

Journey to a Greater Green Bay



**Bay Area Community Council
Report to the Community on Economic Development
August 2016**



Purpose and History of the Bay Area Community Council

In 1989, The Green Bay Area Chamber adopted a strategic plan in which it expressed a desire to promote the general prosperity and quality of life of the greater Green Bay area. As part of the implementation of that plan, a task force recommended the establishment of a community strategic planning council. This recommendation resulted in creation of the Bay Area Community Council (BACC). Established in 1990, BACC is a Brown County citizens' think tank made up of volunteers representing business, education, community, and government.

Mission Statement

With awareness of current issues, BACC provides Brown County with insight into future issues of our community through:

- Examination of anticipated community concerns that affect the growth and health of Brown County.
- Analysis of those issues through rigorous discussion and discovery.
- Effective communication of those issues to the community.
- Engaging the community in the issues.

Objectives

To ensure that the identified issues become part of the total vision of community efforts, BACC will endeavor to:

- Articulate the vision.
- Measure critical indicators.
- Coordinate strategies with broad-based community interest groups.
- Coordinate strategies with public sector planning and regulatory groups.
- Identify a process for stakeholder participation in planning and implementation

**Bay Area Community Council
Brown County 20/20 Envisioning the Future Conference
Economic Development Study
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Strategic Economic Development Agenda

Overview

The [2012 BC 20/20 Envisioning the Future conference](#) (BC 20/20), which had its roots in the [2011 Brown County LIFE Study](#), set forth a vision for Brown County in the year 2020 around:

- **Education**
- **Overcoming Divisions**
- **Economic Development**
- **Personal and Community Health**
- **Self Sufficiency**

The [Bay Area Community Council](#) (BACC) convened five corresponding study groups to take the conference results to the community. This report is the product of the Economic Development study group, which convened in December 2012, comprised of volunteers from the BACC and the community at large with input from community leaders and economic development experts as noted in [Appendix F](#). While the core focus is economic development, it also touches on education as preparation for entry into the workforce and lifelong learning thereafter, and self-sufficiency as it relates to quality employment.

The results of our study center on jobs, specifically the availability of good quality employment opportunities and a workforce capable of filling them. In order to achieve that, we need to align in pursuit of a common Economic Development Agenda consisting of a vision statement and four objectives or destinations:

One Community, One Journey to a Greater Green Bay

- **Attain a growing, sustainable economy**
- **Achieve high quality economic and employment opportunities**
- **Align education and employment**
- **Establish distinction in the eyes of others**

If you agree with the Agenda and its objectives, we ask that you add your endorsement to those of other community members by taking the steps outlined in [Appendix C](#).

By doing so, you commit to consistently:

- Promote the Greater Green Bay Economic Development Agenda;
- Identify and take positive steps to advance the Agenda;
- Identify and take positive steps to remove barriers to achieving the Agenda;
- Contribute to the list of economic development success stories.

The list of endorsements of the Greater Green Bay Economic Development Agenda, along with the electronic version of this report with live internet links and other economic development materials are available on the BACC website (<http://www.bayareacommunitycouncil.org/>).

One Community, One Journey to a Greater Green Bay

One – Alignment to travel and act as one redirects energy from internal competition to successfully compete in broader regional, national and international economic venues.

Community – Brown County encompasses the cities of Green Bay and De Pere, nine villages and 13 towns, with a total population of approximately 250,000 residents¹. These municipalities are highly integrated economically, with less than 10% of residents working outside the county. The county workforce is augmented by workers from surrounding counties which make up over 20% of the county workforce². Municipal cooperation is a requirement of acting as “one” community and cooperation cannot stop at the county line. Alignment with the Fox Valley region to the south and surrounding counties provides a more capable and substantial economic engine and basis for higher quality infrastructure to support it. Greater Green Bay is an avenue of commerce, acting as a Gateway to the North, connecting Chicago and points south, internationally to Canada and beyond through land, sea and air connections.

The New North Region



✓ **Success story** – [The NEW North organization was formed in 2004](#) to promote the resources, talents and creativity of the 18 counties surrounding Brown County in Northeast Wisconsin for the purpose of sustaining and growing the regional economy. [New North, Inc.](#) serves as a link to the [Wisconsin Economic Development Corporation](#) and the State of Wisconsin, as well as local economic development partners, and represents more than 100 private investors. Its headquarters is in Green Bay and NEW North serves an area population of 1.2 million.

Journey – The path to the four economic development destinations or objectives will be broad and varied. The key is alignment in their pursuit, with freedom to travel independent, collaborative, routes to get there.

A Greater Green Bay – At its inception in 1818, Brown County was one of three counties in the territory which would become the state of Wisconsin and upper peninsula of Michigan³. Named after Major General

¹ Sperling’s Best Places

² U.S. Census Residence County to Workplace County Flows Sorted by Residence Geography 2006-2010

³ [Wisconsin Historical Society – The Creation of Wisconsin Territory](#)

Jacob Brown who fought in the War of 1812⁴, today the name provides no distinction in Wisconsin or the other eight states, including Indiana, Minnesota and Illinois, with a Brown County. Much better known is Green Bay, with a community owned NFL team and direct access to the Great Lakes. We recommend use of the term Greater Green Bay (GGB), which transcends geopolitical boundaries and is aspirational, pursuing a better community outcome through successful economic development. The term is already in common use (e.g. Chamber, YMCA, Convention and Visitors Bureau, Community Foundation) and is easy to locate for anyone familiar with the Packers or Great Lakes.

DESTINATIONS

The five BC20/20 vision has four destinations or objectives of our economic development journey. They are interrelated and directly impact future economic success.

“As we travel our economic development journey together . . . “

We will attain a growing sustainable economy – Growth provides energy for the economic engine and needs to be sustainable in order to provide a meaningful base for the future. The current Greater Green Bay economy is robust and diverse, providing a broad base for expansion of existing commerce ([Appendix A](#)). Greater Green Bay has a solid, informal and personal entrepreneurial spirit, relying less on who you know or how you are connected than on the quality of your ideas and the strength of your passion. A third element is attraction of new economic activity. Greater Green Bay is a good place to get things done, with a cost effective resource base, willingness to collaborate, and general ease of doing business. Economic incentives play their part, but are only one of the right reasons to locate in Greater Green Bay.

We will achieve high quality economic and employment opportunities – It’s more than just quantity. We’re looking for growth in the value of economic activities individually as well as in the aggregate. This destination addresses the demand side of the employment equation. As the economy grows, the need for workers follows. The challenge is to open up employment opportunities on the higher rungs of the career ladder. A number of companies call Greater Green Bay home ([Appendix B](#)). Those headquarters, along with local technology, higher education and health care enterprises, provide a range of upscale employment opportunities. Greater Green Bay has an advantage of a cost of living that is 8% below the national average and a favorable cost of doing business.⁵

We will align education and employment – In a perfect system, all jobs are filled with qualified people and all qualified people are employed to their highest potential. This

⁴ [WisconsinOnLine](#)

⁵ Forbes Magazine (2015 Best Places for Business and Careers)

Opinion: When asked to rank the priority level of each of 16 possible actions (across all sectors) that the county could take,

- 69% of leaders ranked **“creation of jobs that pay higher wages”** (top scoring action) as a high priority

Source: 2011 Life Study-Brown County

Opinion: When asked to rank the priority level of each of 16 possible actions (across all sectors) that the county could take,

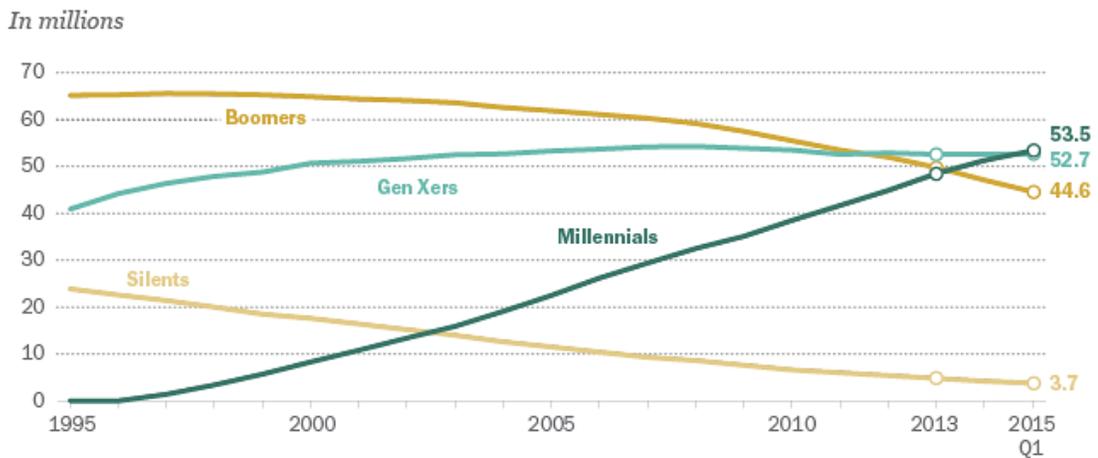
- 53% of leaders ranked **“strengthening the education system,”** second only to **“job creation”** in importance.

Source: 2011 Life Study-Brown County

destination was evident early in our study and addresses the supply side of the employment equation. The need for a capable, productive workforce continues to increase. Technology permeates employment at all levels, with demand outstripping the supply of technically trained workers, particularly in manufacturing⁶. The workplace is constantly changing, creating a need for retraining displaced older workers in newer technologies, and training younger Millennials in soft skills of leadership, communication and teamwork.

The Millennial generation has become the largest in the workforce (below) and continues to grow as younger Millennials transition from school to jobs and over 50% of recent immigrants are in that age range⁷.

U.S. Labor Force by Generation, 1995-2015



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.
 Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

Greater Green Bay has an active, collaborative approach to education and employment which aligns employers, workers, educators and others toward those ends. However, there are still areas of underemployment of those who are not participating in the workforce to their full potential.

