

**Bay Area Community Council
Economic Development Study Group
Economic Development SWOT analysis
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One of the five areas of emphasis at the BC/2020 conference was economic development. The overall vision for economic development for the year 2020 in Brown County was expressed in five statements:

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.*
2. *We have an education and training system built around integration of life and learning.*
3. *We have a stable economic base, built on strengths, with a solid core of sustainable opportunities for employment, wealth creation and reinvestment.*
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.*
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.*

As a first step, the study group performed a SWOT analysis of the five 20/20 vision statements. The analysis is available for public access to encourage transparency and discussion and has not been subjected to rigorous validation. We encourage discourse around the analysis and invite others to join in the process of refining our pursuit of the economic development vision.

1. Vision statement – 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.

Young professionals and families

Strengths	Weaknesses	Opportunities	Threats
Chamber programs: Current	Employment opportunities	Increase downtown housing	None identified
Good schools	Lack of corporate headquarters	Target segment group of young professionals	
Low crime rate	Low demand for four year degrees	More Higher education openings	
Young professionals with children	Limited cultural diversity	Leverage community events (e.g. On Broadway, Downtown Green Bay)	
Affordable cost of living	Passive civic leadership involvement	Economic development across county	
Stable housing market	Lack of sense of urgency and focus	Major projects to change the face of the city (e.g. Schreiber and Associated Bank offices)	
Low key lifestyle	Professional development and engagement	Support activities related to future state mining activities	
Vigorous faith community			
Diverse recreational activities			
Diverse transportation: Air, port, trucking, rail (port is unique)			

Entrepreneurs and Innovation

Strengths	Weaknesses	Opportunities	Threats
Groups/programs to assist entrepreneurs	Lack of support for second stage companies	Improve access to capital sources	
Networking opportunities (e.g. Packer protégé program)	Succession planning	Coordinate entrepreneur programs/groups	
Vigorous entrepreneur culture		Expand mentoring (primary point of contact)	
Availability of affordable, flexible commercial space			
Ease of commute			

Other factors

Strengths	Weaknesses	Opportunities	Threats
	Wisconsin tax and regulatory environment	Improve consistency of corporate awareness of Brown County	Aging demographic
	Lack of robust (non-stop) air service	Wisconsin Medical College, MSOE and UW-Oshkosh MBA	Effects of Federal defense cuts
	Lack of depth in IT support	Build on locally focused lending	Closing of Dominion Nuclear Plant in Kewaunee
	Proximity to large logistic centers		

2. Vision statement – We have an education and training system built around integration of life and learning.

Strengths	Weaknesses	Opportunities	Threats
Solid bridge between 2 and 4 year colleges	Bridge between secondary and post-secondary	Apprenticeship programs	UW Madison-centric research and development mindset
Numerous state of the art facilities	Allocation of resources	Partnerships between education and business	Loss of college graduates to out of state career opportunities
NEW Manufacturing alliance	Underdeveloped approach to early childhood (0-3 years) education	Nonprofits focused on assisting high school grads and college students	View of research and development as an end rather than a means
International certification at Notre Dame and West High Schools	Guidance and career counseling	Match new product development with existing programs	Increased debt burden for students
St. Norbert medical college collaboration	Lack of innovation and entrepreneur program in UW system	Create opportunities for students aligned with true business practices	Students not getting jobs quickly enough after graduation
Bellin School of Nursing	Lack of diverse job opportunities	Engineering and science based degree programs	
\$6 million allocation for new job system	Higher student cost from increased credit requirements for the same degree	Vouchers providing opportunities and educational tension	
		Emerging STEM programs	
		Aptitude testing	
		Innovation center	
		Growing Wisconsin talent pool	
		Connect with Michigan Tech and MSOE in engineering	
		Lifelong learning	

3. Vision statement – We have a stable economic base, built on strengths, with a solid core of sustainable opportunities for employment, wealth creation and reinvestment

Strengths	Weaknesses	Opportunities	Threats
Advanced mfg capabilities (e.g. prototype, wind, tissue & towel, nonwovens, metals & machinery)	UW system does not embrace entrepreneurship and innovation	Lower than average wage in attracting operations to area	
Service capabilities (Insurance, medical)	UW system does not share across state	Transportation (e.g. energize rail, international designation of airport, revitalizing port)	
Dairy	System of laddering and education broken	Embrace new technology, industries and innovation	
Manufacturing knowledge base	Lower than average wages	Vineyards	
Paper and plastic recycling	Higher local and state taxes	Build on educational synergies	
Family companies	Restrictive regulatory environment	Utilization of CNG infrastructure	
Energy (Integrays Energy Group, WPS, energy distribution)	Environmental impact of large scale dairy industry	Good environment (weather and hazards) for data centers	
Packer organization (economic impact, sports magnet)		Complimentary clusters (e.g. dairy, metal manufacturing)	
NWTC Entrepreneur Resource Center		Medical education opportunities	
		NWTC entrepreneur resource center	
		ThedaCare Center for Healthcare Value (John Toussaint)	

4. Vision statement – 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.

Strengths	Weaknesses	Opportunities	Threats
Young couples and families	Apathy	Better promotion of activities and cultural events	None were identified
Variety of family friendly events	Reluctance to promote virtues	Women entrepreneurs	
Downtown Green Bay redevelopment	Fractured economic development messaging	Expand support for large companies in area	
Current (young professionals group)		Focus resources and create a solid, clear message to improve branding toward families	
Entrepreneurial DNA in Northeast Wisconsin (history of successful companies and individuals)			

5. Vision statement – 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.

Strengths	Weaknesses	Opportunities	Threats
Community participation, including community ownership of Packers	Limited collaboration among communities and their elected officials	Share best practices from other communities	Emphasis on short term thinking and decision making
Successes in regional collaboration (County 911, group purchasing)	Inefficient public transit that doesn't match user needs	Expand/highlight that the Packers are community owned	
		Redirect 0.5% sales tax to economic development through County referendum	
		Create public-private partnerships and emphasize what private sector has done or will do	
		Learn from City of Appleton public transit	