The challenge is finding qualified applicants for mid-level and support positions that require specific manufacturing skills.

Rust-Oleum added quart and aerosol paint lines in 2013; a 250,000 SF expansion to its warehouse (pictured) is currently under construction.

**Growth activity was reported highest in the food processing and advanced manufacturing sectors for 2013.**

*based upon responses by companies that indicated expansion plans*
Foresight 20/20

Foresight 20/20 is a joint initiative between Kenosha County, KABA, and the United Way of Kenosha County to bring the business community, government, education, and non-profits together to engage in a purposeful dialogue about Kenosha County including the critical issues that the community faces and how success can be achieved.

A kick-off event was held in May that brought together over 100 leaders from all sectors of the community to discuss a collective vision and how collaboration to address complex issues can be enhanced to allow the community to realize its full potential. KABA and its partners look forward to expanding the relationships created and exploring and implementing the ideas and solutions explored at the 2013 events.

Demand for Shovel Ready Sites and Available Buildings Accelerates

Recent strong economic development activity has pushed industrial vacancy rates to extremely low levels. Major industrial projects have also absorbed several of the area’s shovel ready development sites. As a result, there is a general increase in industrial real estate activity. During 2013, multiple concept plans were presented for new business and industrial park developments. KABA must continue to work cooperatively with its public sector partners to leverage community resources and infrastructure and ensure that supply meets or exceeds demand.

2013 KABA BORROWER PROFILE

**Converting Solutions, Inc.**
Laminating, Die Cutting & Finishing Workshop

- **3 jobs created/retained**
- **$149,600 KABA Financing**
- **$374,000 Total project amount**
Racine/Kenosha Fastpitch Competition

KABA co-hosted the second annual Fastpitch competition at the UW-Parkside Student Center Ballroom in August. Fastpitch showcases entrepreneurs in the start-up, pre-start-up and idea stages.

Each participant had three minutes to ‘pitch’ their idea to a panel of judges from the business and investment community. Ten finalists then went on to compete in a final round for three top prizes. All competitors received invaluable feedback, a fun experience, and valuable exposure to investors, business leaders, potential mentors, and media.

Revolving Loan Program (RLF)

KABA manages an extensive portfolio of community revolving loan funds, totaling almost $29 million. These funds are used to provide low-cost financing options to companies creating jobs in Kenosha County by expanding an existing business or by establishing a new facility in Kenosha County.

The map below illustrates the approximate size of each of KABA’s 53 loans as well as where in Kenosha County our current loan customers are geographically located.
Kenosha County High Impact Fund

In 2011, the Kenosha County Board approved a resolution to provide $1 million for a “high impact fund” to help attract high quality economic development projects that have a substantially positive impact on the community in terms of high quality job creation and private investment. Since then, an additional $500,000 has been pledged.

The resolution identifies “high impact” developments as those which create at least 50 new high-paying jobs or those involving a capital investment of at least $3 million.

Below is a list of projects funded by the Kenosha County High Impact Fund since its inception:

- **Kenall Manufacturing**: $1,000,000
- **Hanna Cylinders**: $250,000
- **Bradshaw Medical**: $250,000

![Governor Walker presents Kenall CEO Jim Hawkins with a state flag to welcome him and his company to Wisconsin.]

Total investment: $30.1 million

High Impact Funding: $1.5 million

834 Jobs created

KABA Roundtables

KABA hosts four professional roundtables on a quarterly basis: CEO, Finance, Human Resources (HR), and Marketing. These roundtables provide a forum where professionals can discuss current, relevant issues and draw on the collective experience of the group to gain practical insights which can be applied immediately.

- **14 People participated in 40 CEO Roundtables**
- **59 People participated in 10 Finance Roundtables (began in 2011)**
- **29 People participated in 2 Marketing Roundtables (began in 2013)**
- **89 People participated in 18 HR Roundtables**

(note: only unique individuals counted)
From 2009 to 2012, several significant developments occurred in Kenosha, Wisconsin.

