

JULY 2021



ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE

GREATER GREEN BAY CHAMBER



GREATER GREEN BAY
CHAMBER

Current investors in the Greater Green Bay Economic Development Strategic Plan

Core funders



Diamond funders



Silver funders



Bronze funders



ACKNOWLEDGMENTS

The Greater Green Bay Chamber and TIP Strategies would like to thank the following individuals and organizations for their participation in this planning process.

TASK FORCE CO-CHAIRS

Business Development:

Todd Cullen, *Georgia-Pacific*

Mike Haddad, *Schreiber Foods*

Talent:

Ann Franz, *NEW Manufacturing Alliance*

Melinda Morella-Olson, *Imaginasium, Inc.*

Downtown & Urban Development:

Paul Belschner, *Base Companies LLC*

Eric Genrich, *Mayor of the City of Green Bay*

Innovation & Entrepreneurship:

Craig Dickman, *TitletownTech*

Kelly Armstrong, *Greater Green Bay Chamber*

Alignment & Conferences:

Brad Toll, *Discover Green Bay*

Aaron Popkey, *Green Bay Packers*

Diversity, Equity, & Inclusiveness:

Robyn Davis, *Brown County United Way*

Steve Baue, *ERC: Counselors and Consultants*

ECONOMIC DEVELOPMENT BOARD OF DIRECTORS

Representing the Private Sector:

Paul Belschner, *Base Companies LLC*

Cole Buerji, *Leonard and Finco Public Relations*

Brad Charapata, *BMO Harris Bank*

Randy Charles, *AK Pizza Crust*

Dr. Preston Cherry, *Concurrent Financial Planning*

Randy Crevier, *Wells Fargo*

Ann Franz, *NEW Manufacturing Alliance*

Robyn Gruner, *AT&T*

Eric Guzowski, *Chase*

Joel Hansen, *Pomp's Tire Service, Inc.*

Charlene Johnson, *Associated Bank*

Dan Miller, *Wipfli LLP*

Thomas Miller, *Aurora BayCare Medical Center*

Troy Parr, *Oneida Nation*

Aaron Popkey, *Green Bay Packers*

Josh Ronsman, *Baker Tilly*

Mark Schwei, *Consolidated Construction Co., Inc.*

Lennie Shefchik, *Paper Transport, Inc.*

Anna Steinfest, *AFF Research, LLC*

Manny Vasquez, *NAI Pfefferle*

Scott Willert, *America's Service Line LLC*

Representing the Educational Sector:

Mathew Dornbush, *Cofrin School of Business, University of Wisconsin-Green Bay*

Dan Heiser, *Donald J. Schneider School of Business & Economics, St. Norbert College*

Bob Mathews, *Northeast Wisconsin Technical College*

Representing the Municipal Sector:

Sarah Burdette, *Town of Ledgeview*

Keith Chambers, *Village of Pulaski*

Travis Coenen, *Village of Wrightstown*

Larry Delo, *City of De Pere*

Keith Deneys, *Town of Pittsfield*

Paul Evert, *Village of Howard*

Eric Genrich, *Mayor of the City of Green Bay*

Dean Haen, *Brown County Port & Resource Recovery*

Alex Kaker, *Village of Suamico*

Mary Kardoskee, *Village of Ashwaubenon*

Sherri Konkol, *Village of Denmark*

Aaron Kramer, *Village of Hobart*

Brad Lange, *Village of Allouez*

Marty Piette, *Green Bay Austin Straubel International Airport*

John Roth, *Town of Scott*

ECONOMIC DEVELOPMENT BOARD OF DIRECTORS (CONTINUED)**Representing the Municipal Sector (continued)**

Debbie Schumacher, *Village of Hobart*

Tom Sigmund, *NEW Water*

Neil Stechschulte, *City of Green Bay*

Troy Streckenbach, *County Executive of Brown County*

Andrew Vissers, *Village of Bellevue*

Patrick Wetzol, *Town of Lawrence*

GREATER GREEN BAY CHAMBER ECONOMIC DEVELOPMENT STAFF

Laurie Radke, *President/CEO*

Kelly Armstrong, *Vice President of Economic Development*

Lauren Cooling, *Taskforce Manager*

Eric DeKorne, *Business Retention and Expansion*

Patrick Stumpf, *Marketing Communications Manager*

Matthew Kee, *Startup Development Manager & Manager, Tundra Angels*

Ron Franklin, *Hub Manager*

Lamarr Banks, *Urban Hub Community Manager*



TIP STRATEGIES, INC., is a privately held economic development consulting firm with offices in Austin and Seattle. TIP is committed to providing quality solutions for public sector and private sector clients. Established in 1995, the firm's primary focus is economic development strategic planning.

CONTACT

TIP Strategies
 2905 San Gabriel Street, Suite 309, Austin, TX 78705
 PH: 512-343-9113
www.tipstrategies.com

CONSULTING TEAM

Jon Roberts, *Managing Principal*
 John Karras, *VP, Business Development*
 Elizabeth Scott, *Consultant*
 Brent McElreath, *SVP, Research & Development*
 Evan Johnston, *Analyst*
 Meredith Eberle, *Graphic Designer*

CONTENTS

INTRODUCTION	1
BUSINESS DEVELOPMENT	4
TALENT	13
DOWNTOWN & URBAN DEVELOPMENT	20
INNOVATION & ENTREPRENEURSHIP	27
ALIGNMENT & CONFERENCES	35
DIVERSITY, EQUITY, & INCLUSIVENESS	39
TRANSPORTATION & INFRASTRUCTURE	44

INTRODUCTION

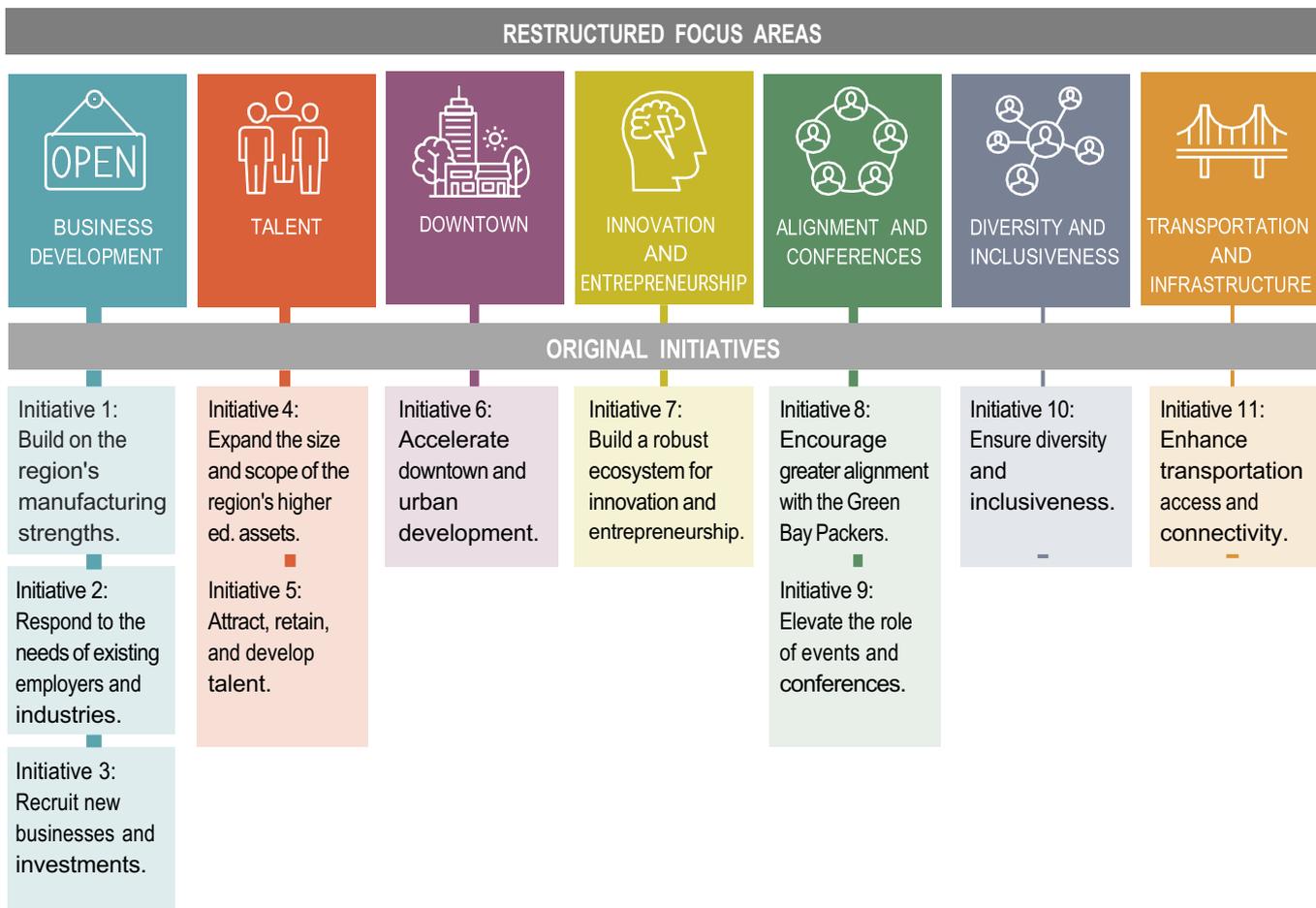
Since adopting its current economic development strategic plan in May 2017, the Greater Green Bay Chamber has made great strides in addressing the challenges the plan set out. Drafted with assistance from TIP Strategies, the 2017 plan was organized around an ambitious set of 11 initiatives designed to support the creation of new jobs and investment.

In early 2020, roughly three years into the plan's five-year implementation period, the Chamber began considering an update to the plan. Then the COVID-19 pandemic hit, and the US entered a deep economic recession, upending entire industries and affecting millions of workers and businesses. In response to these ongoing economic disruptions, and to position Greater Green Bay for a strong economic recovery, the Chamber engaged TIP to update the prior plan and to help accelerate the community's positive momentum.

APPROACH

As part of the original plan's implementation, the 11 initiatives were restructured into seven themes (Figure 1). A task force of business and community leaders was formed for each focus area. Each task force met regularly over roughly a three-year period to guide the implementation of their respective initiatives. The work of the seven task forces was key to the progress made on the 2017 plan and provided a valuable resource for this plan update.