We will establish distinction in the eyes of others – What makes Greater Green Bay special? In the eyes of many, our distinction is being home to The Green Bay Packers, the only community owned franchise in major professional sports. It places Greater Green Bay in a league with some of the biggest cities in the United States. What’s less known is the extent of community impact the Packers have had and the fact that the team embodies many of the values and virtues that define Greater Green Bay to those who live and work here. Dedication to excellence, working together toward common goals, effectiveness in what we do,

⁶ [Northeast Wisconsin Manufacturing Alliance 2016 Manufacturing Vitality Index](#)

⁷ [Millennials surpass Gen Xers as the largest generation in U.S. labor force](#), Pew Research Center, May 11, 2015

productivity, pride, community mindedness, common sense, work ethic, humility, openness, acceptance, and support of friends and neighbors are woven into the fabric of Greater Green Bay.

Many visitors, guests and transplants choose to stay and call this place home because of Greater Green Bay hospitality, safety, affordability, camaraderie, community and lifestyle. The question is why it takes a visit to discover what already exists and, more importantly, how can we become better known for everything Greater Green Bay is to employers and skilled workers alike.

The Path

The next question is which routes lead to the destinations. We have identified a number of avenues, which individually and collectively offer the best opportunity to get there. The who and how of these paths is left to the collective wisdom and cooperation of the community. We have noted specific **Calls to Action** to consider and **Success Stories** which show progress to date.

Tipping Points

An extensive SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was conducted on the original BC 20/20 Economic Development vision and a number of success criteria were identified ([Appendix G](#)). The analysis led to identification of a number of areas of potentially high impact, positively or negatively, by action or inaction. Specifically:

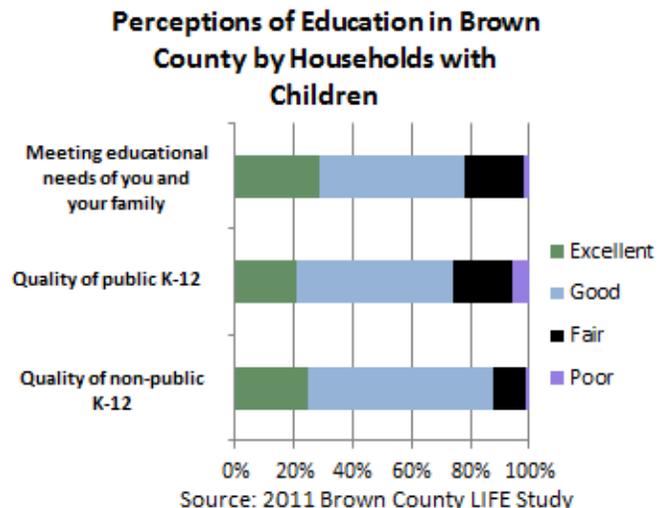
- **Education**
- **Industry expertise**
- **Business and entrepreneurship**
- **Outreach, marketing, image**
- **Economic development process**
- **Infrastructure and demographics**

These are the foundation of an economically sound Greater Green Bay and tangible progress exists in every one of them. The power is in the untapped imagination and initiative of those who take up the call to make the Economic Agenda a reality. Left unaddressed, they can undermine and de-energize otherwise positive economic activities.

EDUCATION

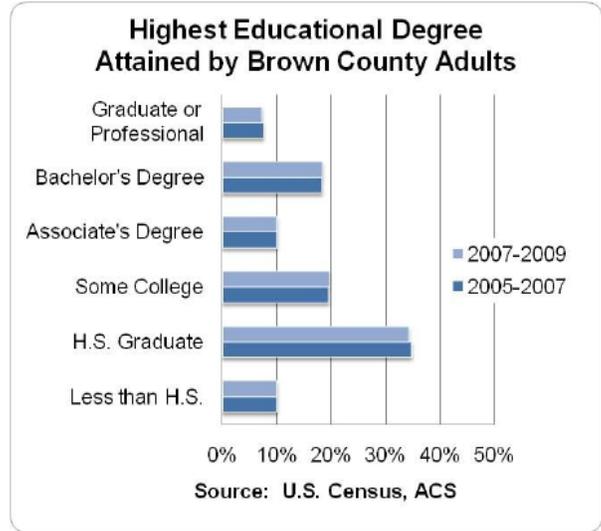
Adapting to change – The labor marketplace is on the move. The structure and stability of worker/workplace relationships are diminishing. Apprenticeship programs are waning and the days of working for one employer for an entire career are gone. Workers are increasingly mobile, technology savvy, and more independent, as social and work lives blend. Two groups of workers are at risk, the young who have not developed workplace skills and experienced or displaced workers with dated technical skills that don't match current employer needs. The need for skilled labor is here and will continue. The challenge is to develop skills to participate in the technically skilled mainstream. Almost universally, that translates to education and training.

Workforce alignment – Greater Green Bay offers a robust range of educational opportunities, from pre-K to advanced university programs. The importance of aligning education to the workplace is broadly recognized and accepted. K-12 systems are generally healthy as noted in the 2011 LIFE Study. The alignment of education and the workplace is the foundation of the Greater Green Bay Chamber [Partners in Education](#) program and the [Achieve Brown County](#) (ABC) initiative which supports cradle to



career collaboration to attain better educational outcomes for students through grade twelve.

Lifelong learning – Eighteen colleges and universities operate within an hour’s drive of Brown County⁸. Nine out of ten respondents to the 2010 Brown County Community Survey gave a Good or Excellent rating to higher education in the county. [Northeast Wisconsin Technical College](#) offers a wide variety of programs and high degree of collaboration with educators and employers to bridge skill gaps, and prepare students for university or continuing lifelong education. The [Bay Area Workforce Development Board](#) provides assistance to employers, students and workers of all ages to match skills with needs. The [University of Wisconsin-Green Bay](#), [St. Norbert College](#), the [Bellin College of Nursing](#), and the Green Bay campus of the [Medical College of Wisconsin](#), and others provide baccalaureate and post-graduate degrees across a variety of fields. These programs offer the best route to actualizing the full potential of the existing workforce. Support for lifelong learning is improving at the state level through the Wisconsin Department of Workforce Development [Fast Forward grant program](#).



Funding of research and development and innovation – Greater Green Bay ranks low in patents generated and other external measures of innovation. The University of Wisconsin directs most system research funding to Madison and Milwaukee, the two Research 1 schools in the University of Wisconsin system. In the absence of university-led research and development, innovation is left to the private sector, where a bias toward short term payback tends to replace true basic research innovation with less risky application development. The more conservative approach limits the flow of ideas to fuel new business start-ups, which in turn reduces the need for new business mentoring and capital resource networks to support them. The most promising avenues for encouraging more pure research and true innovation are the proposed county technology park and private funding of university research programs.

Post-secondary engineering education – Current post-secondary engineering offerings fall short of the needs of Greater Green Bay manufacturers, with a very limited range of applied baccalaureate degrees and no graduate level programs. That means top area students must leave Greater Green Bay to pursue the very degrees its manufacturing sector needs to maintain global competitiveness. Two year campuses have a strong presence in applied engineering, with Northeast Wisconsin Technical College offering associate technical engineering degrees in multiple disciplines. In addition, the school has articulation agreements with UW-Stout, UW-Green Bay, UW-Oshkosh and Milwaukee School of Engineering to allow students to continue coursework toward Bachelor of Science degrees in applied engineering and engineering technology. When combined with expanded high school technical offerings, GGB has a solid path for retaining mainstream technical program graduates in the local economy.

⁸ [2011 Brown County LIFE Study](#)

For degrees beyond the applied engineering disciplines of electrical, environmental, mechanical and manufacturing, students must leave the area to attend schools like [Michigan Tech](#), [Milwaukee School of Engineering](#), [Marquette University](#), or one of six University of Wisconsin campuses with four year or advanced degree offerings. The nearest advanced engineering degree programs are at least 100 miles from Green Bay⁹. This means local employers must recruit top engineering talent from out of area universities and contributes to a Greater Green Bay brain drain of STEM talent to distant schools and the businesses that recruit from them.

<p>Strengths</p> <ul style="list-style-type: none"> • Cradle to career educational commitment through ABC (Achieve Brown County) • Ease of movement between two and four year programs • Broad spectrum of medical training 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Skill mismatch for senior displaced workers • Limited soft skills among younger workers • Underfunded academic research & development
<p>Opportunities</p> <ul style="list-style-type: none"> • Expand and extend STEM and MBA offerings • Expand knowledge and education as a product • State training grants, including Fast Forward program 	<p>Threats</p> <ul style="list-style-type: none"> • Competition from outside the area for talent • Plant closings • Uncertain state funding

Success stories

- ✓ In recent years, skilled manufacturing labor has been in relatively short supply in Brown County and Northeast Wisconsin. After years of competing with each other for a limited resource, over 100 manufacturers and 50 other organizations came together to form the [NEW Manufacturing Alliance](#). Since 2006 the Alliance has aligned employers, educators, workers and other support organizations to address the skilled labor shortage through education, communication, and outreach.
- ✓ In 2014, the Green Bay Area Public School District, Northeast Wisconsin Technical College and the NEW Manufacturing Alliance, along with 20 financial sponsors partnered to form [Bay Link Manufacturing](#) on the Green Bay West High School campus. The educational laboratory is set up as an enterprise, engaging in real commerce with the area manufacturing community. Profits from the enterprise are reinvested in upgrading equipment and student scholarships. The lab provides students with not only technical training, but experience in soft workplace skills such as leadership, dependability, commitment and teamwork.

⁹ Engineering Schools in Wisconsin <http://educatingengineers.com/states/wisconsin>

Calls to action

- 🧠 Expand and extend post-secondary and advanced engineering degree programs, either standalone or in collaboration with a credible out-of-area university (e.g. Michigan Technological University, Milwaukee School of Engineering or one of the University of Wisconsin engineering colleges). **Why it Matters:** When our most talented students are educated and serve internships in places like Madison, Minneapolis and Chicago, they stay there, while GGB manufacturers need those very graduates. We need to turn around the brain drain.