**2009**
- Two major regional universities – Concordia University Wisconsin (CUW) and Herzing University – opened Kenosha campuses.
- UW-Parkside’s Student Union and Admission Center underwent a major renovation, adding an additional 53,000-square-foot building to house a Student Involvement Center, doubling the size of the prior student union.
- Carthage College’s $13.5 million renovation to the former Physical Education Center – the Tarble Arena – opened its doors in January.
- The 28,000-square-foot Kueny Aquatic Center opened in December at the Kenosha YMCA.

**2010**
- The number of Kenosha County residents grew 11% in the last decade, giving it an overall population growth of 35% over the last 30 years.
- Gateway Technical College opened its 12,800-square-foot Advanced Propulsion Lab at the Horizon Center for Transportation, supported in part by Snap-on Inc.
- Carthage College opened two new campus buildings: a $13.5 million 55,000-square-foot student center and a $6.5 million four-story, 27,500-square-foot residence hall.
- Pleasant Prairie’s LakeView RecPlex opened the 32,000-square-foot Aqua Arena.

**2011**
- The City of Kenosha’s is established as a Development Opportunity Zone, which comes with a $5 million allocation of Wisconsin Corporate Income Tax Credits.
- The Kenosha County High Impact Economic Development Fund was funded in February with $1 million investment from Kenosha County.
- An agreement was reached that will give the City of Kenosha ownership and lead development of the 106-acre Chrysler site.
- A third comprehensive high school in the Kenosha Unified School District opened for the 2011-2012 school year: Indian Trail High School.
- UW-Parkside opened its $34 million, 92,000-square-foot addition and renovation to their Communication Arts Building: the Rita.
- The Boys and Girls Club of Kenosha opened the doors of its new 80,000-square-foot facility that nearly tripled their program space.

**2012**
- Kenosha County earmarked another $500,000 for the High Impact Fund.
- KABA’s extensive portfolio of community revolving loan funds grows to almost $29 million.
- KABA co-hosted an event supporting entrepreneurs in the start-up, pre-start-up and idea stages: The Racine/Kenosha Fastpitch Competition.
KABA continues to facilitate workforce training, leadership development, and youth education initiatives throughout Kenosha County.

126 Participants in the inaugural Leadercast event at Carthage College

19 Individuals completed the second series of the Living as a Leader Leadership Development Series

283 Individuals representing 42 area employers attended one of 35 KABA training programs

10 Kenosha County manufacturers participated in the inaugural Explore Manufacturing Expo

70 High school students participated in three Schools2Skills tours at six local manufacturing companies

500 Middle and high school students attended the Explore Manufacturing Expo at the SC Johnson iMet Center

34 Human resource professionals attended at least one of four KABA HR Roundtables

68 Participants in the KABA Supervisory Management program

4 Kenosha County manufacturer ambassadors in the Dream it! Do it! program

Leadercast.

School2Skills tour at Ocean Spray.

The Explore Manufacturing Expo at the SC Johnson iMet Center in Sturtevant.
KABA provides Y-Link – Kenosha’s young professionals organization – with dedicated administrative and organizational resources. KABA’s Director of Talent Development, Brooke Infusino, also serves as Y-Link’s Executive Director. The organization is advised by an eleven-person volunteer board of directors as well as three volunteer committees.

- 357 young professionals participated in professional development events
- 289 hours were donated by Y-link volunteers to raise funds, goods and awareness for non-profit agencies in Kenosha County
- 137 young professionals participated in professional & personal networking opportunities
- 12 companies invested in Y-Link by becoming Corporate Partners
- 1,264 people received the e-newsletter
- 656 people interacted on social media
- 680 people attended an event
- 100 people received the e-newsletter
- 100 people attended an event
- 100 people interacted on social media

> www.ylinkkenosha.org
2009

Y-Link was founded as a partnership between KABA, the Kenosha Area Chamber of Commerce and the United Way of Kenosha County.

KABA provided 37 training programs and workshops to 269 individuals from 75 different area employers. Four HR Roundtables were held with 34 individuals attending.

Four major wage and salary survey reports were released for 736 benchmark positions.

Ten individuals received Masters Certificates in Human Resource, Quality, or Supervisory Management.