FIGURE 1. RELATIONSHIP OF 2017 INITIATIVES TO RESTRUCTURED FOCUS AREAS



Gathering input from the task forces was a central element of this plan update. Each task force was convened to evaluate progress on the plan's implementation and to update and refine goals, objectives, and strategies. In addition to facilitating task force workshops, TIP met with Chamber staff and leadership to confirm project objectives, compiled data on relevant issues, and looked at national best practices that could inform the Chamber's work going forward.

The remainder of this document is organized according to the focus areas of the seven task forces. A brief profile of each provides an overview of the focus area, highlights progress made on priority strategies (including data to measure progress, where available), outlines the work that remains, and suggests best practices from other communities. The remaining work includes recommendations for each task force to implement in the next three years. This includes revisiting existing strategies from the original plan that require additional effort to implement, identifying new strategies that have emerged from this planning process, and updating the metrics used to track implementation efforts to ensure they accurately convey progress.

KEY FINDINGS

The update process evaluated progress made by the task forces on the 2017 plan initiatives. However, over the course of the engagement, several common themes emerged.

TALENT REMAINS THE REGION'S MOST-PRESSING ISSUE.

Establishing a collaborative framework for addressing talent on multiple fronts was a priority initiative of the 2017 plan and remains critical to Greater Green Bay's future success. Retaining and developing incumbent workers continues to be a long-term challenge. Regardless of the unemployment numbers, barriers to employment remain. Challenges include addressing wrap-around services, such as childcare and transportation, as well as lessening the "skills gap," the mismatch between a high demand for skilled workers and a lack of qualified candidates to fill jobs. Establishing collaborative employer-led training efforts could help address skills issues. On the talent recruitment front, perceptions of Wisconsin's handling of the COVID-19 pandemic may have hindered short-term efforts. The negative perceptions associated with the drinking/bar culture in Wisconsin is a longer-term challenge that affects talent attraction. The next step for the Chamber's talent recruitment efforts is less about making up for negative perceptions, and more about building up the community's brand in a way that captures the region's unique strengths, inspires community members, and generates excitement from people outside the region.

GREATER GREEN BAY IS BUILDING A STRONG ENTREPRENEURIAL COMMUNITY.

When the planning process was launched five years ago, Greater Green Bay had a disparate entrepreneurial environment. There was a long-standing incubator—the Advance Business & Manufacturing Incubator, which has since been re-branded and re-launched as the Startup Hub—housed at Northeast Wisconsin Technical College (NWTC) and there were plans underway to create spaces for innovation in other parts of the community. But there were no venture capital funds, no angel investment networks, no accelerators, and no Class A coworking spaces for startups and entrepreneurs. In short, there was no entrepreneurial ecosystem to speak of. Today, each of these gaps has been filled with TitledownTech, Tundra Angels, and the Startup Hub and Urban Hub, thanks to the leadership role of the Green Bay Packers and the Chamber. New initiatives such as the Equity League—a collaboration between Microsoft, the Packers, the Milwaukee Bucks, and the Milwaukee Brewers—promise to bring greater diversity, equity, and inclusion to the area's startup community by focusing on Black and Latinx founders.

WITHOUT ADDITIONAL INVESTMENT IN HOUSING, GROWTH WILL BE LIMITED.

One clear finding of the 2017 planning process was the fact that Greater Green Bay has a solid foundation to work with. The region has all the right pieces to build a strong community and create a more vibrant economy. However, making sufficient investments in the critical support structure of housing remains a major barrier in growing the economy and attracting talent. Corporate relocations and talent recruitment efforts alike are hampered by the region's limited housing inventory. This lack of investment extends across a broad range of

housing types and price points. A 2020 housing market study commissioned by the Redevelopment Authority of the City of Green Bay examined demand and supply factors in the area housing market to identify gaps and opportunities for improvement in the number, type, price point, and location of housing units in Greater Green Bay. The study determined the area would need up to 16,500 new housing units by the year 2040 to accommodate future demand. Assuming a continuation of a balance between 44 percent rental units and 56 percent owner-occupied housing, this would require a net addition of nearly 7,500 rental units and about 9,000 owner-occupied units. Major investments in new housing development—including public-private partnerships—will be essential to create more affordable housing, workforce housing, and market rate housing across Greater Green Bay. Efforts to accelerate residential development in the region’s urban core (downtown Green Bay to the Titledown District), reinvestment in existing neighborhoods, and construction of new housing across suburban and rural portions of Brown County will all be needed to support the region’s future growth.

SOCIAL EQUITY SHOULD BE A HIGHER PRIORITY WITH CLEAR METRICS FOR GAUGING SUCCESS.

Events in Wisconsin and nationwide have turned a bright light on the question of social equity. Ensuring diversity and inclusiveness is already one of the priority initiatives in the 2017 plan; however, recent events make it clear that more work is needed on this front. As the region becomes more diverse, issues of economic mobility and economic opportunity will require a greater focus. The appointment of a diversity, equity, and inclusion (DEI) coordinator by the City in 2020 is a good start and reflects the growing awareness of the need to improve economic outcomes for all residents.

BOLD PROJECTS ARE BRINGING NATIONAL ATTENTION TO GREATER GREEN BAY.

The \$93 million Resch Expo exposition center and entertainment district is one of the finest event spaces in the Midwest. The Titledown District is a world-class destination. The Urban Hub coworking and innovation space, part of the Rail Yard Innovation District, is a transformational project bringing energy and investment into old spaces in downtown Green Bay. These projects and other catalyst investments in downtown (such as the Hotel Northland) and throughout Brown County (such as the new Brown County STEM Innovation Center on the University of Wisconsin–Green Bay [UWGB] campus) are adding to the image of the Greater Green Bay as a community that is investing and building a brighter future.

LOOKING FORWARD

What is the potential of Greater Green Bay? If recent developments are an indicator of the community’s future direction, the region is poised to become one of the economic superstars of the Midwest. Amenities that didn’t exist 10 years ago, like the Titledown District and the CityDeck, are such an integral part of daily life, it is hard to imagine what the region was like without them. Over the past few years, the Greater Green Bay Chamber has been instrumental in a number of high-profile initiatives. The 2017 plan has served the community well, helping align business leaders, educational partners, and community leaders to achieve notable milestones. Evidence of the region’s strong economic underpinnings, despite the COVID-19 pandemic and resulting global economic disruption, is the banner year of business expansion projects in Brown County, creating more than 700 new jobs and new capital investment of over \$300 million. This impressive performance is also a testament to the strong professional team at the Chamber and its partners across Greater Green Bay. The successes of the last few years, even in the most challenging times, suggest Greater Green Bay remains filled with immense potential for economic growth.

Disruption is unnerving, but it can also be a source of transformation. The current crises of global health, economy, and social equity provide a unique window to re-think Greater Green Bay’s future. Taking advantage of this opportunity will require a strong convenor and bold leadership, roles the Greater Green Bay Chamber is well-suited to play. In addition to moving forward on the existing initiatives, area leaders will need to nurture the seeds of collaboration and unity that are inherent in organic efforts like Keep on WI. The region’s future success will hinge on its ability to adjust, adapt, and advance.



BUSINESS DEVELOPMENT

Leveraging Greater Green Bay's base of major employers and long-standing industry strengths to drive investment and job creation is the focus of the Business Development Task Force. Three initiatives from the prior plan support this focus: building on the region's manufacturing strengths, responding to the needs of existing employers and industries, and recruiting new businesses and investments. The task force is an advisory group that provides input to Chamber staff responsible for business recruitment and business retention and expansion. Although this group is concerned with supporting existing employers and attracting new investment across several industries, the growth of the transportation and logistics cluster has been identified as a specific focus area for business development. Strengthening Greater Green Bay's unique concentration of businesses, skilled workers, and entrepreneurial activity within the transportation and logistics industry can also help support regional talent attraction and innovation initiatives.

WHAT'S THE TASK FORCE CHARGED WITH?

The Business Development Task Force is charged with advising and assisting staff in implementing **Initiative 1** (*Build on the region's manufacturing strengths*), **Initiative 2** (*Respond to the needs of existing employers and industries*), and **Initiative 3** (*Recruit new businesses and investments*) of the 2017 plan (see Figure 1, page 1). Primary strategies associated with these initiatives include:

- Partnering with local, regional, and state organizations to support Greater Green Bay's manufacturers by addressing specific needs (e.g., workforce) and identifying strategic supply chain recruitment opportunities.
- Highlighting an "upstream value" strategy for technology-based manufacturing, by focusing on industrial design and increased investment in process software and equipment improvements rather than on "upstream inputs" (materials) used in the manufacturing process.
- Strengthening the region's business retention and expansion (BRE) program by establishing and maintaining a database of existing businesses, expanding the reach of employer visitation activities, and increasing the level of CEO involvement in the BRE program.
- Working with existing employers, local governments, and utility providers to identify gaps in the region's infrastructure and looking for solutions to address these gaps to support the growth of existing employers and recruitment of new businesses.
- Focusing business attraction and marketing efforts on six target industries that represent the best opportunities for new investment and job growth: (1) advanced manufacturing; (2) digital media and entertainment; (3) health care and medical technology; (4) logistics and distribution; (5) regional and divisional corporate headquarters (HQ); and (6) financial services.
- Strengthening business recruitment efforts by cultivating networks and relationships with business decision-makers, including corporate executives, commercial real estate brokers, and site location consultants.
- Enhancing Greater Green Bay's image as a destination for new businesses and investment through focused marketing channels (e.g., online, social media, and networks of trained local "ambassadors").
- Leveraging business and personal relationships to encourage international business investment.
- Recruiting satellite offices of firms based in nearby larger markets and suppliers/service providers with existing business ties to Greater Green Bay's major employers.

WHERE DO THINGS STAND?

