

Journey to a Greater Green Bay



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



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

Overview and Economic Development Agenda

Following the [2012 Brown County 20/20 Envisioning the Future Conference](#), the [Bay Area Community Council](#) convened a study group to focus on economic development. The group was tasked with translating five vision statements into an Economic Development Agenda for Brown County. This report identifies what we believe to be the key goals (destinations), areas of greatest impact (tipping points) and first steps (calls to action) in pursuit of a Greater Green Bay.

“One Community, One Journey to a Greater Green Bay”

The Strategic Economic Development Agenda calls for collaboration and alignment in pursuit of a Greater Green Bay. The agenda generally relates to Brown County, but is not limited to or defined by geographic or political boundaries. Wins and losses are measured for the whole rather than its elements. There are four destinations or goals on the journey to a Greater Green Bay.

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

We will attain a growing, sustainable economy – Growth provides energy for the economic engine. It needs to be sustainable, both financially and environmentally, to provide a meaningful base for the future.

We will achieve high quality economic and employment opportunities - It’s more than just quantity. We’re looking for growth in economic value individually as well as in the aggregate, through a combination of quality of lifestyle and quality of economic opportunity to attract and retain talent.

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.

We will establish distinction in the eyes of others - What makes Greater Green Bay special? The image needs to be clear, distinctive and effectively conveyed to others.

Endorsement of the Agenda

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 B](#).

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/>).

Summary findings

We found the overall economy of Greater Green Bay to be healthy and diverse ([Appendix A](#)). Quality of life and community, rooted in safety, affordability, education and jobs, have consistently led people to remain in the area. Collaboration, especially among manufacturers and educators, has a solid foundation

and is growing. There are a number of centers of excellence, not the least of which is the Green Bay Packers football organization.

We also found room for improvement. Support for new and growing business exists in an informal patchwork of programs, organizations and investors. Skilled technical labor shortages exist while pockets of workers are left with insufficient skills to advance. Municipal and other local governments and agencies are poorly aligned in their economic development efforts. The reputation of Greater Green Bay beyond the Packers is relatively shallow and weak.

Recommendations

The report identifies a number of high leverage areas or tipping points, with specific calls to action which suggest some next steps to put the Greater Green Bay economic agenda in motion along several paths:

- **Act as a single community, collaborating behind the Greater Green Bay economic development agenda.**
- **Fully develop and take advantage of the available labor force, using education to align, advance and tap its full potential.**
- **Provide more robust and readily accessible infrastructure and financial resources to support new and established businesses.**
- **Utilize the current foundation of industry and commerce as a springboard to a Greater Green Bay**

The tipping points and calls to action converge on jobs. That means making Greater Green Bay more appealing and supportive of the enterprises that bring high quality employment opportunities and making sure the workforce has adequate skills and numbers to satisfy their needs. Some of the most urgent calls to action are noted below:

Education	Expand and extend post-secondary STEM programs, in particular engineering	Extend business sponsorship of academic research & developments
Industry expertise	Take advantage of synergies across existing industry clusters	Form a Greater Green Bay Agricultural Alliance to develop and promote best practices in sustainable agriculture
New business	Formalize funding to provide direct support for new business formation and growth	Target specific investment support for new businesses founded by recent immigrants
Outreach and image	Develop a clear and compelling branding initiative for a Greater Green Bay	Incorporate the Greater Green Bay brand into state level branding and messaging
Economic development process	Develop and promote a comprehensive, strategic economic development plan	Set aside parochial interests in pursuit of a Greater Green Bay
Infrastructure and demographics	Expand cultural boundaries, share values and encourage recruitment, retention, education and assimilation of immigrants	Embrace workplace innovation, technology and employment with a purpose to align with the Millennial generation

Conclusion

Economic development is not a static, isolated topic. If there is a single word to describe the challenge, it is “interdependence.” That applies geographically, politically, and economically, as well as to the resources and inputs and the commerce they support. The corresponding word to describe how to best meet that challenge is “alignment.” The more collaborative and mutually supportive our actions are, the stronger and longer lasting our successes will be. Recognizing our interdependence and aligning to a common vision will move us forward toward a truly Greater Green Bay

Thank You

We are sincerely grateful to our study group members and their dedication to completing this report, the vision of the Bay Area Community Council, and support of Brown County United Way, Greater Green Bay Community Foundation and Greater Green Bay Chamber in facilitating the translation of the 2011 LIFE Study into the Brown County 20/20 Visioning the Future Conference that started this all in motion. We thank our economic professionals, community leaders and others who volunteered valuable time, expertise and opinions to critique and contribute to this report.

Thanks to those who, through their endorsement, have committed to lead and support others in the journey forward. Their actions and those they influence will move the needle of self-reliance toward sustainable, high quality jobs, generating more success stories showing that Greater Green Bay provides an excellent environment to start, grow, locate and operate a business or enterprise. And thanks to the Greater Green Bay community for providing the values, character and foundation for a successful economic future.

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 – Endorsement

I endorse the Bay Area Community Council (BACC) Greater Green Bay Economic Development Agenda vision statement and four objectives, as set forth in its report to the community:

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).

Printing thanks to Northeast Wisconsin Technical College