2010

KABA partnered with MRA to add webinars to its catalog of training resources available for area employers.

Y-Link kicked off its CEO Breakfast Series with guest speaker Jean Moran, CEO of Kenosha-based LMI Packaging Solutions.

Four major wage & salary survey reports were released for 748 benchmark positions.

Ten individuals received Masters Certificates.

2011

KABA partnered with Living As A Leader to offer a comprehensive leadership development program in Kenosha County for managers, supervisors and others in leadership positions: The KABA Leadership Development Series.

KABA provided 28 training programs and workshops for 309 individuals from 50 area employers. Three HR Roundtables were held with 24 individuals attending.

KABA continues its support for Y-Link, hosting consultant Rebecca Ryan as its annual meeting keynote and at a Next Generation Leadership Roundtable with Y-Link Leadership.

2012

Brooke Infusino joined KABA in October in a newly-created position for the organization: Director of Talent Development.

KABA continued its partnership with Living As A Leader to offer a comprehensive leadership development program for Kenosha County employers and their emerging leaders.

Y-Link entered into a managing partner agreement with KABA, whereas KABA would provide Y-Link with dedicated administrative and organizational resources.
In 1996, the Kenosha Area Business Alliance Foundation, Inc. was formed to develop education initiatives with local Kenosha schools to increase graduation rates, enhance the overall quality of education, and foster the best educational system in the state.

Through this foundation, KABA plays an active role in the Kenosha Area’s education system including an elementary school mentoring program, annual scholarship awards, and support for various technology-related initiatives.
OUR MISSION:
Downtown Kenosha, Inc. is a champion for a thriving and vibrant city center that honors traditions, celebrates progress, and engages our community in concerted efforts to foster a comfortable, welcoming and thriving environment where businesses, both new and old, prosper; where the community gathers; and where people of all ages and from all walks of life come to live, work, play, and invest.

> www.downtownkenosha.org
ENSURE ALL PARTS OF THE COUNTY ARE ECONOMICALLY, DIGITALLY, AND PHYSICALLY CONNECTED.

2009

The Dept. of Transportation kicked off the single largest transportation project Wisconsin has ever undertaken: reconstruction of the I-94 North-South Freeway. The $1.9 billion project, to be complete in 2016, will expand the corridor to eight lanes, improve safety, ease congestion and modernize one of the state's most important transportation arteries.

2010

A 58,000-square-foot $15 million addition to the Kenosha County Public Safety Building officially opened. The addition added space for a new dispatch center, the Kenosha Police Department, and the county Division of Information Services.

KABA engaged several key downtown developers and companies to better understand key ingredients for building a more vibrant downtown area.

KABA purchased a building at 5500 Sixth Avenue and brought on the Jockey Factory Store as a first floor tenant.

2011

KABA and the City of Kenosha assembled as a Downtown steering committee to launch a nationwide search for a consultant to develop an updated strategy that will serve as a blueprint for the revitalization of Kenosha’s Downtown.

The Lakota Group was hired and began an extensive public planning process intended to engage the community, create a clear and cohesive vision for development, and establish priorities and an implementation plan to direct future initiatives.

2012

The Downtown Strategic Development Plan was formally adopted by the City of Kenosha Common Council in October.

Significant strides were made toward increasing broadband capacity in Kenosha County. Communications equipment was mounted on all cellular or communication towers across the county and a fiber ring in the western part of the county interconnecting the communication towers to the county network was completed.

KABA’s new building downtown.  A Downtown community workshop.
In July, Kenosha was awarded Main Street community designation, beginning our participation in the national program implementing the proven approach of economic development through historic preservation.

Downtown Kenosha Inc. has a new full-time Executive Director who is housed in the KABA office.

**Collaborative Effort**

Downtown Kenosha Inc. is funded with the support of the Lakeshore Business Improvement District, City of Kenosha, Kenosha County, Kenosha Area Chamber of Commerce, Kenosha Area Convention and Visitors Bureau, and KABA. It is currently applying for 501c(3) designation.