- Local companies are finding ways to manage and, in some cases, thrive amidst the COVID-19 pandemic. Some firms, like NPS Corp ¹ and Reynold Packaging, ² were able to pivot to manufacture personal protective equipment (PPE). Others managed to make the leap to remote work with little or no downtime. The ability to secure funding through the Paycheck Protection Program (PPP) was a critical factor in the ability of some area companies to withstand the economic fallout from the pandemic.
- The region has seen a steady flow of corporate investment. Between November 2019 and October 2020, Greater Green Bay secured 24 expansion projects, with a total estimated capital investment of more than \$300 million. These projects led to the creation of more than 700 direct jobs, with nearly 2.7 million square feet of developed/redeveloped space.
- The Chamber's multi-faceted efforts to help Brown County businesses affected by the pandemic included the highly successful Greater Green Bay Back to Business Grant. Along with the initial funder, American Foods Group, the Chamber's partners in this effort included The Schneider Foundation, Breakthrough®, the City of Green Bay, Badger State Brewing Company, Lawton Gift Fund, Meijer, Packers Sanitation Services Inc., and Johnson Financial Group. Through two rounds of funding totaling \$276,500, the grant helped 39 Brown County small businesses, with awards averaging \$7,076 each. ^{3, 4}
- The Chamber's BRE program has continued during the pandemic by shifting to a virtual format, with 160+ visits completed in 2020. Likewise, Chamber educational and networking events made the transition from physical interactions to virtual offerings. Events hosted during the initial days of the pandemic include seminars on topics of interest to members (including legislative updates and loan and grant information), industry-specific roundtables, "after hours" sessions, and award presentations. The Chamber-managed Startup Hub—dubbed the "virtual front door" to the region's entrepreneurial ecosystem—continues to play a significant role in the plan's implementation. (See the Innovation & Entrepreneurship Task Force profile for additional information on the Startup Hub.)
- Recent data from the Wisconsin Department of Revenue indicates a higher amount of business tax registrations in Brown County in every month in 2020 compared to the same months in 2019, except for April when widespread lockdowns limited economic activity nationwide (see Figure 4 and Figure 5 on page 7). This preliminary data is inconclusive but suggests the environment for business development in Brown County remains favorable for the formation of new businesses and the growth of existing companies.
- The transportation and logistics cluster has been a major focus area for the Chamber's business development efforts. Achievements and opportunities within transportation and logistics include the following:
 - Transportation and logistics firms have benefited from the crosscutting efforts of the Innovation & Entrepreneurship and Business Development task forces that have resulted in a more robust and mature network of resources. Achievements like launching the Tundra Angels have benefited logistics startups that in the past would have had to go to Chicago or the coasts due to a lack of institutional funding in Greater Green Bay historically.
 - Greater Green Bay and Chattanooga both received national attention for innovation within transportation and logistics. Leveraging this kind of attention as part of an effort to brand Greater Green Bay as the national leader in the sector should be a priority. Identifying the right avenues for communicating regional successes or promoting the achievements of local companies are examples of steps to amplify favorable stories.

¹ <https://news.uwgb.edu/log-news/news/08/10/sbdc-hosts-u-s-sbas-administrator/>

² <https://www.greenbaypressgazette.com/story/news/2020/08/03/ashwaubenon-company-gets-2-75-m-grant-make-key-mask-material/5531448002/>

³ <https://www.greatergbc.org/news-and-resources/news/greater-green-bay-back-to-business-grant-opens-applications-for-round-2/>

⁴ https://issuu.com/greatergbcchamber/docs/ci_fall20issuu, p. 14

- One shining example in the transportation and logistics cluster in Greater Green Bay is Breakthrough, which was named one of the world's top 10 most innovative logistics companies of 2021 by [Fast Company](#).
- Talent in tech and logistics has been widely available due to established companies in the region. However, better alignment with higher education is needed. Task force meetings should include discussions with the schools on the types of degrees and skills needed for area employers. Supply chain management is a focus area for talent development. For instance, UWGB offers a certificate in supply chain management, an emphasis in supply chain management as part of its business management degree and is working on offering a master's degree. However, it is less clear how transportation and logistics companies can tap into other majors or areas of needed expertise, such as data analytics.
- In late 2020, the Chamber launched the GreenBayMade.com Economic Development Scoreboard with an interactive data visualization showcasing demographic information, industry and workforce characteristics, target industry-specific data, and economic development projects.

WHAT INFORMATION IS AVAILABLE?

FIGURE 2. NEW AND EXPANDED BUSINESSES
BROWN COUNTY, WISCONSIN, 2020

	Manufacturing		Non-Manufacturing	
	2020	% of Total	2020	% of Total
Capital Investment (\$mil)	\$133.8	87.0%	\$19.9	13.0%
Jobs	310	56.9%	235	43.1%
Square Footage	1,590,900	67.2%	776,730	32.8%

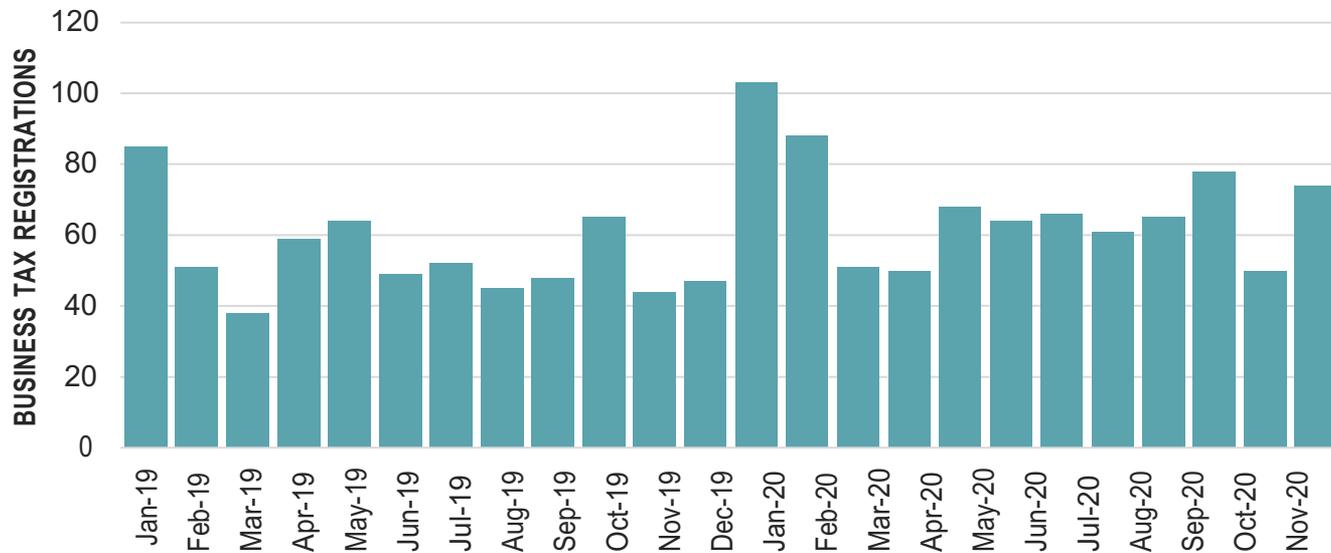
Source: Greater Green Bay Chamber.

FIGURE 3. MANUFACTURING BUSINESSES AND EMPLOYMENT
BROWN COUNTY, WISCONSIN, 2019-2020

NAICS	Description	2020 Payrolled Business Locations	Employment		
			2017	2020	Net Chg.
332	Fabricated Metal Product Manufacturing	96	2,980	3,328	348
311	Food Manufacturing	57	6,477	6,955	478
333	Machinery Manufacturing	51	2,296	2,236	-61
323	Printing and Related Support Activities	40	2,816	2,420	-397
322	Paper Manufacturing	34	5,726	5,746	19
339	Miscellaneous Manufacturing	32	1,053	1,040	-14
337	Furniture and Related Product Manufacturing	24	1,766	1,823	58
321	Wood Product Manufacturing	22	559	547	-12
327	Nonmetallic Mineral Product Manufacturing	21	456	540	84
325	Chemical Manufacturing	20	694	781	87
326	Plastics and Rubber Products Manufacturing	16	351	325	-26
336	Transportation Equipment Manufacturing	9	519	409	-111
314	Textile Product Mills	8	77	90	13
334	Computer and Electronic Product Manufacturing	7	126	154	28
331	Primary Metal Manufacturing	6	190	220	30
312	Beverage and Tobacco Product Manufacturing	6	48	57	9
313	Textile Mills	3	124	178	54
335	Electrical Equipment, Appliance, and Component Manufacturing	2	251	213	-38
316	Leather and Allied Product Manufacturing	1	11	33	22
315	Apparel Manufacturing	0	<10	<10	—
324	Petroleum and Coal Products Manufacturing	0	0	0	0

Source: Economic Modeling Specialists International (Emsi) 2021.1—Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 4. BUSINESS TAX REGISTRATIONS
BROWN COUNTY, WISCONSIN, 2019-2020



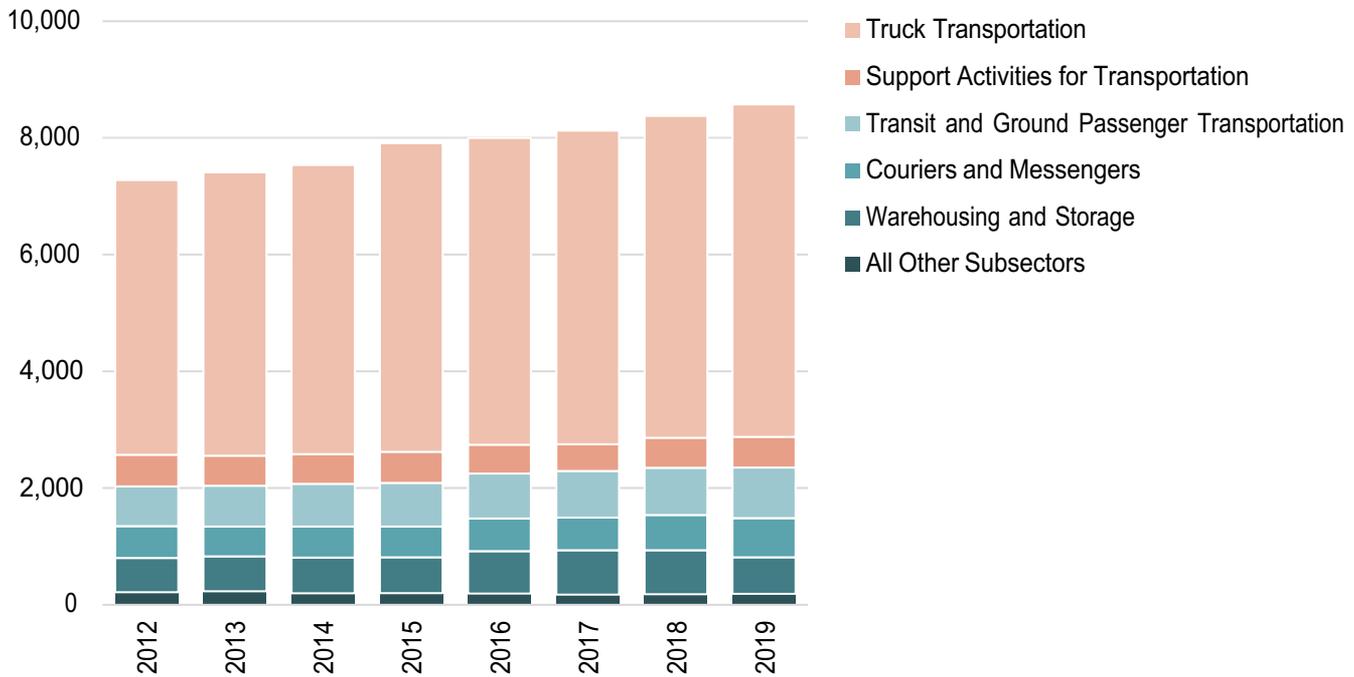
Notes: Business tax registrants include sole proprietorships, partnerships, nonprofits, non-Wisconsin LLCs and corporations, and other business entities that have registered with the Wisconsin Department of Financial Institutions or have other Wisconsin Department of Revenue permits.
Source: Wisconsin Department of Revenue; TIP Strategies, Inc.