- 🧠 Use Greater Green Bay’s skills, talents and knowledge (e.g. papermaking, cheese making, advanced manufacturing and transportation logistics) that are among the best in the world to attract students from outside the region, including developing countries, with work based internships, apprenticeships and other educational offerings. **Why it Matters:** We are in a competitive war for talent across the United States and employers will not locate or stay where there is a shortage of trained and prepared workforce.

- 🧠 Extend business sponsorship of academic research & development through partnerships, sponsorships, endowments and other collaborations between business and the University of Wisconsin-Green Bay. **Why it Matters:** University of Wisconsin research funding isn’t going to change anytime soon and impactful, innovative change can come from public private partnerships. An example of this can be found at the [Water Council in Milwaukee](#)

- 🧠 Identify and promote access and reentry to education and skills development for those who want to advance, but lack qualifications, in particular those 25 years and older with high school education or less. **Why it Matters:** Technological changes have gone from fast to exponential. Without new and updated skills, our workforce is becoming obsolete. According to Georgetown University, 65% of all jobs will require more than a high school education by 2020. We need to keep pace.

INDUSTRY EXPERTISE

Broad base – The Greater Green Bay economic base is more than cheese and football as evidenced by the top private sector employers ([Appendix B](#)). Greater Green Bay has a pragmatically diverse economy and robust value proposition through expertise in a number of areas ([Appendix A](#)). Within the broader industry footprint, a number of areas rise to the status of industry clusters, with a high degree of interconnectedness in terms of labor force expertise and talent, markets, technology and buyer-seller relationships.

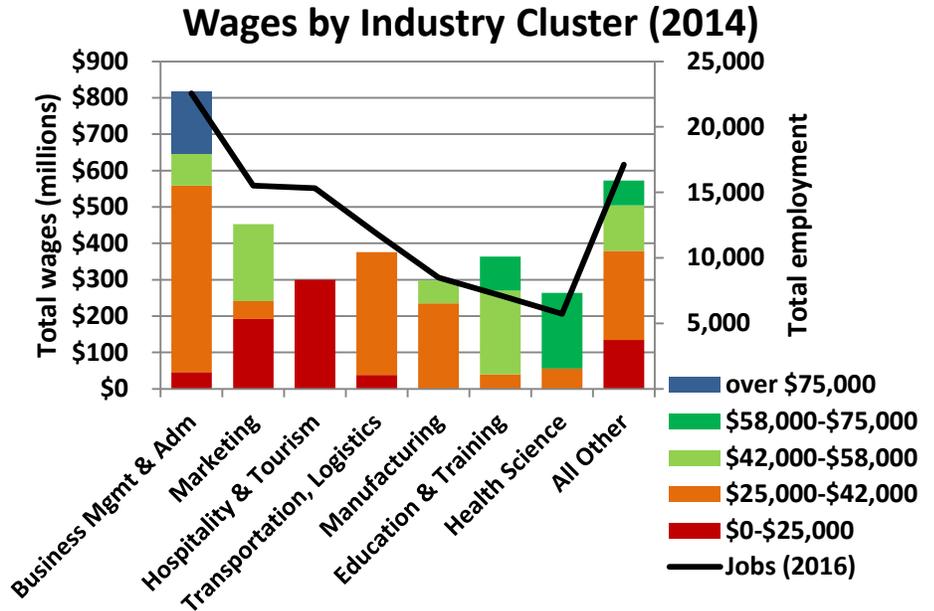
Greater Green Bay Industry Clusters

- Agriculture, dairy and food processing
- Manufacturing and industrial machinery and components
- Paper and nonwoven manufacturing and converting
- Trucking, logistics and supply chain management
- Tourism and hospitality

Greater Green Bay has a major presence in three of the top four statewide economic drivers (dairy products, converted paper products and pulp, paper, paperboard mills), in terms of industry growth and competitiveness¹⁰ ([Appendix D](#)).

Industry expertise is enhanced through alliances within and outside Greater Green Bay. The NEW Manufacturing Alliance may be the best known, but alliances in marine manufacturing, healthcare, health insurance, information technology, entertainment and education, also exist. Area enterprises have shown a willingness and ability to relax traditional constraints and competitive impulses to collaborate for the greater good.

Occupational clusters – White collar business management and administration occupations make up nearly a quarter of the GGB workforce and include a broad range of wage rates. Retail (marketing) and hospitality together comprise one in five jobs and tend toward the lower end of the wage scale. In total the top 50 occupations in the GGB workforce ([Appendix E](#)) are valued at \$3.2B. The fastest growing clusters are health sciences, hospitality and tourism.



The mix of jobs is trending slightly toward a higher wage, but is largely static. Some of the more significant or faster growing occupations are noted below.

Annual salary	Occupation		
\$0 - \$25,000	Personal care aid	Food preparation	Janitor and cleaner
\$25,000 - \$42,000	Customer service rep	Heavy truck driver	
\$42,000 - \$58,000	First line office supervisors	Sales reps, service	Sales reps, wholesale and manufacturing
\$58,000 - \$75,000	Computer systems Analyst	Post-secondary teacher	Registered nurse
\$75,000 and above	General operations manager		

Capitalize on synergies – Intersections of the county’s various economic sectors present opportunities for collaboration and leverage of expertise. Some existing synergies include the integration of healthcare and education with the Medical College of Wisconsin and Bellin College, the combination of technology and

¹⁰[The Wisconsin Economic Future Study Statewide and Regional Analysis](#) prepared in June 2013 by the MPI Group, Inc. for the Wisconsin Economic Development Corporation.

papermaking that make Brown County a worldwide leader in non-woven fabrics commonly used in wet wipe and sanitary applications. Some other intriguing combinations:

- Healthcare and Professional Sports – Sports medicine
- Agriculture, Technology and Energy – Soil and water quality management, biofuels,
- Technology and Healthcare – Medical records management
- Manufacturing and Healthcare – Workplace health and wellness
- Technology and Energy – Renewables and alternate energy sources

<p>Strengths</p> <ul style="list-style-type: none"> • Variety of fields of expertise • Certifiably world class expertise in multiple areas 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of research and development infrastructure
<p>Opportunities</p> <ul style="list-style-type: none"> • Combine existing strengths to form centers of excellence • Extend reach by building on and establishing alliances 	<p>Threats</p> <ul style="list-style-type: none"> • Complacency that allows expertise to be developed elsewhere

Success stories

- ✓ [Breakthrough Fuel](#) has successfully developed a proprietary fuel management enterprise, combining expertise in technology, transportation management, and energy optimization.
- ✓ Greater Green Bay is home to some of the biggest dairy operations in the world, providing a ready laboratory for research, testing and development of sustainable agricultural processes and practices. Area soils and proximity to the Bay of Green Bay offer much in the way of opportunity to demonstrate nutrient (e.g. phosphorous) management and conversion of biomass to energy. [MilkSource](#) and [Green Valley Dairy](#) are two leading agriculture technology and energy innovators in the area.

Calls to action

- 👤 Seek out and promote synergistic combinations, research and development that cross traditional boundaries to capitalize on existing fields of expertise to form new centers of excellence. **Why it Matters:** The global economy rewards those who innovate aggressively and attracts the best and brightest to support it.
- 👤 Form a Greater Green Bay Agricultural Alliance, of large and small scale farms, food processors, schools, governments, environmentalists and energy firms with a shared goal to develop and promote best practices and collaboration in sustainable agriculture. **Why it Matters:** Current hand wringing and finger pointing wastes energy and misses a golden opportunity to dispel myths, recraft regulations, redirect funding and show the way to innovation and sustainability and create awareness of careers in agriculture – we need the best and brightest to stay in the industry.

NEW BUSINESS AND ENTREPRENEURSHIP

Entrepreneurial roots – GGB is a good place to launch a new enterprise in an informal, Mom and Pop environment. It has a tradition of startups which grew into highly successfully enterprises. Past successes include tissue manufacturing, paper converting equipment, food processing and insurance, all with roots in the 20th Century. In order for GGB to successfully reach its long-term economic and high quality employment destinations, the community must tap the entrepreneurial spirit, leverage existing clusters of strength and provide support for innovative approaches to the 21st Century economy. GGB needs to move beyond being an average performer, taking what the regional, national and global economies offer, to fostering a culture that forges its own future in the 21st Century economy.

Support needed – Infrastructure support (e.g. management, financial, legal, systems and facilities) for new businesses is limited and delivered in ways which have not evolved to match current needs. The Greater Green Bay Chamber’s [Advance Business Assistance Center](#) provides access to facilities. The Green Bay SCORE chapter, [UWGB Small Business Development Center](#) and [Urban Hope e-hub](#) offer competent professional services and the Green Bay Packers Mentor – Protégé program is another place where new and growing first stage (startup) businesses can seek leadership support. However GGB needs much stronger support for stage two (growth) businesses, providing access to capital, business professionals, markets, supply chain and governance for those ready to take the next step in size, sophistication and reach. The county has limited first and second stage funding sources for new businesses. Informal investor networks and angel funds from outside the area somewhat fill the gap. At a regional level, the [NEW North Fast Forward 3.0](#) program provides a starting point for stronger stage two support.