**Plan of Work**

Recommendations from the Downtown Strategic Development Plan, published in August 2012, are currently being implemented. In addition to receiving Main Street designation and hiring an executive director, Kenosha is charged with taking the following steps as part of a comprehensive approach for downtown revitalization, all of which are now in progress:

- Working to preserve & reuse historic buildings
- Focusing on connectivity to other neighborhoods
- Assessing public transit and complete streets opportunities
- Improving second stories for residential and/or office use
- Developing downtown design guidelines and revising the zoning code
- Making improvements to the streetscape
- Implementing wayfinding and parking signage
- Increasing branding efforts and site marketing
- Supporting catalytic projects and developments
- Reducing storefront vacancy through small business recruitment
- Improving downtown infrastructure
- Financially supporting downtown improvements with a revolving loan fund and façade improvement program

Almost 250 people came to the “State of the Downtown” event held in July at the historic Woman’s Club.
The strength of the Main Street program comes from the dedication of our volunteers. The Main Street approach centers on four complimentary points — each of which has a committee of volunteers carrying out a specific mission.

- **Design Committee**: focuses on improving the look of the street and ensuring accessibility.
- **Organization Committee**: works to grow our resources through fundraising and volunteer recruitment.
- **Promotion Committee**: plans events and programs to grow the customer base and market our existing businesses.
- **Economic Restructuring Committee**: focuses on business retention and recruitment — strengthening our community’s existing economic assets while diversifying its economic base.

The four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

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**Downtown Kenosha Board of Directors**

<table>
<thead>
<tr>
<th>Organization represented</th>
<th>Name</th>
<th>Company/organization</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Improvement District</td>
<td>Paul McDonough</td>
<td>Clovis Point Properties</td>
<td>Owner</td>
</tr>
<tr>
<td>Business Improvement District</td>
<td>Kevin Ervin</td>
<td>Frank’s Diner</td>
<td>Owner</td>
</tr>
<tr>
<td>Kenosha Area Business Alliance</td>
<td>Todd Battle</td>
<td>Kenosha Area Business Alliance</td>
<td>President</td>
</tr>
<tr>
<td>Chamber of Commerce</td>
<td>Jennifer Dooley</td>
<td>Dooley &amp; Associates</td>
<td>Principal</td>
</tr>
<tr>
<td>At-Large Representative</td>
<td>Mark Fedyk</td>
<td>Jockey International, Inc.</td>
<td>Vice President, Retail</td>
</tr>
<tr>
<td>Convention &amp; Visitors Bureau</td>
<td>Deanna Goodwin</td>
<td>Convention &amp; Visitor’s Bureau</td>
<td>Director of Marketing</td>
</tr>
<tr>
<td>City of Kenosha</td>
<td>Zohrab Khaligian</td>
<td>City of Kenosha</td>
<td>Comm. Development Specialist</td>
</tr>
<tr>
<td>Kenosha County</td>
<td>Marty Lacock</td>
<td>Kenosha County</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>At-Large Representative</td>
<td>Peter Molter</td>
<td>United Hospital System</td>
<td>Vice President</td>
</tr>
<tr>
<td>At-Large Representative</td>
<td>Tom O’Connell</td>
<td>Partners In Design Architects</td>
<td>Principal</td>
</tr>
<tr>
<td>City of Kenosha</td>
<td>Chris Schwartz</td>
<td>City of Kenosha</td>
<td>2nd District Alderperson</td>
</tr>
</tbody>
</table>

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1President; 2Vice President; 3Treasurer; 4Secretary
BUILD A DISTINCT IMAGE AND BRAND FOR KENOSHA COUNTY.

The Marketing Roundtable

The KABA Marketing Roundtable was established in July. Marketing professionals or those performing marketing duties for their organization, were invited to the inaugural meeting on developing content for social media. A second event in November was about developing a strategic marketing plan. The Marketing Roundtable is focused on discussing best practices, peer learning and gaining insights from guest speakers and subject-matter experts.

InSite

KABA launched ‘InSite’ – a quarterly, digital newsletter targeting site selectors, real estate professionals, and others particularly interested in in-depth economic development news and information from Kenosha County.