FIGURE 5. 12-MONTH CHANGE IN BUSINESS TAX REGISTRATIONS
BROWN COUNTY, WISCONSIN, 2019-2020



Notes: 12-month change in registrations is the difference between 2019 and 2020 registrations in the month (e.g., Jan 2020 - Jan 2019). Business tax registrants include sole proprietorships, partnerships, nonprofits, non-Wisconsin LLCs and corporations, and other business entities that have registered with the Wisconsin Department of Financial Institutions or have other Wisconsin Department of Revenue permits.
Source: Wisconsin Department of Revenue; TIP Strategies, Inc.

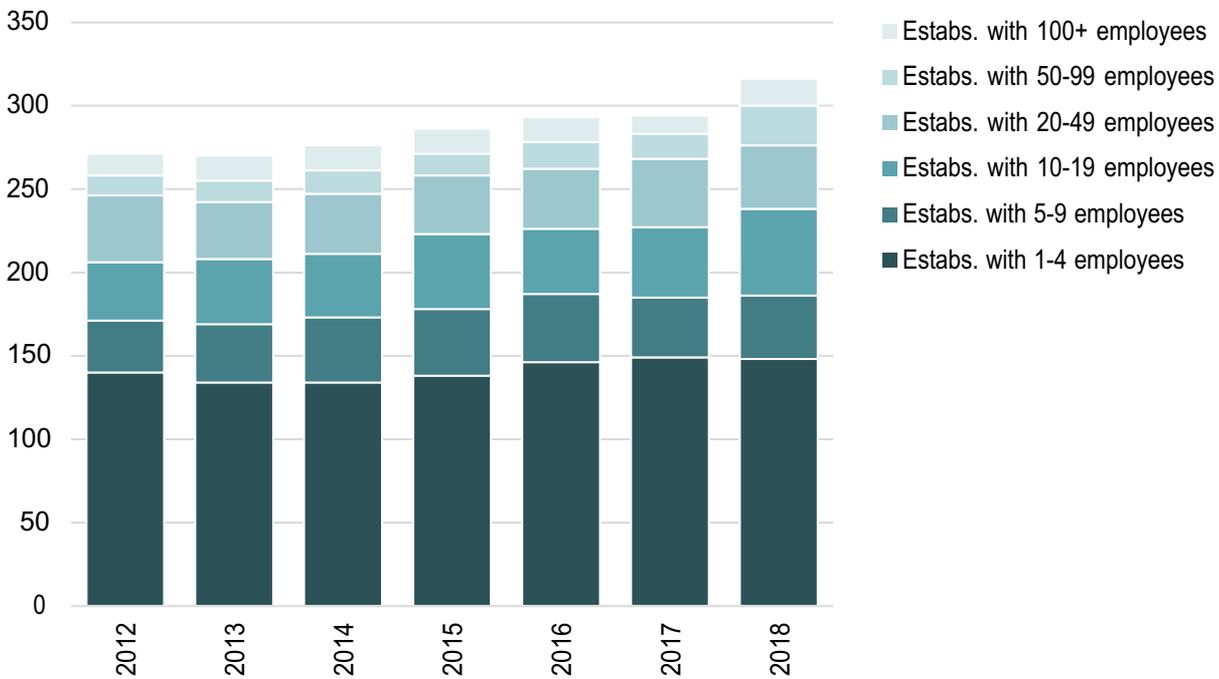
FIGURE 6. TRANSPORTATION SECTOR EMPLOYMENT IN THE GREEN BAY METRO AREA, 2012-2019



Source: US Bureau of Labor Statistics; Emsi 2021.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.

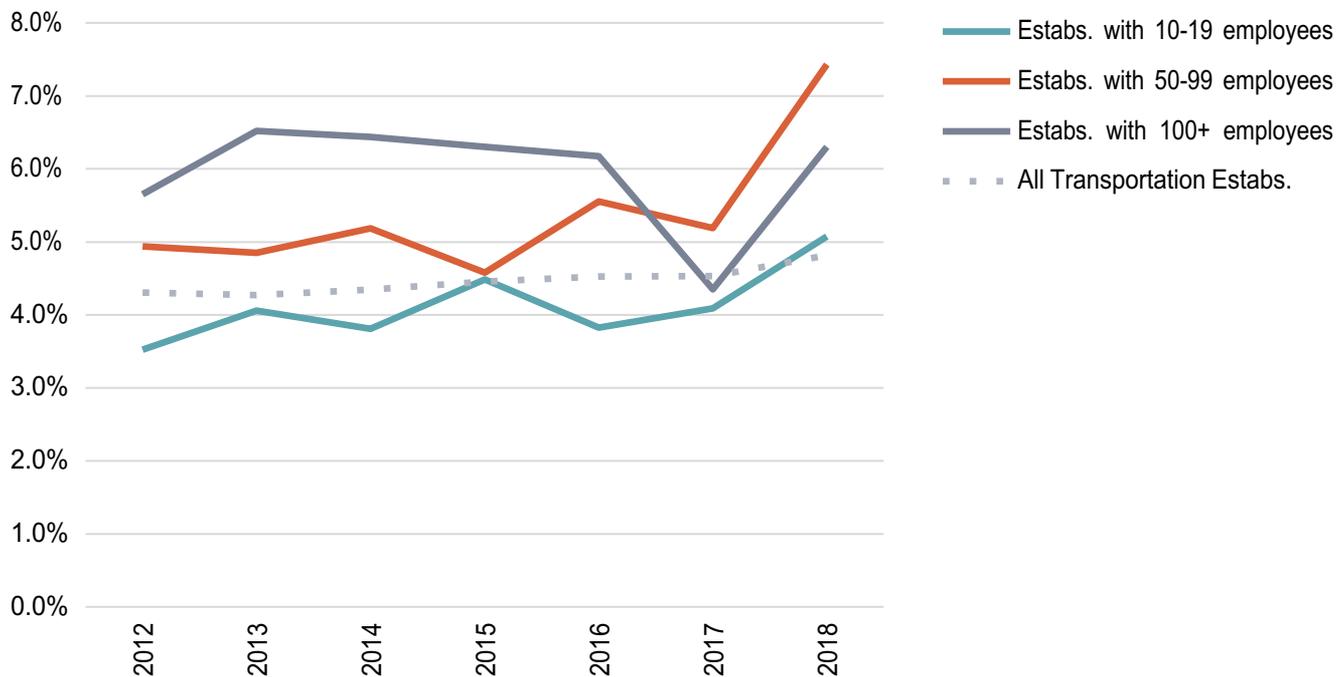
FIGURE 7. TRANSPORTATION SECTOR ESTABLISHMENTS IN BROWN COUNTY, 2012-2018

NUMBER OF ESTABLISHMENTS BY SIZE (EMPLOYEES)



Notes: County Business Patterns includes establishments with employees but does not include rail transportation or the Postal Service.
Sources: US Census Bureau, County Business Patterns; TIP Strategies, Inc.

FIGURE 8. TRANSPORTATION SECTOR ESTABLISHMENT SHARES BY SIZE IN BROWN COUNTY, 2012-2018
SELECTED SIZE CATEGORIES AS SHARE (%) OF ALL TRANSPORTATION ESTABLISHMENTS



Notes: County Business Patterns includes establishments with employees but does not include rail transportation or the Postal Service.
Sources: US Census Bureau, County Business Patterns; TIP Strategies, Inc.

HOW IS IMPLEMENTATION GOING?

WHAT'S LEFT?

In the original plan, there were a total of 12 strategies and 33 individual action items under the three initiatives the Business Development Task Force is charged with. Implementation has gone well overall, with the most progress falling into business retention and expansion strategies. Recruitment of new businesses into the region has not been as prominent. The following strategies should be revisited and may require additional resources or new tactics to implement over the next three years.

- **STRATEGY 1.3.** Highlight an “upstream value” strategy for technology-based manufacturing, focusing on industrial design and increased investment in process software and equipment improvements.
- **STRATEGY 2.3.** Increase the level of CEO engagement as part of the BRE program.
 - *Greater Green Bay has a highly engaged group of local executives. The Chamber has continued its strong track record of engaging CEOs of companies based in Brown County in economic development, workforce, and other communitywide issues affecting the economic future of the community. What remains to be addressed is a more intentional effort to engage the corporate leadership of companies that operate facilities in Brown County but have their corporate HQ outside of the region or outside of the state. Maintaining and strengthening relationships with external company leadership will be important for the future retention and possible expansion of those operations in Greater Green Bay.*

- **STRATEGY 3.2.** Strengthen Greater Green Bay’s business recruitment efforts by cultivating networks and relationships with business decision-makers including corporate executives, commercial real estate brokers, and site location consultants.
- **STRATEGY 3.3.** Enhance Greater Green Bay’s image as a destination for new businesses and investment through focused marketing channels (e.g., online, social media, and networks of trained local “ambassadors”).
- **STRATEGY 3.4.** Leverage business and personal relationships to encourage international business investment.
- **STRATEGY 3.5.** Recruit satellite offices of firms based in nearby larger markets and suppliers/service providers with existing business ties to Greater Green Bay’s major employers.
 - The “dual campus” phenomenon has accelerated in the last five years and is likely to be further accelerated by the pandemic-induced rise of remote work. Major tech companies and other large corporations have increasingly employed the dual campus model to access tech and knowledge workers in multiple locations. In some cases, the two corporate offices are located across the country (Amazon’s HQ in Seattle and HQ2 in Northern Virginia; Apple’s HQ in Silicon Valley and its North American Operations Center in Austin), in nearby metro areas (CoStar Group’s HQ in Washington, DC and its operations center in Richmond, Virginia), or in different parts of the same metro area (Indeed and Facebook both have downtown Austin locations and offices in the Domain development, Austin’s “second downtown” in the far north section of the city).
 - With remote work on the rise, Greater Green Bay is now even better positioned to house satellite offices of companies with larger operations in major metros like Chicago, Minneapolis–Saint Paul, or Milwaukee.