<p>Strengths</p> <ul style="list-style-type: none"> • Entrepreneurial spirit • Advance business incubator 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited formal Stage I and Stage II funding sources and new business support • Limited entrepreneurial studies programs at area colleges
<p>Opportunities</p> <ul style="list-style-type: none"> • Improve accessibility to funding resources to support new businesses • Retool existing new business support systems 	<p>Threats</p> <ul style="list-style-type: none"> • Other more “new business” friendly cities • New business founders tendency to go it alone

Lost Opportunity

Technology startup, [Aver Informatics](#), was formed in Green Bay in 2010 to use metadata to price and share revenues for episodic medical services (e.g. knee replacement) instead of the traditional itemized fee for service model, which Medicare is moving away from. Initial funding of \$2 million was provided locally through private investors and the [Angels on the Water](#) fund based in Oshkosh. When Aver needed to raise more funds, it had to look outside. Aver relocated to Columbus, OH, to be closer to a funding group with ties to Silicon Valley, venture mentorship and \$8.5M of new investment funding provided in part by the State of Ohio.

Success of Others – The [Cambridge Innovation Center \(CIC\)](#) in Cambridge, Massachusetts was founded in 1999 with a vision and a simple idea: Startups make the world much better. Since then,

more than 1,400 companies have chosen CIC as their home and more than \$1.8B of venture capital has been invested in CIC based companies. CIC removes barriers and promotes collaboration to allow transformation of ideas to enterprises. The question is whether that model could be applied without impairing Greater Green Bay's friendliness to family owned private businesses.

Calls to action

- 👤 Support second stage business growth into markets beyond Greater Green Bay through access to CEO's and other proven talent and expansion of incubator and educational resources, including a technology/research sandbox where new ideas can be developed, tested, exchanged and leveraged. **Why it Matters:** New businesses generate new jobs as they grow beyond start up. Without solid second stage support new businesses don't blossom into true job creators.
- 👤 Form a visible branded source of funding for first and second stage businesses in collaboration with the Wisconsin Economic Development Corporation and the Wisconsin Department of Commerce to provide direct support for new business formation and growth. Within the greater thrust, target specific investment support for new businesses founded by recent immigrants with an appetite for new business formation. **Why it Matters:** If entrepreneurs can't personally fund an idea or find local funding sources, we risk an innovation drain as they leave the area to grow their businesses elsewhere.

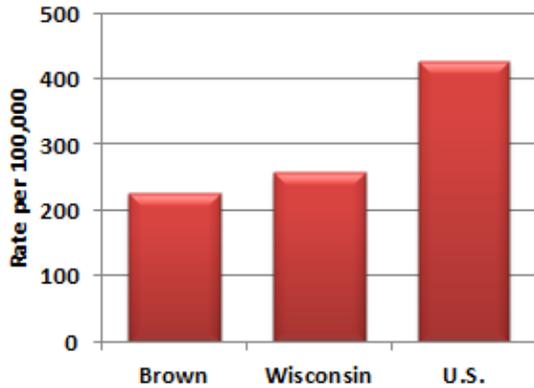
OUTREACH, MARKETING, IMAGE

Proud core – Whether it's Midwest humility or the fact that Greater Green Bay is more an experience than a billboard, its image tends toward the simplistic cheesehead label. Green Bay ranks outside the top 250 cities in the United States based on population but, as home to the Packers, has something in common with seven of the most populous cities in the U.S. It's the only community owned franchise in all of major professional sports and the benefits are evidenced by the strong community support provided by the Packers organization. We embrace the excellence of the Packers and actively demonstrate it in the development of excellence in manufacturing and other sectors within Greater Green Bay.

Not just football – The Packers organization, by most measures, runs a model football franchise, and has the worldwide reputation to match. What is not as widely known is the extent of their off the field impact. The Packers have a long history of giving back to the community in the form of time, talent and \$1 million of annual support to non-profits in Greater Green Bay and the State of Wisconsin through the [Packers Outreach Program](#). Both of the team's home pre-season games are named for and benefit non-profits. The Packers organization is also an important draw for tourism and, in August of 2015, became one of the largest real estate developers in Greater Green Bay with the announcement of the [Tittletown District](#), a 34 acre development designed to create a destination district, attract more visitors to the area and spur regional economic growth.

Community matters –The Greater Green Bay community consistently draws people to stay. There’s a broad and robust economic base. Safety and affordable housing are some of the top reasons residents mention for preferring to stay in Greater Green Bay. Education, entrepreneurship, arts, entertainment and year round recreation add to the retention dimension. For those who view the area as too sleepy for the millennial generation, ask members of [Current](#), a young professionals organization with over 2,000 members, why they are here and believe in the community (hashtag #betterthanportland).

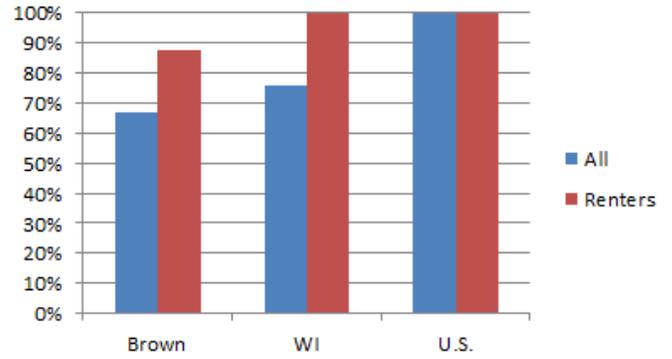
Violent crime rate



Source: WI Office of Justice Assistance

Rental housing affordability

(Median wage compared to 2 BR rental)

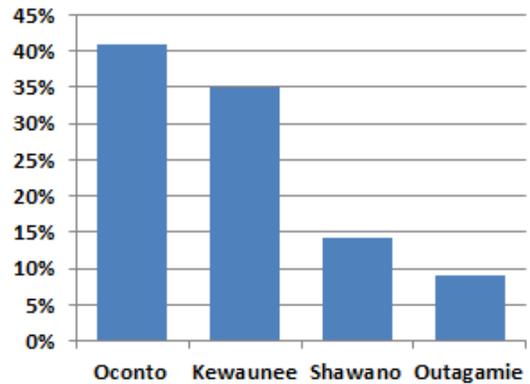


Source: National Low Income Housing Coalition

Bigger than it appears – Brown County is an employment magnet, drawing 21% of its workforce from surrounding counties, while only 9% of county residents work outside the county¹¹.

For U.S. Census purposes, commuting patterns with Outagamie and Shawano counties aren’t strong enough to consolidate into a single Metropolitan Statistical Area (MSA), leaving the Green Bay MSA, which includes Brown, Kewaunee and Oconto counties, at number 157 out of 381 nationwide¹². Aggregating Shawano and Outagamie counties elevates the population of Greater Green Bay into the top 25% of MSA’s at number 90.

% of Residents Working in Brown County



Source: US Census

¹¹ U.S. Census Residence County to Workplace County Flows Sorted by Residence Geography 2006-2010

¹² US Census - CPH-T-5. Population Change for Metropolitan and Micropolitan Statistical Areas in the United States and Puerto Rico (February 2013 Delineations): 2000 to 2010

<p>Strengths</p> <ul style="list-style-type: none"> • Packers professional football franchise • Strong sense of community • Quality of life and doing business • Well known private sector willingness to work together for the common good • Community work ethic, including recent immigrants 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Fractured, weak branding • Tendency to understate virtues
<p>Opportunities</p> <ul style="list-style-type: none"> • Unified economic development messaging 	<p>Threats</p> <ul style="list-style-type: none"> • Inaction

Success story

- ✓ Downtown development was the most mentioned example of “What is going well in Brown County?” in the economic development survey done in conjunction with this study. The Downtown Green Bay riverfront upgrade, with extensive programming for all ages, expansion of residential housing options, major corporate investment by enterprises like Schreiber and Associated Bank, and recent expansion of the KI convention center, all contribute to that assessment. It’s an urban experience without crime, congestion and high prices.

Calls to action

- 🗣️ Identify and promote what brings people back to Greater Green Bay or why they choose to stay after relocating here (e.g. downtown revival, broad economic base, arts and recreation, jobs and an affordable, safe, fun, family friendly quality of life.) **Why it Matters:** The 21st century is one of choice. Greater Green Bay has what many people want, but they can’t choose what they aren’t aware of.
- 🗣️ Incorporate the virtues of Greater Green Bay into a clear and compelling branding initiative. As an example, start with the Packers reputation and celebrity with the message “You may know us as the home of the only community owned major professional sports team in the United States, but did you know . . .”) to highlight the breadth and vigor of the area. Work in collaboration with Wisconsin’s state chief branding officer to incorporate the Greater Green Bay brand into state level branding and messaging. **Why it Matters:** Greater Green Bay is a recognizable label. We can either tell others what it stands for or let them do it in simplistic, stereotypical ways.

ECONOMIC DEVELOPMENT PROCESS

Communities within the community – Much of the appeal of Greater Green Bay is the small town feel and ability to choose from a variety of settings and locales. The starting point is its municipal makeup, which includes two cities, nine villages and 13 towns, each with its own feel, style, environment, and local government. From urban to rural, residential to commercial, these communities provide local autonomy, subsidiarity, flexibility, character and pride for their citizens.

Parochial to a fault – The virtues of having 24 separate municipal governing entities plus a Brown County government impedes development and pursuit of comprehensive and cohesive economic development. Competition between municipalities and a desire to protect individual preferences leads to suboptimal outcomes, including:

- Win/lose shifting of economic activity within the county
- Fractured, complex maze for incoming entities to navigate
- Waste of valuable tax and other incentives
- General lack of coordination in landing the big deal

Greater Green Bay has the raw capacity for economic development. The next step is to act in a more collectively aligned manner and ultimately shift to a regional approach, where municipal boundaries fade in favor of finding best fit and strongest case for economic development opportunities.

Need to align and unite – Unless and until Greater Green Bay aligns behind a common economic development plan, results will be suboptimal. The Greater Green Bay economy is not particularly complex or nuanced and there is good reason to be optimistic. There are ample data, scholars and planning professionals to develop and articulate a solid economic plan for Greater Green Bay. A number of plans already exist or are in process, some of which are noted in [Appendix H](#). The challenge is to choose and rally behind one overarching economic development plan and redirect secondary, more specific plans to how each municipality or organization helps make that plan a reality.