Increased Media Coverage

Kenosha County received extensive media coverage in local, regional, and national publications due to its increased economic development activity. Many of the articles can be found in the ‘news’ section of the KABA website.
**2009-2012**

**2009**
KABA enters social media with an online presence on Twitter, LinkedIn, YouTube, and Facebook.

**2010**
KABA works with a marketing consultant to create a strategic marketing plan and develop a targeted marketing campaign.

**2011**
The ‘Unexpected Kenosha’ marketing campaign is launched. All of KABA’s marketing materials reflect recent rebrand, including its revamped web site—www.kaba.org—which went live in August.

**2012**
The online GIS mapping utility KenoshaSites.com is added to KABA’s web presence. The site selection utility allows users to search according to their building or site requirements, making the process much easier, faster, and more effective.
### FINANCIAL INFORMATION

Kenosha Area Business Alliance, Inc. and Its Subsidiaries  
Unaudited Consolidated Statement of Financial Position Compiled for the Years Ending:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Short Term Investments</td>
<td>$15,026,207</td>
<td>$11,952,066</td>
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<tr>
<td>Notes/Advances Receivable Less Reserves</td>
<td>$12,638,152</td>
<td>$14,113,890</td>
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<tr>
<td>Other Assets</td>
<td>$1,173,310</td>
<td>$949,550</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>$28,837,669</td>
<td>$27,015,505</td>
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<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
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<tr>
<td>Property &amp; Equipment Net of Accumulated Depreciation</td>
<td>$13,868,210</td>
<td>$13,940,816</td>
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<tr>
<td><strong>Total Assets &amp; Fixed Assets</strong></td>
<td><strong>$42,705,879</strong></td>
<td><strong>$40,956,321</strong></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable &amp; Other Short Term Liabilities</td>
<td>$2,505,209</td>
<td>$1,057,463</td>
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<tr>
<td>Refundable Deposits</td>
<td>$12,000,000</td>
<td>$12,000,000</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$14,505,209</strong></td>
<td><strong>$13,057,463</strong></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$11,349,138</td>
<td>$10,984,283</td>
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<tr>
<td>Temporarily Restricted</td>
<td>$-</td>
<td>$384,305</td>
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<tr>
<td>Permanently Restricted</td>
<td>$16,851,532</td>
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<td><strong>Total Net Assets</strong></td>
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<td><strong>$27,898,859</strong></td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$42,705,879</strong></td>
<td><strong>$40,956,321</strong></td>
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Unaudited Consolidated Statement of Activities - All Funds, Compiled for the Years Ending:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Services</td>
<td>$170,000</td>
<td>$-</td>
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<tr>
<td>Membership Dues</td>
<td>$225,138</td>
<td>$212,146</td>
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<tr>
<td>Loan Service Fees</td>
<td>$40,555</td>
<td>$15,325</td>
</tr>
<tr>
<td>Training / CEO Roundtables Fees</td>
<td>$94,715</td>
<td>$76,019</td>
</tr>
<tr>
<td>Interest (Bank, Investments &amp; Notes)</td>
<td>$673</td>
<td>$747</td>
</tr>
<tr>
<td>Revolving Loan Fund Administration</td>
<td>$543,007</td>
<td>$534,327</td>
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<tr>
<td>Other</td>
<td>$69,011</td>
<td>$183,967</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$1,143,100</strong></td>
<td><strong>$1,074,381</strong></td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Costs</td>
<td>$752,120</td>
<td>$682,947</td>
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<tr>
<td>Revolving Loan Fund Administration</td>
<td>-</td>
<td>$534,327</td>
</tr>
<tr>
<td>Travel / General Admin./Training / CEO Roundtable</td>
<td>$74,613</td>
<td>$69,816</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>$5,621</td>
<td>$7,060</td>
</tr>
<tr>
<td>Mailing / Printing / Office Supplies</td>
<td>$27,788</td>
<td>$12,491</td>
</tr>
<tr>
<td>Accounting / Auditing / Legal</td>
<td>$60,021</td>
<td>$41,246</td>
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<tr>
<td>Insurance (Business &amp; General Liability)</td>
<td>$10,378</td>
<td>$12,732</td>
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<tr>
<td>Telecommunications / Computer Services</td>
<td>$19,218</td>
<td>$9,587</td>
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<tr>
<td>Rent / Space Maintenance/Utilities</td>
<td>$93,836</td>
<td>$77,823</td>
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<tr>
<td>Membership &amp; Business Development</td>
<td>$98,811</td>
<td>$84,905</td>
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<tr>
<td>Depreciation &amp; Property Taxes</td>
<td>$38,568</td>
<td>$36,877</td>
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<tr>
<td>Miscellaneous Expense</td>
<td>$35,513</td>
<td>$12,077</td>
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<tr>
<td>Reserve Adjustment</td>
<td>$225,000</td>
<td>$300,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$1,216,427</strong></td>
<td><strong>$1,047,560</strong></td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td><strong>$(73,327)</strong></td>
<td><strong>$26,821</strong></td>
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</tbody>
</table>