WHAT’S NEXT?

The following new or expanded strategies were identified during the planning process to support business development in Greater Green Bay.

- Work with landowners, local governments, and the area real estate community to develop more sites for business expansion projects.
 - The lack of available sites and buildings is a significant barrier to the expansion of existing industries and recruitment of new companies. Efforts to develop new warehousing, manufacturing, and other industrial buildings—including spec industrial/flex buildings—should be prioritized.
 - The development of former agricultural/rural properties near major transportation infrastructure is an important factor in the future growth of Greater Green Bay. Farmland preservation is important but should be balanced with the need to allow space for the growth of new jobs, investment, and housing.
- Enhance digital marketing materials, including a virtual familiarization tour (fam tour) of Greater Green Bay that highlights the region’s infrastructure and available sites.
- Explore new platforms for telling economic development stories throughout the region and beyond, such as podcasts and blogs.
- Cultivate deeper relationships between entrepreneurs and Greater Green Bay’s legacy industries (see the Innovation & Entrepreneurship Task Force for more details). Encourage events such as a reverse pitch competition that promote collaboration between startups and established businesses, as well as UWGB.
- Specific strategies for the transportation and logistics cluster include:
 - Increase engagement with other large, innovative transportation and logistics companies based in Wisconsin. These could include companies as diverse as Uline and Trek.

- Strengthen workforce development efforts in the transportation and logistics sector and deepen partnerships between local employers and higher education.
- Partner with UWGB and St. Norbert College to support the growth and success of both institutions' new programs in supply chain management. Work with the higher education institutions and area logistics & distribution companies to ensure strong private sector engagement in these programs.
- Support startups and emerging technologies in the transportation and logistics sector.

HOW IS PROGRESS MEASURED?

The following existing metrics (from the 2017 plan) and new metrics should be used to track progress toward implementation of business development strategies.

- **Employment growth.** Increase the number of jobs from the growth of new and existing employers. *Data sources: US Bureau of Labor Statistics (Quarterly Census of Employment and Wages), business interviews, surveys, and media reports.*
- **Capital investment.** Attract private sector capital investment from new and existing companies, real estate developers, and other investors. *Data sources: business interviews, surveys, and media reports.*
- **Business retention and expansion.** Facilitate the continued operations and growth of existing employers and industries. *Data sources: business interviews, surveys, and media reports.*
- **Business recruitment.** Attract business expansion projects and relocation projects from outside of Northeast Wisconsin. *Data sources: business interviews, surveys, and media reports.*
- **NEW METRIC: Corporate HQ retention and regional/divisional HQ attraction.** Retain existing HQs of companies in Brown County and attract new regional and divisional HQs into the community. *Data sources: business interviews, surveys, and media reports.*
- **NEW METRIC: Commercial office space.** Total new office space added to local office market (vacancy rates and median rental rates for existing office inventory). *Data sources: regional commercial real estate brokerage.*
- **NEW METRIC: Industrial space.** Total new industrial space added to local industrial market (vacancy rates and median rental rates for existing industrial inventory). *Data sources: regional commercial real estate brokerage.*

WHAT ARE OTHERS DOING?

VIRTUAL TOURS

Due to rapidly changing technology and the acceleration of digital tools in response to the pandemic, economic development organizations and communities across the country have shifted to virtual tours. This year, 2021 Select USA Investment Summit Community Spinoff events will be hosted virtually; regions will deliver a virtual tour of their community and investment sites and then host an interactive roundtable. Site selectors have taken notice of this trend. To compete for projects, communities will be expected to have virtual tours available to prospects. Unlike a tourism or talent attraction video, economic development virtual tours focus on infrastructure, geography, workforce, and available sites/development plans. Examples of virtual tours include the [City of Huron, Ohio](#), and the [Port of Vancouver USA](#).

PULSE OF THE REGION

Pulse of the Region is an International Economic Development Council (IEDC) award-winning radio show and podcast hosted by the MetroHartford Alliance. The weekly program features dynamic conversations with leaders about the tremendous work and partnerships taking place in the region. Topics range from economic development and entrepreneurship to housing and public safety. The program is sponsored by the Connecticut Center for Advanced Technology, Inc., and produced in partnership with iHeartMedia.

CHATTANOOGA AND FREIGHT ALLEY

“Freight Alley” refers to the infrastructure network in southeastern US, between Tennessee, South Carolina, North Carolina, Georgia, and Alabama, which connects the major manufacturing centers in the south with east and west coast markets. At the center of the network lies Chattanooga, Tennessee, which has emerged as a logistics and distribution hub for the nation. Chattanooga has made significant investments, especially in high-speed internet, to grow its technology sector and the supply chain that supports the region’s manufacturing, distribution, and logistics industries. In addition to investments in physical assets and infrastructure, the University of Tennessee has robust programs to support workforce development in the transportation and logistics industry. Chattanooga also benefits from the presence of Dynamo Ventures, the country’s only logistics tech venture capital firm. The venture fund grew out of the Dynamo accelerator program that was launched in 2016 “with the audacious goal of supporting exceptional founders focused on transforming an industry worth more than \$4 trillion.”⁵

THE CREATIVE COAST

The Savannah Economic Development Authority partnered with the city and Chatham County in 1997 to establish The Creative Coast (TCC), a nonprofit coworking space and entrepreneurial community focused on cultivating the creative and innovation-based economy. In 2019, TCC, in tandem with South Carolina’s Center for Innovation, received a \$300,000 US Economic Development Administration grant (with local matching) to fund and grow the region’s technology-driven startups. Other efforts to grow the innovation ecosystem include the Savannah Logistics Corridor, which marries the creative and innovation industry with logistics and shipping through education, incubation, and incentives. The Savannah College of Art and Design (SCAD) also plays an integral part in Savannah’s creative industry not only through its numerous festivals and shows, but most notably through SCADpro, the college’s research and innovation studio devoted to solving challenges for Fortune 500 clients.

ALLIANCE TEXAS MOBILITY INNOVATION ZONE

AllianceTexas is a 27,000-acre, master-planned, mixed-use development in Fort Worth (and partially in surrounding suburban communities). AllianceTexas was developed by Hillwood, one of the largest real estate development firms in the US (founded by Ross Perot, Jr.), starting in 1990. The development includes a unique set of air and ground logistics assets, including an intermodal hub and Alliance Airport. In 2019, Hillwood announced the creation of the AllianceTexas Mobility Innovation Zone (MIZ), which will serve as a testbed for future transportation technologies and platforms. The new center of innovation will provide unmatched infrastructure for corporations, entrepreneurs, and other innovators to develop, test, scale, and commercialize advanced mobility technology and business models. In late 2020, TuSimple, a self-driving truck company developing technologies to allow driving from depot to depot without human intervention, announced plans to build a hub for its autonomous trucks in the MIZ. Bell Helicopter, BNSF, UPS, and Deloitte are also among the companies working in the MIZ.

⁵ Dave Flessner and Tim Omarzu, “Chattanooga Attracts Startups as City Views to be Logistics Capital,” *Chattanooga Times/Free Press*, as cited in *Transport Topics*, October 5, 2016. <https://www.ttnews.com/articles/chattanooga-attracts-startups-city-vies-be-logistics-capital>



TALENT

National demographic shifts, and the changing skills need of employers, continue to make the attraction and retention of talent a critical factor in site selection decisions. As a result, competition for workers is fierce and can be a determining factor in a region's economic prosperity. The work of the Talent Task Force is focused on positioning the region to be competitive with regards to talent and offering a compelling reason for young, educated workers to choose Greater Green Bay.

WHAT'S THE TASK FORCE CHARGED WITH?

The Talent Task Force is charged with implementing **Initiative 5** (*Attract, retain, and develop talent*) of the 2017 plan (see Figure 1, page 1). Although not officially part of the task force's charge, aspects of **Initiative 4** (*Expand the size and scope of the region's higher education assets*) are closely related. Primary strategies associated with these initiatives include:

- Telling the authentic story of Greater Green Bay—starting by defining and communicating the region's brand—as it relates to talent attraction and retention.
- Launching a campaign to build awareness of the career opportunities available in Greater Green Bay.
- Pooling resources from regional employers seeking to recruit and retain skilled workers.
- Collaborating with employers, leadership groups, and professional associations to advance employee retention and development strategies.

WHERE DO THINGS STAND?

- The work of this task force has been slowed, at least in part, by the reworking of the initiative following the plan's adoption.⁶ The original "hands-on" role in workforce development envisioned in the 2017 plan has shifted to an emphasis on promotion and placemaking. Creating a quality of place that is attractive to a broad range of interests and identifying messaging that resonates with target audiences (like young professionals and entrepreneurs) will help position the region to compete for talent and businesses alike. The Chamber will launch a marketing campaign, including a website, focused on promoting Greater Green Bay's quality of life. Other potential audiences could include remote workers and former residents who left the area.
- The Chamber added two new professional staff in 2020 focused on implementing talent strategies, a new VP of Talent and Education and a Director of Talent. The Talent Director is a new position dedicated to assisting employers in Greater Green Bay with recruiting new hires for professional- and management-level jobs from outside the region.
- Several factors influence Greater Green Bay's ability to recruit and retain talent, both of which remain significant challenges. These factors include a lack of available housing inventory (across all price points and housing types) and the difficulty of creating long-lasting connections for those without a family "anchor" in the area.
- These issues are particularly challenging in retaining young people. While there are a few companies with young professionals' groups, the perception is that there are not sufficient opportunities for singles and younger workers to meet, especially in the winter. Historically, the resistance among Greater Green Bay companies to remote work has put the region at a disadvantage for attracting younger workers. The necessity of moving to remote work during the pandemic may have changed those views. Firms that accommodate remote workers

⁶ https://issuu.com/greatergbchamber/docs/ci_summer20issuu, p. 11.

could be at a competitive advantage. Increased flexibility in work arrangements also broadens the available labor pool, including, potentially, the ability to tap into workers who live in Greater Green Bay but work remotely for firms outside the region.