The entity which appears well positioned to lead the charge, because of its geographic reach, staff, leadership and mission, is the [Advance Economic Development](#) department of the Greater Green Bay Chamber. However, collaboration, as measured by a number of factors, is key:

- An advisory board with representation from government, business, education, etc.
- Broad input through open planning events to develop multi-year economic development goals
- Ongoing financial commitment of the Greater Green Bay communities and Brown County governments and other stakeholders
- Annual plan monitoring and updating, and direct reporting to community and large stakeholders
- Solid working relationships with regional (e.g. New North), allied (e.g. Bay Area Workforce Development Board, NEW Manufacturing Alliance, Great Lakes Asset Corporation), state (e.g. Wisconsin Economic Development Corporation, Bay Lake Regional Planning Commission) and other (e.g. Northeast Wisconsin Regional Economic Partnership (NEWREP)) partners to leverage overall collaboration and effectiveness.

<p>Strengths</p> <ul style="list-style-type: none"> • Local autonomy and flavor • Ability to choose where to live and do business • Economy is already regional (labor resources, customers served) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Competing municipalities • Fractured economic development initiatives
<p>Opportunities</p> <ul style="list-style-type: none"> • Collaboration across municipalities • Development of a comprehensive economic development vision 	<p>Threats</p> <ul style="list-style-type: none"> • Other locales which offer ease of entry • Failure to act regionally, first within and then beyond county borders

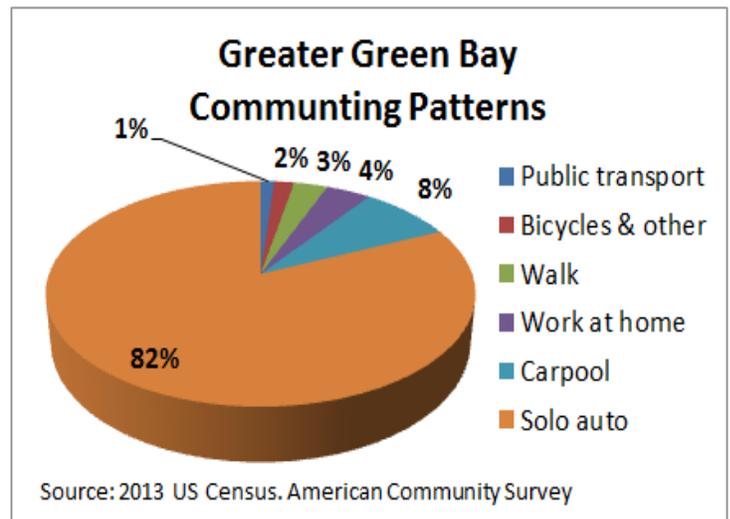
Calls to action

- 🧠 Develop and promote a comprehensive, strategic economic development vision through an independently facilitated initiative with participation of government, business, education, workforce, economic development and other stakeholders. **Why it Matters:** If you don't know where you are going, any path will get you there. We need to build our road map to success by picking our destination and figuring out how to get there.
- 🧠 Set aside parochial interests in favor of aligned interests, mutual support and a broader view of the economic playing field. Adopt the **One County, One Journey to a Greater Green Bay** vision. **Why it Matters:** Continually reshuffling the existing economic development cards and competing locally creates winners and losers. By pulling together, we can increase the total opportunity for all.

INFRASTRUCTURE AND DEMOGRAPHICS

Room for improvement – Greater Green Bay has untapped economic development potential in infrastructure, cultural and ethnic diversity, and age related demographics which will impact the economy for decades to come.

Infrastructure – Greater Green Bay is not the logistical center of the United States, but does have a unique combination of access to water, interstate highways, international airport, and rail. Personal transportation is heavily auto based and, although the average commute is only 18.5 minutes, limited public transportation hinders access to jobs for those without personal vehicles. With the exception of the interstate highways, the overall transportation network is generally underdeveloped and offers significant opportunity for expansion in support of economic development if taken to the next level.



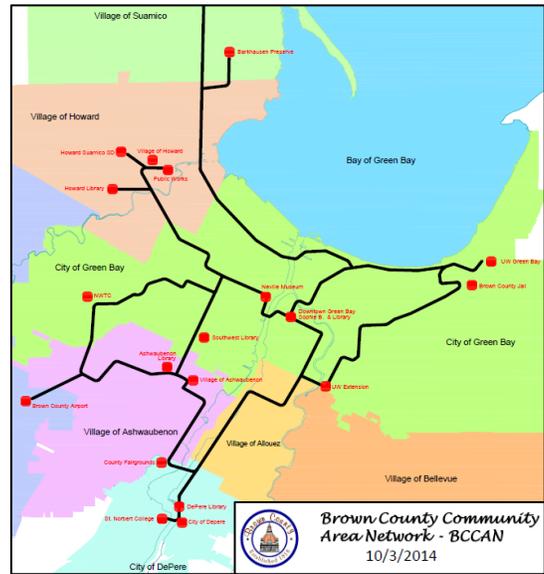
Utilities – Greater Green Bay has a solid utility base providing reliable, affordable commercial and residential services throughout the area. Electricity rates were 13% and 21% below the U.S. and Wisconsin averages in 2014¹³. One of the area's most valuable resources is water. Greater Green Bay is directly connected to Lake Michigan, part of one of the biggest fresh water sources in the world. Recent upgrades to the Green Bay Water Utility provide a daily capacity of 42 million gallons, which is currently less than half utilized.

¹³ U.S. Energy Information Administration

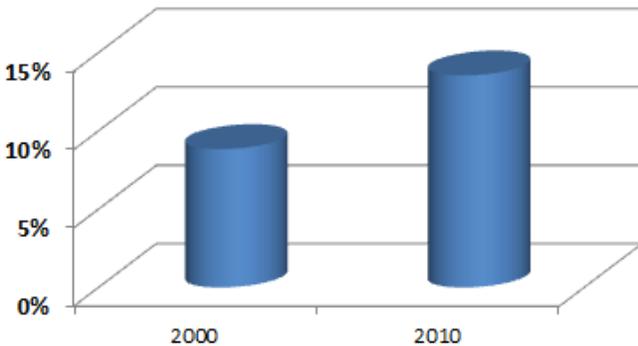
Connectivity – Internet access has become a core technology for daily life and commerce. Current access to high speed digital connections is limited in many parts of Greater Green Bay and Wi-Fi access is largely dependent on private business and generally not dependable in public spaces.

Brown County government and educational centers are currently connected with a fiber optic based wide area network (BCCAN). The network is a potential backbone for county wide hot spots and universal wireless access to high speed internet connectivity for smart devices, which are rapidly overtaking traditional computers for web access.

Cultural and ethnic diversity – In the past 30 years GGB has experienced more immigration and cultural diversification than any time since the late 19th century. Reasons are similar: jobs, a better life, and escape from unfavorable conditions.



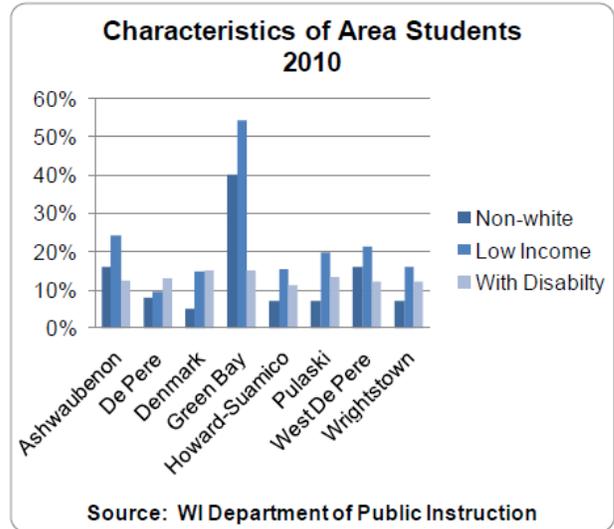
Minority % of population



Source: 2011 Brown County LIFE Study

Southeast Asia, Central and South America, Eastern Europe and Eastern Africa, many with the same agricultural roots and work ethic, strong nuclear families and religious faith as earlier immigrant populations. Domestic immigrants, moving from urban centers in Milwaukee and Chicago add to the diversity. Recent immigrants make up major portions of the agriculture, meatpacking, and light industrial workforce. Minorities contributed 64% of the county’s population increase from 2000 to 2010 reaching 14% of the total in 2010. Opportunities identified in the 2011 LIFE Study, including reduction of ethnic isolation and improving public perception of the value of diversity, persist.

International immigrants originating in



Source: WI Department of Public Instruction

Socioeconomic diversity – The Greater Green Bay population also includes a range of socioeconomic diversity, with 39% of K-12 students qualifying for the Free and Reduced Lunch program. The Green Bay School System has nearly double the percentage of low income students of other area schools.

Success story

- ✓ Green Bay is home to one of seven Ray and Joan Kroc Corps Community Centers in the Midwest. In 2011 the \$24 million facility became 13th Kroc Center in the nation after a successful seven year competitive bidding and planning process. The [Green Bay Kroc Corps Center](#) provides youth and family based programs along with other organizations, like the Boys and Girls Club, and [YMCA](#).

Addressing poverty as an ongoing issue remains a priority in Greater Green Bay. Initiatives like the [Basic Needs Giving Partnership](#), which links Greater Green Bay with neighboring communities to the south, the [Community Partnership for Children](#) program, and most recently the [POINT initiative](#) of three area community foundations to encourage organizations and agencies to collaborate in dealing with root causes and bridges out of poverty. For more information on the state of poverty in Greater Green Bay, see the 2015 update of the [BACC Poverty in Brown County report](#).