**Unaudited Consolidated Statement of Activities - All Funds, Compiled for the Years Ending:**
## 2013 KABA INVESTORS

<table>
<thead>
<tr>
<th>Investment</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of America</td>
<td>Community State Bank Corporation</td>
</tr>
<tr>
<td>BMO Harris Bank</td>
<td>Education Credit Union Corporation</td>
</tr>
<tr>
<td>Chase</td>
<td>First American Bank Corporation</td>
</tr>
<tr>
<td>Cede Taylor Bank</td>
<td>First Business Bank</td>
</tr>
<tr>
<td>Gateway Mortgage Corporation</td>
<td>Johnson Bank</td>
</tr>
<tr>
<td>North Shore Bank</td>
<td>PNC Bank</td>
</tr>
<tr>
<td>Southern Lakes Credit Union</td>
<td>Tri City National Bank</td>
</tr>
<tr>
<td>Business Services</td>
<td>Mesi-Wenkstet-Pibble One Momentum BPA, LLC</td>
</tr>
<tr>
<td>ADP</td>
<td>MRA</td>
</tr>
<tr>
<td>Apex Alarm Systems, Inc.</td>
<td>Mueller Communications, Inc.</td>
</tr>
<tr>
<td>Badger Press Photographics Inc.</td>
<td>Online, LLC</td>
</tr>
<tr>
<td>Bakery Tile Verschoor, LLP</td>
<td>Outstanding Graphics</td>
</tr>
<tr>
<td>Baxter Rent Management, Inc.</td>
<td>The Golger Conference Center</td>
</tr>
<tr>
<td>Catalyst Exhibits, Inc.</td>
<td>Timeless, Federal &amp; Clark, LLC</td>
</tr>
<tr>
<td>Computer Technologies, Inc.</td>
<td>United Scrap</td>
</tr>
<tr>
<td>Converting Solutions, Inc.</td>
<td>Winter Services, Inc.</td>
</tr>
<tr>
<td>Copy Center</td>
<td>Wisconsin Fuel &amp; Heating</td>
</tr>
<tr>
<td>Construction &amp; Related Industries</td>
<td>Community Health Care Group, Inc.</td>
</tr>
<tr>
<td>Berghammer Construction Corporation</td>
<td>Indiana State</td>
</tr>
</tbody>
</table>
2013 KABA INVESTORS

Manufacturing

Media
Kenosha Community Media, Inc.  Kenosha News

Non-Profit

Real Estate

Retail Establishments

Telecommunications & Utilities
ClearCom Inc  Kenosha Water Utility  TDS  We Energies

Transportation, Distribution & Warehousing
2013 at-a-glance

> 2,600 new jobs
> $375 million in new private investment
> 2.9 million SF developed/absorbed
> $1.5 million in high impact funding
> 54 company leads explored
> 50 companies interviewed for BR|E program
> $2.9 million in new project financing from KABA RLF Program
> Foresight 2020 collaborative community initiative launched
> 656 yps attended one of Y-Link’s 24 events
> 70 students took a Schools2Skills tour
> Kenosha received Main Street designation
> Downtown Kenosha hired Executive Director
> 1,701 people attended a KABA event
> 1,796 visitors to kaba.org
> 2,285 people engaged with KABA on social media