- Specific skill sets identified as in-demand by local industries include data analytics expertise and people with electro-mechanical (mechatronics) skills who have the ability to fix CNC machinery. Efforts are underway to address these needs: UWGB is developing data analytics courses; St. Norbert College offers degrees in data analytics; and NWTC has added a data analytics associate's degree and certificate that will be offered starting with the Fall 2021 semester.
- In 2020, UWGB was the fastest-growing school in the UW system. UWGB's mission of growing to meet the needs of its region (the addition of an engineering school at UWGB is a good example of this) in collaboration with NWTC, St. Norbert College, and local K-12 schools is helping Greater Green Bay develop a strong pipeline of local talent. Data from [UWGB's First Destination Survey](#) show the vast majority (88.3 percent of survey respondents) of graduates remain in Wisconsin after graduation. In addition, previous data analysis conducted by UWGB of alumni indicated that roughly 70 percent of UWGB graduates live within 50 miles of Green Bay. All of this data suggests that a regional approach to support the continued growth of UWGB will benefit not only Greater Green Bay, but also the remainder of Northeast Wisconsin and the entire state.

WHAT INFORMATION IS AVAILABLE?

FIGURE 9. OCCUPATION DEMOGRAPHICS, BROWN COUNTY

Description	2019 Jobs	Gender		Age					Race and Ethnicity				
		Female	Under 25	25 - 34	35 - 44	45 - 54	55 and over	White	Black or of African descent	Hispanic or Latinx	Asian	Other race or ethnicity	
Office and Administrative Support	22,902	78%	11%	20%	21%	22%	26%	89%	3%	4%	2%	2%	
Production	19,310	30%	10%	21%	22%	24%	24%	75%	3%	16%	4%	2%	
Transportation and Material Moving	15,591	18%	13%	19%	19%	21%	28%	81%	6%	9%	2%	3%	
Sales and Related	15,382	50%	21%	19%	18%	18%	25%	89%	2%	4%	2%	2%	
Food Preparation and Serving Related	13,187	61%	44%	21%	14%	10%	11%	78%	4%	9%	3%	6%	
Healthcare Practitioners and Technical	10,474	81%	6%	25%	24%	21%	24%	92%	2%	2%	3%	1%	
Business and Financial Operations	8,829	58%	4%	22%	26%	24%	24%	91%	2%	3%	3%	2%	
Educational Instruction and Library	8,660	75%	10%	21%	24%	21%	25%	89%	3%	3%	2%	2%	
Management	8,221	39%	3%	15%	25%	26%	31%	92%	1%	3%	2%	2%	
Healthcare Support	6,915	88%	17%	25%	20%	17%	21%	78%	7%	5%	6%	4%	
Construction and Extraction	6,891	3%	13%	22%	25%	21%	19%	89%	2%	6%	0%	3%	
Installation, Maintenance, and Repair	6,883	4%	9%	19%	22%	23%	27%	90%	2%	5%	1%	2%	
Building and Grounds Cleaning and Maintenance	4,598	45%	14%	16%	21%	20%	29%	72%	7%	14%	2%	4%	
Personal Care and Service	4,583	74%	28%	21%	15%	13%	23%	85%	4%	5%	4%	3%	
Computer and Mathematical	4,493	32%	4%	27%	31%	22%	16%	81%	1%	2%	14%	2%	
Architecture and Engineering	2,925	16%	7%	23%	21%	23%	27%	92%	1%	2%	4%	2%	
Community and Social Service	2,779	72%	7%	24%	22%	19%	28%	84%	5%	4%	3%	4%	
Protective Service	2,674	27%	18%	23%	23%	18%	19%	83%	6%	5%	1%	5%	
Arts, Design, Entertainment, Sports, and Media	2,366	48%	11%	24%	22%	18%	25%	90%	2%	3%	3%	2%	
Life, Physical, and Social Science	1,090	49%	8%	26%	23%	19%	24%	89%	1%	3%	4%	3%	
Farming, Fishing, and Forestry	878	33%	22%	20%	20%	16%	22%	65%	5%	26%	3%	1%	
Legal	623	58%	2%	16%	29%	23%	30%	95%	1%	2%	1%	2%	
Military-only	357	19%	15%	40%	44%	1%	0%	72%	11%	11%	6%	0%	
Total for Brown County, WI	170,611	50%	14%	21%	21%	20%	24%	85%	3%	6%	3%	3%	

Notes: Darker teal indicates a higher proportion of the demographic than the county, while darker red indicates lower proportions than the county. The US Census Bureau categorizes Hispanic or Latinx as an ethnic group rather than a race. The "Hispanic or Latinx" group includes all races; the remaining racial groups exclude Hispanics or Latinxs. The "Other race or ethnicity" group includes American Indians, Alaskan natives, native Hawaiians, other Pacific Islanders, multi-racial persons, and other races. These data are based on self-identification and reflect a social definition of race/ethnicity.

Source: US Census Bureau; Emsi 2021.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies.

AWARDS IN THE GREEN BAY METRO AREA, 2015-2019

FIGURE 10. AWARDS BY MAJOR PROGRAMS

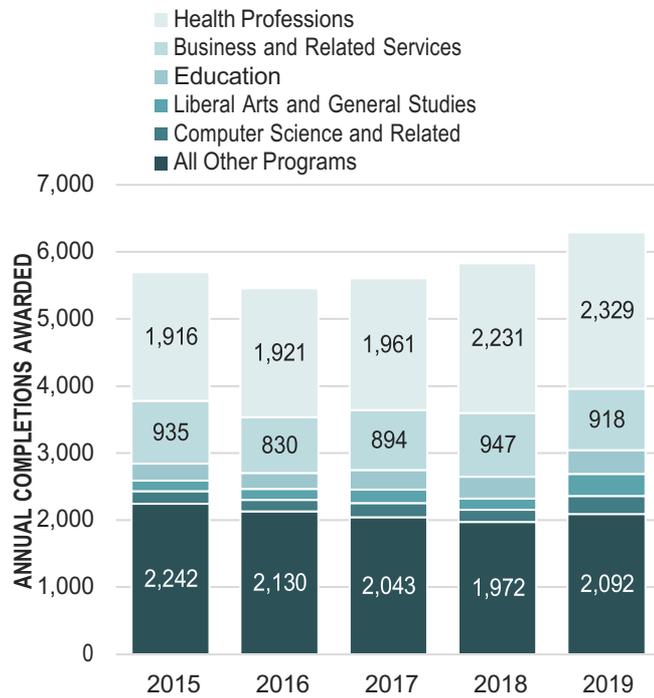


FIGURE 11. PROGRAM COMPLETIONS BY AWARD LEVEL

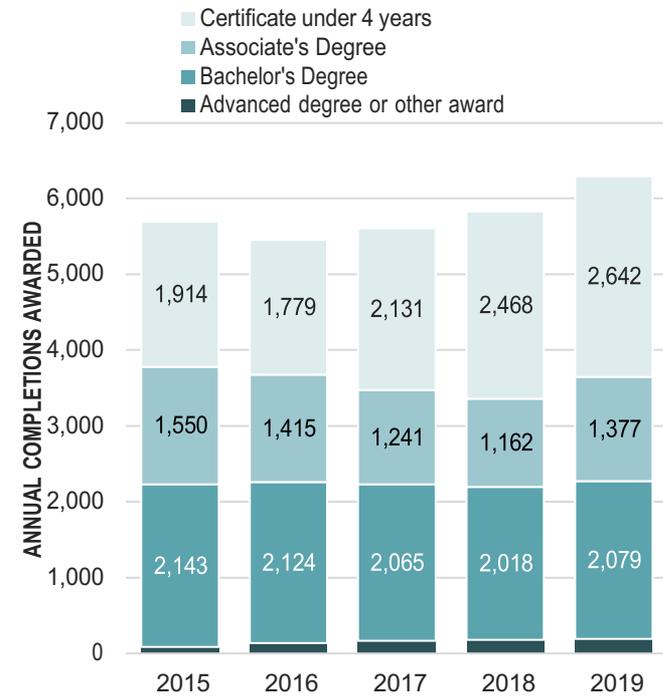


FIGURE 12. ASSOCIATE-LEVEL AWARDS

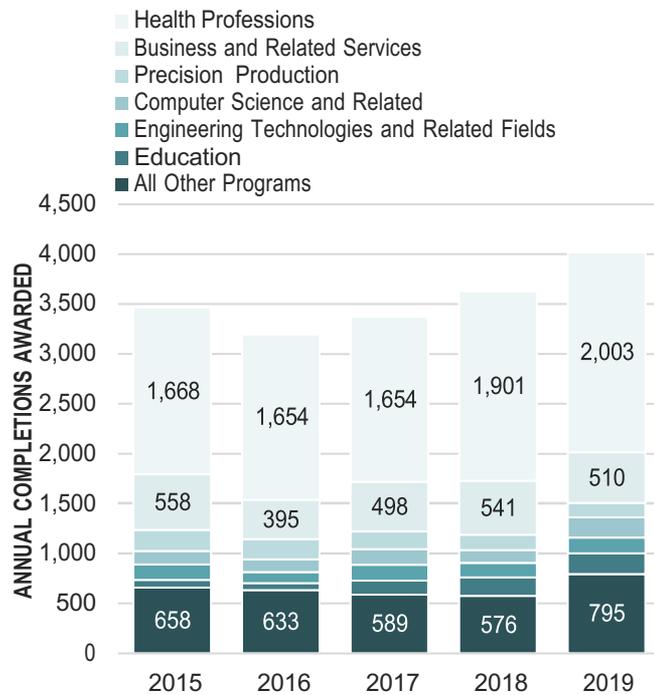
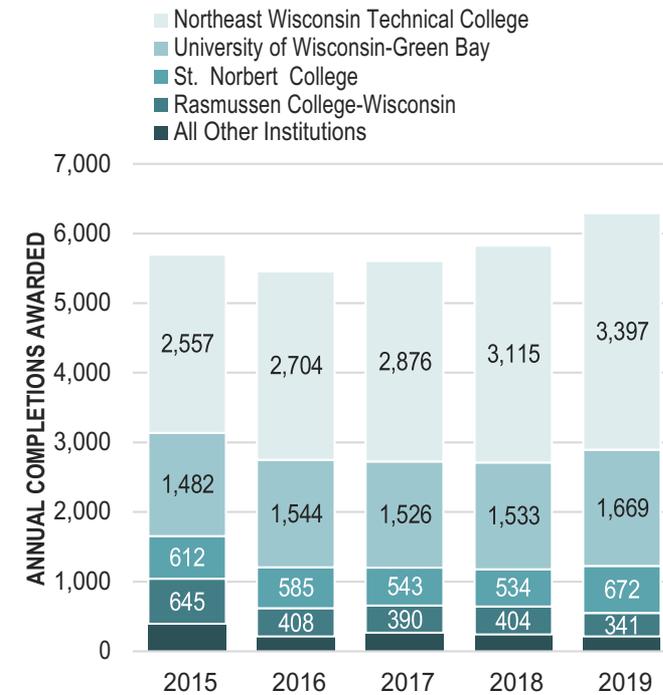


FIGURE 13. AWARDS BY INSTITUTION



Notes: NCES-IPEDS data cover accredited postsecondary institutions and include completions for credit-based programs only. (Figure 10) The "All Other Programs" category includes awards from 27 different program types. (Figure 11) The "Advanced degree or other award" category includes postbaccalaureate certificates, Master's degrees, post-master's certificates, and doctoral degrees. (Figure 12) Associate's degrees and certificates earned in under four years are included. The "All Other Programs" category includes awards from 16 different program types. (Figure 13) The "All Other Institutions" category includes awards from 6 other institutions in the Green Bay metro area.