Millennial generation – Economic development is highly linked to demographics. Countries around the world with shrinking birthrates are losing vigor as a productive workforce ages, absorbing healthcare and sustenance resources and depending more on fewer working age people. Even though Greater Green Bay’s demographics are slightly more favorable than the national average, there aren’t enough members of Generation X to fully replace retiring Boomers. The gap will be covered through a combination of technology driven productivity improvements and the rapid rise of the Millennial generation, which includes a high percentage of recent immigrants. Traditional hierarchical organizational structures will be replaced by more fluid and collaborative approaches and the boundaries between work and personal activities will blur. The workplace of the future will feature more flexibility and freedom with a sense of mission and making a difference beyond the next widget.

Opinion: When asked to rank the priority level of each of 16 possible actions (across all sectors) that the county could take,

- 40% of leaders rated **“attracting and retaining young professionals”** a high priority

Source: 2011 Life Study-Brown County

Generation	Born	Age	Motivation	United States (2015)		Green Bay (2014) ¹⁴
				Total people	In workforce	Total people
Silent	1925 - 1945	70 - 90	Survival	35 million	minimal	28,000
Baby Boomer	1946 - 1964	51 - 69	Wealth	84 million	45 million	71,000
Generation X	1965 - 1981	34 - 50	Family	68 million	53 million	64,000
Generation Y (Millennial)	1982 - 2001	14 - 33	Higher cause	79 million	54 million	81,000

¹⁴ Sperling’s Best Places

Millennials will be influential at a younger age than Generation X. They will likely transform many aspects of our economy in radical ways. Technology is as natural as walking and talking to this generation. The lines between work and personal are blurring. They are better educated and slower to start families and employment.

Success story

- ✓ Millennial students in Greater Green Bay are graduating with more degrees and lower student debt by earning an associate degree from a more affordable two year technical college and applying those credits to a four year university degree. Most credits transfer due to alignment of the Technical and University curricula.

Motivation of millennials differs from previous generations. Connections matter at work and away. Flexibility is valuable, jobs are interchangeable and making a difference is important. Reshaping the employment relationship will be important to retention. Identity with a cause, discretion in time at and away from work, accountability to responsibilities instead of a time clock, and more personal connections at work and home all matter. According to a 2014 study¹⁵, what Millennials want most is:

- Work-Life Integration (88%)
- Collaborative Work Culture (88%)
- Boss who is Mentor/Coach (79%)
- Flexible Work Schedule (74%)
- Make the World a Better Place (64%)

The needs and attractions for millennials also shift from those of prior generations, as they marry later, rent rather than buy homes and place a higher premium on social life options. Adapting to these changes in the workplace and community is important. The effects will be felt by all generations.

<p>Strengths</p> <ul style="list-style-type: none"> • Access to water, air, rail, highways • Immigrant labor which fits well with local economic sectors • Integration of technical and university curricula 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Assimilation of first generation • Limited skills in non-English languages
<p>Opportunities</p> <ul style="list-style-type: none"> • Embrace immigrant populations • Develop economic infrastructure • Emerging Millennial generation 	<p>Threats</p> <ul style="list-style-type: none"> • Prejudice toward immigrants • Unwillingness to adapt to Millennials and immigrants

Calls to action

- 🔊 Seriously deal with minorities and minority cultures in our community. Address challenges of language, culture, demographic changes. Embrace opportunities to expand cultural boundaries and share values, while moving to encourage recruitment, retention, education and assimilation of immigrants to the area. **Why it Matters:** Workforce is one of our most

¹⁵ Forbes, “What Millennials Want in the Workplace (and Why You Should Start Giving it to Them)” January, 13, 2014

valuable resources. Not developing one of the fastest growing segments of that workforce risks leaving us shorthanded when opportunities appear and puts a strain on our economic fabric. This starts with our education system and extends to our employers.

- Expand access to broadband Internet service, technology, equipment and facilities to reduce barriers to economic development and allow more free flow of ideas, information and collaboration across Greater Green Bay. **Why it Matters:** Technology is a great equalizer and enabler. Speed and access to world-class technology moves Greater Green Bay toward the fast lane of regional, national and world markets.

- Embrace and adopt workplace innovations which promote productivity, flexibility, and employment with a purpose. Leverage the technological and interaction approaches of the Millennial generation to expand reach and effectiveness in ever evolving markets. **Why it Matters:** The upcoming generation has the numbers and talent to be a driving force in the economy of their choice. Greater Green Bay needs to be high on the list of places Millennials choose to be.

Economic Development Dashboard

Results matter more than efforts and intent. Economic development metrics abound. We found a solid base of meaningful metrics in the 2011 LIFE Study and identified a few others to consider. The strategic economic development plan for Greater Green Bay should contain a formal dashboard with specific short, mid and long range targets to aim for and measure success. All of the measures below are from the 2011 LIFE Study unless otherwise noted.

Attain a growing, sustainable economy

- Real Metropolitan Statistical Area (MSA) GDP (2009 basis) – www.bea.gov
- Employment in manufacturing sector
- New business startups
- Dollar value of building permits, residential and commercial
- County debt service costs per resident

Achieve high quality economic and employment opportunities

- Median household and per capita income
- Cost of living index
- Annual childcare costs per median family income
- Home ownership rate and median value
- Median rent
- Poverty rate
- Percent of households that are cost burdened

Align education and employment

- Higher education attainment of adult population
- College degree or license/certification within six years of high school graduation – [Achieve Brown County](#)
- High school graduation rate
- Unemployment rate
- Labor participation rate
- Change in employment by industry sector
- Graduates working in their fields – [NWTC](#), [UW-Green Bay](#), [St. Norbert College](#),
- Underemployment – [Bureau of Labor Statistics](#)

Establish distinction in the eyes of others

- Number of neighborhood organizations
- County health outcome rankings
- Obesity rate
- Environmental health determinant score, county health rankings
- Percent of good air quality days
- Miles of bike and hiking trails per 1,000

- Park acreage per 1,000
- Violent and property crime rates
- Alcohol-related crashes and deaths
- Number of weekly farmers' markets
- Estimated attendance at major free community events
- Number of golf courses and average green fees
- Overall satisfaction with quality of life

Appendix A – Economic Base

Rooted in a variety of **INDUSTRY** Greater Green Bay Area's Economic Footprint

Agriculture and Food Processing – Greater Green Bay is home to some of the largest dairy operations in the world and is the [largest cheese center in the U.S.](#) Over half the land in the county is dedicated to farming. The county and surrounding areas are also major international players in beef processing and cattle breeding. Large scale farms offer living laboratories for study of agricultural waste and nutrient management and conversion of waste to energy.

Education – The [University of Wisconsin-Green Bay](#), [St. Norbert College](#), [Bellin College](#) and the Medical College of Wisconsin provide opportunities for Bachelor and advanced degrees. [Northeast Wisconsin Technical College](#) is expanding and provides cost effective training in close collaboration with employers and the four year campuses. A significant percentage of students come from beyond the Greater Green Bay area.

- ✓ **Success story** – The [Medical College of Wisconsin](#) provides MD training at its state of the art Green Bay campus, built in 2014 at St. Norbert College in De Pere. MCW collaborates with Bellin College, [Bellin Health](#), [Hospital Sisters Health System](#), Northeast Wisconsin Technical College, St Norbert, UW-Green Bay and the [Green Bay Veteran's Outpatient Clinic](#) in the education and placement of medical students and graduates, showing the power of alignment and collaboration in education.
- ✓ **Success story** – [Achieve Brown County](#) (ABC) was launched in 2014 to address educational issues “from cradle to career.” Collaborations include the [Community Partnership for Children](#) and area schools and employers. ABC has the potential to plant the seeds of lifelong learning before formal education begins and help it grow through high school graduation.

Energy – Greater Green Bay is a major generator and user of energy, with natural gas displacing coal as the major energy source and papermaking and manufacturing the principal users. [Wisconsin Wind Works](#) is a NEW North consortium of nearly 300 suppliers and manufacturers of wind energy generation equipment. The county has expanded recycling of mixed stream waste and the [Oneida Seven Generations Corporation](#), in partnership with county and local communities, has proposed a project to convert landfill waste to energy through gasification.

Manufacturing –Paper anchors the manufacturing sector, including paper making, converting, equipment manufacturing and recycling. Originally drawn to the area by the abundance of water and wood fiber, area mills are world leaders in development of non-woven materials for a variety of medical, wipe, and filtering applications. Metal fabrication provides jobs and precision products and services beyond our borders.

Technology – A small, but active technology sector is emerging in Greater Green Bay. Innovation around gaming and end user applications are providing excitement in tech startups. A [Brown County Research and Business Park](#), which has been on the drawing boards for two years, could provide an additional boost for technology and innovation.

- ✓ **Success story** – [Visonex](#) and [Breakthrough Fuel](#) are breaking new ground providing technology to support the medical records and transportation energy fields respectively. Both are Greater Green Bay startups within the past few years.

Insurance –Home to insurance innovation for over 30 years, Greater Green Bay has two major insurance operations (American Medical Security and [Humana](#)) with regional service footprints.

Healthcare –Four major health care systems (Aurora, Bellin, Hospital Sisters Health System, and U.S. Veterans Administration) make Greater Green Bay a regional medical center. NWTC, UWGB, Bellin College of Nursing and the Medical College of Wisconsin provide robust post-secondary medical and nursing educational offerings.



Professional Sports, Tourism, Culture, Arts and Entertainment –The Green Bay Packers provide name recognition to the smallest city in the NFL with perhaps the best known and most respected professional sports franchise in the United States. The team’s community ownership is also unique in professional sports, allowing the organization to be a philanthropic leader as well as a major year-round tourism attraction in [Lambeau Field](#). In addition to the Packers, the community benefits from a number of unique entertainment resources, including the [Oneida Nation Casino](#), [Bay Beach Park](#), [Weidner Center](#), [Resch Center](#) and [Meyer Theatre](#).