Sources: (All figures) National Center for Education Statistics, IPEDS; Emsi 2021.1 – QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies.

HOW IS IMPLEMENTATION GOING?

WHAT'S LEFT?

In the original plan, there were a total of nine strategies and 22 individual action items under the two initiatives the Talent Task Force is charged with (including the closely related Initiative 4: Expand the size and scope of the region's higher education assets). Significant progress has occurred in STEM education and aligning educational partners with employers to address workforce shortages. More effort is needed on talent recruitment and further expanding the size and scope of UWGB. The following strategies should be revisited and may require additional resources or new tactics to implement during the next three years.

- *STRATEGY 4.1.* Encourage UWGB and NWTC to expand into downtown Green Bay with specific programs and facilities.
- *STRATEGY 4.2.* Re-mission UWGB to be a larger, more R&D-focused, broader-reaching university.
- *STRATEGY 4.5.* Bring together regional higher education and medical organizations to leverage the new Medical College of Wisconsin-Green Bay for economic development.
- *STRATEGY 5.2.* Launch a campaign to build awareness of the career opportunities available in Greater Green Bay.
- *STRATEGY 5.3.* Pool resources from regional employers seeking to recruit and retain skilled workers.

WHAT'S NEXT?

The following new or expanded strategies were identified during the planning process to support talent attraction, retention, and development in Greater Green Bay.

- Work with educational partners to create new degree, certificate, and industry credential training programs focused on in-demand occupations.
- Engage in rapid upskilling strategies, especially to retrain and re-employ out-of-work hospitality workers in positions in manufacturing, transportation and logistics, healthcare, and other industries with open jobs and a shortage of available workers.
- Launch the talent attraction website, marketing campaigns, and supporting initiatives to provide a highly visible, community-wide effort that embraces new and existing talent. Focus on remote workers as one target audience for talent attraction efforts.
- Build a narrative that Greater Green Bay embraces the northern climate, cold weather, and winter activities that come with living in the Upper Midwest. Focus messaging on internal and external audiences.
 - For internal audiences, show examples of high-growth, successful communities that thrive in similar cold climates. These include a mix of large and small communities such as Minneapolis–Saint Paul, Fargo, Madison, Toronto, Montreal, Calgary, Vancouver, Grand Rapids, and Missoula.
 - For external audiences, play to Greater Green Bay's strengths. If San Diego and Austin are pitching their warmer, milder climates to tech workers in Chicago, Boston, and New York during the cold winter months, Greater Green Bay should pitch its lovely summer weather (and late spring/early fall, for that matter) to workers currently living in hot, humid climates like Dallas-Fort Worth, Houston, Atlanta, Charlotte, and Miami.

- Work with UWGB and NWTC to leverage each institution's regional centers (UWGB's campuses in Marinette, Manitowoc, and Sheboygan and NWTC's campuses in Marinette and Sturgeon Bay) as sources of talent from the larger Northeast Wisconsin region.

HOW IS PROGRESS MEASURED?

The following existing metrics (from the 2017 plan) and new metrics should be used to track progress toward implementation of talent strategies.

- **High-wage job growth.** Increase the number of jobs that pay above area median wages and/or above median wages within the industry. *Data sources: US Bureau of Labor Statistics (Quarterly Census of Employment and Wages), business interviews, surveys, and media reports.*
- **Educational attainment.** Increase the share of adult population with bachelor's degrees and associate's degrees. *Data sources: US Census Bureau (American Community Survey, 1-year estimates).*
- **NEW METRIC: Domestic migration.** Increase net inbound migration from outside of Brown County. *Data sources: US Census Bureau (Population Estimates Program).*
- **NEW METRIC: Remote workers.** Increase the share of Brown County residents working from home (or working remotely), regardless of where their employer is located. *Data sources: US Census Bureau (American Community Survey, 1-year estimates).*

WHAT ARE OTHERS DOING?

GREATER WAUSAU

GreaterWausau.org is the centerpiece of a talent recruitment and retention campaign developed by the Greater Wausau Prosperity Partnership (GWPP). In addition to the website, the GWPP created a toolkit for recruiters and businesses and a relocation guide to support talent new to the region. GreaterWausau.org highlights Wausau's quality of life, including outdoor recreation and cultural amenities, as well as job opportunities and key industries. Along with general information, the website features live camera feeds of downtown Wausau and Granite Peak, a local ski resort. The Wausau region's talent recruitment efforts embrace winter weather as a core part of the area's amenities and quality of place.

HELLO WEST MICHIGAN

Hello West Michigan began in 2007 as a division of The Right Place, an economic development group for the Greater Grand Rapids area, to educate potential residents about the West Michigan region. Today, it is the only employer-driven organization dedicated to talent attraction and retention in the country and completely funded by 80 member companies and their annual dues. Dues are scaled by company size and range from \$250 (1–10 employees) to \$20,000 (1,500+ employees). Hello West Michigan's services range from outbound marketing efforts and networking events to job concierge and internship services. The program operates in a unique space, between a career resource center and an executive recruiter, focusing on mid-career young professionals. In response to the COVID-19 pandemic, Hello West Michigan has pivoted programs and services to a virtual format, from offering trainings for employers on how to develop virtual internship programs to highlighting socially distanced community activities. Since its founding, the organization has assisted with the placement of more than 1,300 hires.

MAKE IT. MSP.

Make it. MSP. is the Greater Minneapolis–Saint Paul (MSP) talent initiative that was developed and launched in 2015. The MakeItMSP.org website serves as the platform for the initiative, providing information for individuals considering moving to the MSP region. The initiative is focused on three target talent groups: newcomers, professionals of color, and tech talent. *Make it. MSP.* has embraced the region’s reputation for long winters and offers programming and resources to ensure newcomers are prepared for cold, snowy weather. To heighten its impact, *Make it. MSP.* recruited more than 100 “makers” to its “makers-hub” network, in which community-minded individuals and organizations collaborate around four specific areas: “radical welcomers,” career acceleration, leaders of color, and civic engagement.



DOWNTOWN & URBAN DEVELOPMENT

A vibrant urban center can be an essential part of attracting and retaining talent and businesses. The work of the Downtown & Urban Development Task Force is designed to continue the transformation of downtown Green Bay into a vibrant activity center, working in tandem with the emergence of the Titledown District as a major destination for Northeast Wisconsin. The approach includes bold moves, such as creating an innovation district and encouraging the expansion of higher education into the downtown, as well as strategies for re-energizing downtown spaces and engaging the region's design professionals in the future of the central city. Although not initially part of the task force's charge, the creation of a thriving arts and culture scene has been identified as a new focus area for downtown and urban development. Strengthening Greater Green Bay's artists and creative industries can also help support regional tourism efforts and talent attraction initiatives. While the primary focus of this task force is to accelerate the revitalization of downtown Green Bay, placemaking efforts in other urban districts across Brown County, such as downtown De Pere, are also important for the region's overall quality of place.

WHAT'S THE TASK FORCE CHARGED WITH?

The Downtown & Urban Development Task Force is charged with implementing **Initiative 6** (*Accelerate downtown and urban development*) of the 2017 plan (see Figure 1, page 1). Aspects of **Initiative 4** (*Expand the size and scope of the region's higher education assets*) are also relevant to the work of this group. Primary strategies associated with these initiatives include:

- Establishing an “innovation district” centered on downtown Green Bay.
- Capitalizing on Greater Green Bay's most important natural asset—the waterfront.
- Encouraging new mixed-use commercial and residential development in downtown and in the Titledown District, while maximizing the development potential of the area between the two districts.
- Embracing a “tactical urbanism” approach for activating empty spaces and underutilized assets in Green Bay's downtown area and in communities throughout Brown County.
- Developing an increased downtown presence of the region's higher education institutions in collaboration with major employers and investment partners.