Transportation – Greater Green Bay is in a unique position relative to transportation, as home to an international port, international airport, two interstate highways, and rail and truck transportation hubs. These facilities are currently underdeveloped, with Green Bay’s gateway to Canada presenting one of the bright spots. Green Bay has developed as a transportation management leader with one of the biggest transportation companies in the nation, [Schneider National](#), and a number of other businesses which provide logistical and other support to the transportation industry.

Appendix B – Largest Private Employers

Rank	Name	Sector	Employees
1	Humana	Insurance	3,283
2	Schneider*	Transportation	2,725
3	Oneida Tribe of Indians of Wisconsin*	Tourism	2,652
4	Bellin Health*	Healthcare	2,529
5	Georgia-Pacific	Paper making	1,950
6	United Healthcare	Insurance	1,828
7	Aurora Health Care	Healthcare	1,819
8	St. Vincent Hospital	Healthcare	1,573
9	Prevea Health*	Healthcare	1,572
10	American Foods Group	Beef processing	1,504
11	Wisconsin Public Service	Gas and electricity	1,413
12	Shopko Stores*	Retail goods	1,308
13	JBS Green Bay	Beef processing	1,137
14	Wal-Mart Stores, Inc	Retail goods	1,119
15	Associated Banc-Corp.*	Financial	1,092
16	Green Bay Packaging, Inc.*	Paper making	1,008
17	KI*	Furniture	995
18	Ameriprise Auto & Home Insurance	Insurance	960
19	Festival Foods	Retail goods	893
20	Schreiber Foods, Inc.*	Food processing	799
21	Paper Converting Machine Company	Paper making equipment	796
22	Procter & Gamble Paper Products	Paper making	766
23	RR Donnelley	Printing	687
24	Belmark, Inc.*	Paper goods	637
25	APAC Customer Services	Call center	550

* Headquartered in Greater Green Bay

Source: 2015 Greater Green Bay Fact Book, Greater Green Bay Chamber, published by The Business News

Appendix C – Endorsement of the Greater Green Bay Economic Development Agenda

I endorse the Bay Area Community Council (BACC) Greater Green Bay Economic Development Agenda vision statement and four objectives:

One Community, One Journey to a Greater Green Bay

- **Attain a growing, sustainable economy**
- **Achieve high quality economic and employment opportunities**
- **Align education and employment**
- **Establish distinction in the eyes of others**

In doing so, I commit to consistently do the following:

- Promote the Greater Green Bay Economic Development Agenda;
- Identify and take positive steps to advance the Agenda;
- Identify and take positive steps to remove barriers to achieving the Agenda;
- Contribute to the list of economic development success stories.

Name

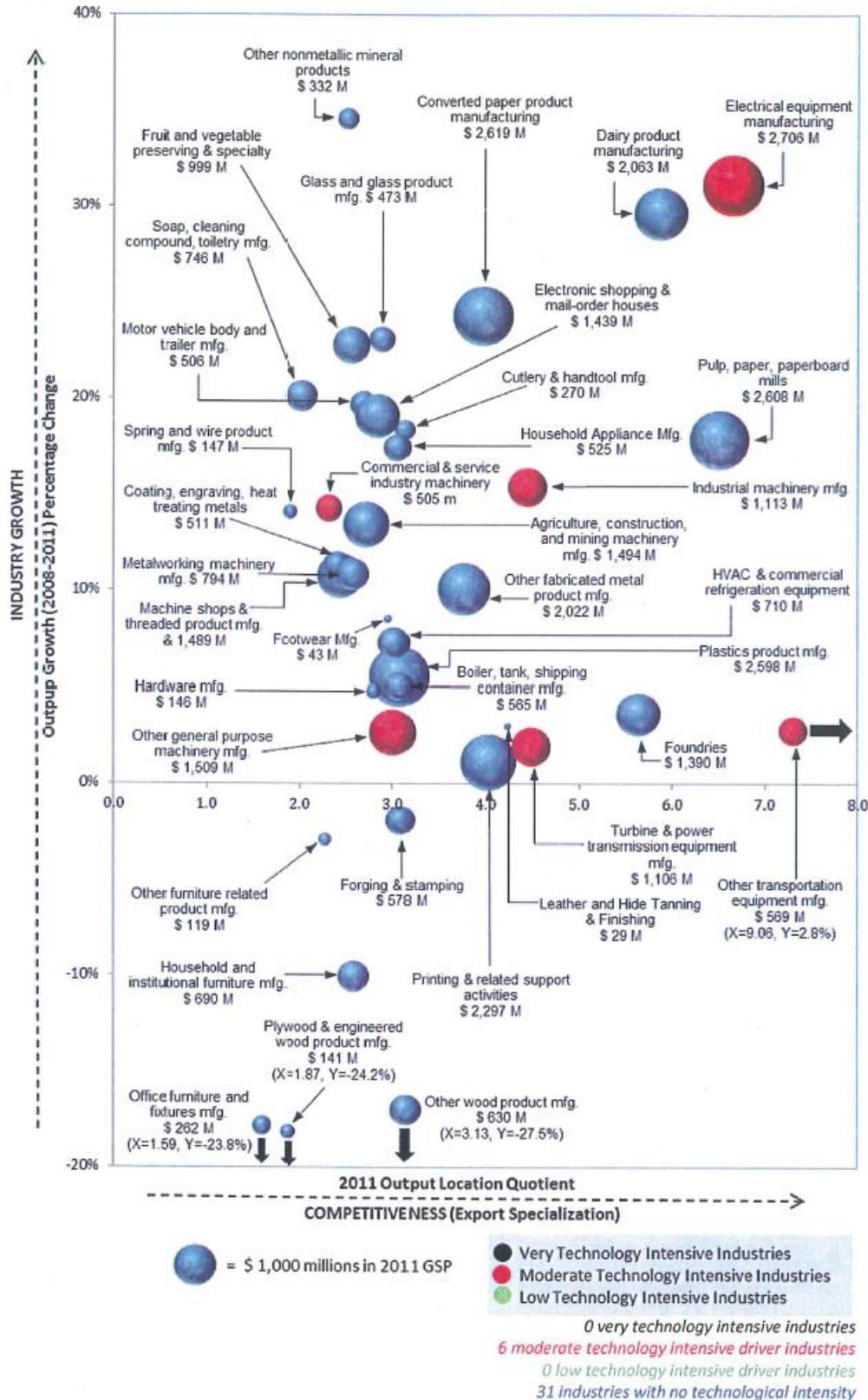
Organization

Date

Email your endorsement to info@BayAreaCommunityCouncil.org

The list of endorsements of the Greater Green Bay Economic Development Agenda, along with the electronic version of this form and complete report with live internet links and other economic development materials are available on the BACC website (www.Bayareacommunitycouncil.org).

Appendix D – Wisconsin’s Statewide Industry Drivers



Source: Wisconsin Economic Future Study-June 2013

Appendix E – Brown County Occupational Clusters (Top 50 Occupations)

Occupation	2016 Jobs	Expected 5 year growth	2014 Median Hourly Earnings	Economic Impact (millions)	2016 Jobs by Annual Earnings				
					\$0 to \$25,000	\$25,000 to \$42,000	\$42,000 to \$58,000	\$58,000 to \$75,000	\$75,000 and above
Total Top 50 Occupations	103,718	4%	\$15.96	\$3,442.5	35,791	44,658	9,828	5,898	2,123
Business Management & Administration	22,566	4%	\$17.40	\$816.5	2,369	16,283	1,791	-	2,123
Office Clerks, General	5,286	1%	\$14.07	\$154.7	-	5,286	-	-	-
Customer Service Representatives	4,719	6%	\$15.81	\$155.2	-	4,719	-	-	-
Stock Clerks and Order Fillers	2,369	-2%	\$9.26	\$45.6	2,369	-	-	-	-
Bookkeeping, Accounting, and Auditing Clerks	2,139	5%	\$16.68	\$74.2	-	2,139	-	-	-
General and Operations Managers	2,123	8%	\$38.67	\$170.8	-	-	-	-	2,123
Secretaries and Admin Asst, except Legal, Medical, and Executive	1,931	7%	\$16.15	\$64.9	-	1,931	-	-	-
First-Line Supervisors of Office and Admin Support Workers	1,791	7%	\$23.40	\$87.2	-	-	1,791	-	-
Receptionists and Information Clerks	1,200	4%	\$13.50	\$33.7	-	1,200	-	-	-
Shipping, Receiving, and Traffic Clerks	1,008	3%	\$14.46	\$30.3	-	1,008	-	-	-
Marketing	15,523	2%	\$14.03	\$453.0	10,103	-	-	-	-
Retail Salespersons	5,544	1%	\$9.44	\$108.9	5,544	-	-	-	-
Cashiers	4,559	0%	\$8.81	\$83.5	4,559	-	-	-	-
Sales Representatives, Wholesale and Manufacturing, except Technical and Scientific Products	2,660	3%	\$27.63	\$152.9	-	-	-	-	-
First-Line Supervisors of Retail Sales Workers	1,487	3%	\$15.60	\$48.3	-	-	-	-	-
Sales Representatives, Services, All Other	1,273	9%	\$22.48	\$59.5	-	-	-	-	-
Hospitality & Tourism	15,326	6%	\$9.40	\$299.6	15,326	-	-	-	-
Food Preparation and Serving Workers, including Fast Food	4,177	9%	\$8.69	\$75.5	-	-	-	-	-
Janitors and Cleaners, except Maids and Housekeeping Cleaners	3,017	9%	\$11.13	\$69.8	-	-	-	-	-
Waiters and Waitresses	2,736	6%	\$8.74	\$49.7	-	-	-	-	-
Bartenders	1,820	2%	\$8.97	\$34.0	-	-	-	-	-
Maids and Housekeeping Cleaners	1,587	-3%	\$9.04	\$29.8	-	-	-	-	-
Food Preparation Workers	1,019	3%	\$9.50	\$20.1	-	-	-	-	-
Cooks, Restaurant	970	11%	\$10.19	\$20.6	-	-	-	-	-
Transportation, Distribution & Logistics	11,840	3%	\$15.25	\$375.5	1,660	10,180	-	-	-
Heavy and Tractor-Trailer Truck Drivers	4,809	3%	\$18.19	\$181.9	-	-	-	-	-
Laborers and Freight, Stock, and Material Movers, Hand	3,178	4%	\$12.65	\$83.6	-	-	-	-	-
Packers and Packagers, Hand	1,660	3%	\$10.93	\$37.7	1,660	-	-	-	-
Light Truck or Delivery Services Drivers	1,211	2%	\$14.86	\$37.4	-	-	-	-	-
Automotive Service Technicians and Mechanics	982	5%	\$17.00	\$34.7	-	-	-	-	-
Manufacturing	8,497	2%	\$16.85	\$297.7	-	7,226	1,271	-	-
Maintenance and Repair Workers, General	1,884	3%	\$18.16	\$71.2	-	1,884	-	-	-
Paper Goods Machine Setters, Operators, and Tenders	1,542	1%	\$18.30	\$58.7	-	1,542	-	-	-
Packaging and Filling Machine Operators and Tenders	1,434	1%	\$14.05	\$41.9	-	1,434	-	-	-
Team Assemblers	1,304	5%	\$13.50	\$36.6	-	1,304	-	-	-
First-Line Supervisors of Production and Operating Workers	1,271	2%	\$23.66	\$62.5	-	-	1,271	-	-
Helpers--Production Workers	1,062	3%	\$12.13	\$26.8	-	1,062	-	-	-

Occupation	2016 Jobs	Expected 5 year growth	2014 Median Hourly Earnings	Economic Impact (millions)	2016 Jobs by Annual Earnings				
					\$0 to \$25,000	\$25,000 to 42,000	\$42,000 to \$58,000	\$58,000 to \$75,000	\$75,000 and above
Education & Training	7,123	2%	\$24.52	\$363.2	-	1,401	4,366	1,356	-
Elementary School Teachers, Except Special Education	1,899	3%	\$25.00	\$98.7	-	-	1,899	-	-
Teacher Assistants	1,401	0%	\$13.79	\$40.2	-	1,401	-	-	-
Postsecondary Teachers	1,356	6%	\$33.14	\$93.5	-	-	-	-	-
Secondary School Teachers, except Special and Career/Technical	1,347	0%	\$24.69	\$69.2	-	-	1,347	-	-
Middle School Teachers, except Special and Career/Technical	1,120	3%	\$26.47	\$61.7	-	-	1,120	-	-
Health Science	5,723	9%	\$22.18	\$264.0	-	2,192	-	3,531	-
Registered Nurses	3,531	10%	\$28.35	\$208.2	-	-	-	3,531	-
Nursing Assistants	2,192	8%	\$12.23	\$55.8	-	2,192	-	-	-
All Other	17,120	4%	\$16.09	\$573.0	6,333	7,376	2,400	1,011	-
Personal Care Aides	3,256	10%	\$10.58	\$71.7	3,256	-	-	-	-
Farmers, Ranchers, and Other Agricultural Managers	2,585	-7%	\$13.14	\$70.7	-	2,585	-	-	-
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	1,599	10%	\$10.70	\$35.6	1,599	-	-	-	-
Carpenters	1,529	-1%	\$18.46	\$58.7	-	1,529	-	-	-
Childcare Workers	1,478	-5%	\$8.90	\$27.4	1,478	-	-	-	-
Accountants and Auditors	1,407	6%	\$27.15	\$79.5	-	-	1,407	-	-
Construction Laborers	1,270	6%	\$16.57	\$43.8	-	1,270	-	-	-
Computer Systems Analysts	1,011	16%	\$32.61	\$68.6	-	-	-	1,011	-
Military occupations	1,006	-2%	\$16.06	\$33.6	-	1,006	-	-	-
Insurance Sales Agents	993	7%	\$22.16	\$45.8	-	-	993	-	-
Printing Press Operators	986	6%	\$18.44	\$37.8	-	986	-	-	-

Source: EMSI

Appendix F – BACC Study Group Process and Contributors

BACC Economic Development Study Group Process and Contributors

The BACC Economic Development Study Group was formed in December 2012 to translate the Brown County 20/20 Envisioning the Future Conference (BC 20/20) economic development vision into clear destinations. The group performed a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for each of the five BC 20/20 economic development vision statements and identified Success Criteria to measure progress. The group next developed an economic development agenda and identified areas of leverage or “Tipping Points” where a small action or inaction has significant impact beyond the single event.

Surveys and interviews provided a sounding board for the study group’s work and identified areas needing clarification or expansion. The preliminary results were presented and discussed with a number of area economic development and academic professionals who provided valuable insight and perspective to the process and knowledge of what has and is going on in support of economic development. The report also incorporates input from the BACC board of directors and is designed to be viewed electronically, with extensive links to other information.

The purpose of the report is to spur aligned action in pursuit of the Economic Development Agenda for a positive economic future for Greater Green Bay. To that end, personal endorsements to act and support others in pursuit of the Destinations of the One Community, One Journey to a Greater Green Bay were sought ([Appendix C](#)).

We are grateful to the following individuals who participated in various stages of this study. They provided valuable input and critique that shaped this report. Their views and opinions may not agree with the conclusions and recommendations contained herein.

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Appendix G – Success Criteria

Five economic development vision statements were defined in the Brown County 20/20 Envisioning the Future Conference. The Bay Area Community Council economic development study group identified the following success criteria for them.

1. ***We are a magnet for economic development, attracting young professionals, families, entrepreneurs, innovators, corporate offices, and investors, who fuel growth and renewal of an evolving economy.***
 - a. Takes advantage of diversity in our workforce
 - b. Establishes and improves access to formal angel investor networks.
 - c. Facilitates movement of young people into careers more quickly
 - d. Provides the means for ready access to entrepreneurial training and resources
 - e. Promotes integration of the UWGB campus and Greater Green Bay
 - f. Increases collaboration among the county's post-secondary colleges

2. ***We have an education and training system built around integration of life and learning.***
 - a. Makes training more accessible to the workforce
 - b. Provides rapid and affordable access to training in current and emerging skills
 - c. Promotes better understanding of the workplace as a standard element of secondary and post-secondary education
 - d. Integrates workforce exposure and experience into middle and high school curricula
 - e. Promotes integration of the workplace into the secondary and post-secondary education through on-site presence and off-site internships and exposure
 - f. Promotes broad recognition, acceptance, and support of relevant workplace skill certificates
 - g. Advances awareness and ownership of lifelong learning by individuals in the workforce
 - h. Identifies and improves access to training in non-technical workplace skills (e.g. financial, problem solving, conflict resolution, team work)

3. ***We have a stable economic base, built on strengths, with a solid core of sustainable opportunities for employment, wealth creation and reinvestment.***
 - a. Has roots in current areas of strength (i.e. paper, insurance, food processing, etc.)
 - b. Supports capital formation for various needs of entrepreneurial ventures
 - c. Provides alignment and collaboration of private sector, public sector, and educational institutions.
 - d. Increases worker retention
 - e. Improves productivity, value, and qualifications of our existing workforce
 - f. Promotes availability of skilled workforce replacements through education and training
 - g. Identifies and closes existing or developing labor skills gaps

4. *We are recognized beyond our borders as much for our local pride in creating a livable community with a vibrant economy as we are for our community ownership of the Packers.*

- a. Makes a positive first impression
 - A small community where big things happen
 - We do football, farming and manufacturing right
 - Clean waters and vibrant economy
 - Getting it done without the hassle
 - We clean up as we go
 - We still make things
- a. Contributes to a livable community:
 - Affordable community living
 - Safe, family friendly environment
 - Choice of lifestyle and community setting
 - Easy to get around
 - Accessible arts, entertainment and recreation
 - Ample education opportunities
- b. Creates differentiation from others
 - Where learning is lifelong
 - Start-ups that don't stop
 - We take things and make them better
 - Environmentally responsible industry
 - Centers of excellence
 - Exporting products and technologies

5. *We have a consistent and unified approach to local and regional government which supports our economy and its drivers and the building of a sustainable regional economy.*

- a. Creates a strong and compelling economic development vision for Brown County
 - Single lead organization or entity providing leadership - not authority
 - Common agenda with broad buy-in
 - Outreach and export
- b. Promotes collaborative progress in core economic elements
 - Public transportation – air, rail, metro/bus in and out of city to surrounding areas
 - Legislative incentives that drive key initiatives
 - Civic lead initiatives
 - Zoning and licensing
 - New business formation
 - Quality, engaged workforce
 - Education that matches workplace needs
 - Support of core industries

Appendix H – References and Resources¹⁶

2004 Brown County Comprehensive Plan (amended 2007)

2004 Northeast Wisconsin (NEW) Economic Opportunity Study

2011 Life Study

2012 Brown County 20/20 Envisioning the Future Conference – Report to the Community

2015 Brown County Comprehensive Plan (SEP14 draft of Economic Development chapter)

2015 Brown County Economic and Workforce Profile (WI Dept of Workforce Development)

2015 Greater Green Bay Fact Book (Greater Green Bay Chamber)

Brown County Research and Business Park Feasibility Study-Executive Summary

Cities.com Green Bay Economic Development Profile

City of Green Bay Downtown Plan (2014)

Education Requirements Through 2020 (Georgetown University)

National Low Income Housing Coalition (2014)

Success in the New Economy (Citrus College)

The Northeast Wisconsin Business News Book of Lists (Subscribers only)

The Wisconsin Economic Future Study Statewide and Regional Analysis (2013)

What Millennials Want in the Workplace (and Why You Should Start Giving it to Them)” Forbes, January, 13, 2014

¹⁶ Electronic links to these and other economic development resources are available on the BACC website (<http://www.bayareacommunitycouncil.org/>)

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