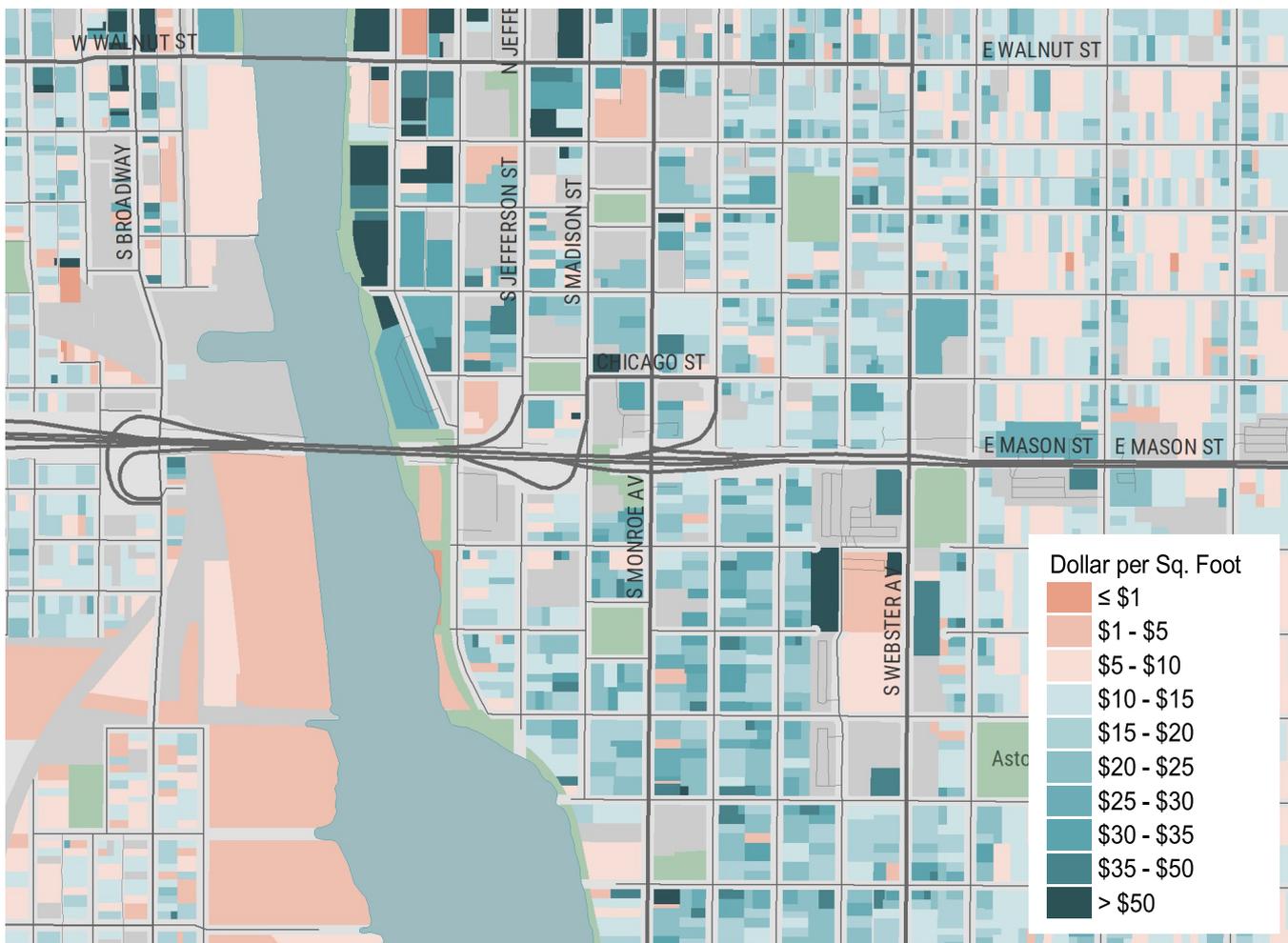
WHERE DO THINGS STAND?

- Downtown has quieted during the pandemic, despite efforts to boost activity. Responses have focused on removing restrictions and facilitating access (such as the conversion of one-way streets to two-way traffic, new bike lanes, and relaxation of zoning codes for outdoor dining in streets), technological solutions (including apps for managing online ordering and curbside pickup for restaurants), and promotional initiatives (such as Downtown Faces Forward, a grassroots effort designed to keep small businesses top of mind and raise awareness of opportunities to support local firms).
- Though demand is down from its explosive pre-pandemic trend, Green Bay's downtown housing market has continued to shine and there is reason to think the vibrancy will return post-COVID-19. While there is little hard data yet, trends that were accelerated by the pandemic—such as the move towards remote work—could increase demand in the future for the connectivity downtown living can provide.
- Creating a more “experiential” downtown—through the addition of amenities and retail (including a full grocery store which is currently lacking)—will help generate activity and fuel additional demand for housing. Investments such as trail systems and elements that appeal to specific audiences, like geocaching or Pokémon Go, are examples of elements that can support downtown's success.

- Continuing to remove barriers to development, such as the waiving of minimum parking requirements which had stymied infill development in the past, will be essential to downtown's future. Putting strong design standards in place will also help raise the bar and maintain a healthy downtown. Ideas for moving forward include district-specific design overlays and standardized lighting.
- The loss of events in 2020 due to the pandemic was a significant challenge. One-time events (like athletic or artistic performances) and recurring events (like farmers markets) are a huge driver of activity for downtown. Social distancing guidelines created a draw for outdoor activities, such as boating, skiing, and snowshoeing. Figuring out how to be proactive around these opportunities in the long-term—especially identifying signature events that embrace winter months—could be an area of emphasis for the task force in the future.
- A representative from the Bay Area Arts and Culture Alliance (BAACA) has been added to the Downtown & Urban Development Task Force to ensure alignment between BAACA's strategic initiatives and downtown and urban development priorities. The pairing of arts and culture with urban real estate is one of the most time-tested catalysts for unlocking the potential of downtowns and urban neighborhoods to turn them into popular destinations for new businesses, residents, and street life.

WHAT INFORMATION IS AVAILABLE?

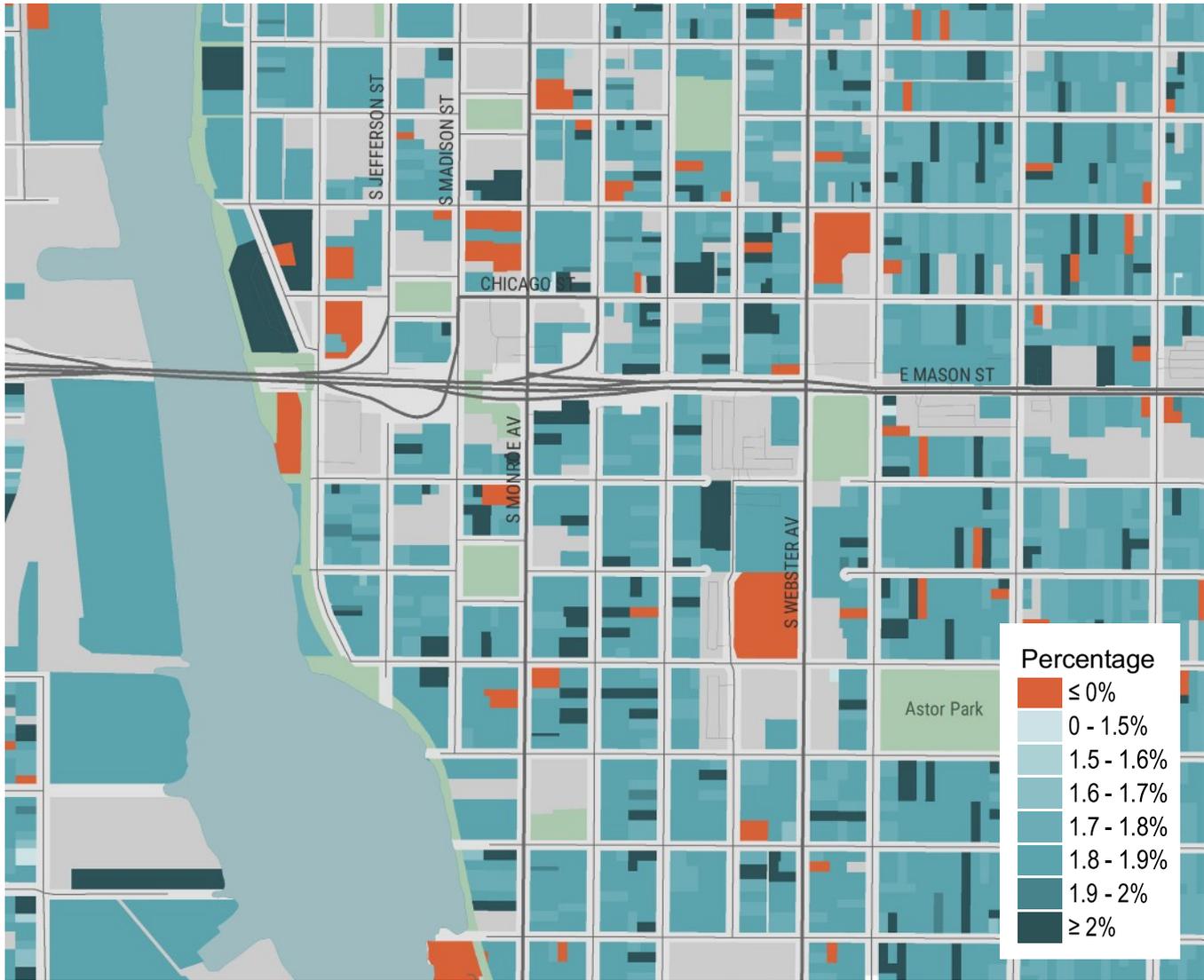
FIGURE 14. DOWNTOWN GREEN BAY, 2020 REAL ESTATE VALUE



Notes: Dollar per square foot calculated using the 2020 parcel estimated fair market value and assessed area. Parcels with a value of zero and those without an estimate are excluded.

Sources: Esri; Brown County Land Information Office; TIP Strategies.

FIGURE 15. DOWNTOWN GREEN BAY, PERCENTAGE CHANGE IN REAL ESTATE VALUE



Notes: Calculation is the percentage change in dollar per square foot between 2015 and 2020. Dollar per square foot calculated using the estimated fair market value in 2020-adjusted dollars divided by the assessed area. Parcels with a value of zero and those without an estimate in both years are excluded.
 Sources: Esri; Brown County Land Information Office; TIP Strategies.

HOW IS IMPLEMENTATION GOING?

WHAT'S LEFT?

In the original plan, there were a total of four strategies and 12 individual action items under the initiative the Downtown & Urban Development Task Force is charged with. Downtown Green Bay and the Tiletown District have attracted high levels of new investment, development, and job growth since 2017. The challenge going forward will be to maintain the positive momentum created prior to COVID-19 in the region's two most important urban nodes, and to accelerate investment in the areas between them. The following strategies should be revisited and may require additional resources or new tactics to implement over the next three years.

- **STRATEGY 6.1.** Build on the established “innovation district” centered on downtown Green Bay.
 - The growth of tech companies in downtown districts is a relatively new phenomenon. Up until 2010, most tech firms were concentrated around suburban offices and corporate campuses, or near major universities. For example, Dell Technologies—the largest tech company and largest private employer in the Austin metro area—is located in the suburban community of Round Rock, not in the city of Austin. The move of innovative, technology-driven firms to the central city mirrors broader trends over the past decade that have resulted in new investment in residential development, nightlife, and office space in downtowns across the US.
- **STRATEGY 6.3.** Go “all in” to encourage new mixed-use commercial and residential development in downtown and in the Tiletown District, but also maximize the development potential of the area between the two districts.
 - Redevelopment of the area between downtown Green Bay and the Tiletown District remains a largely untapped opportunity. Several options for enhancing the urban vitality of this area should be pursued. These include:
 - Public-private partnerships for redevelopment of major sites.
 - New housing development, mixed-use office, hotel, commercial, and restaurants/bars.
 - Transportation enhancements, including pedestrian and bike infrastructure.
 - Prioritize investments that enhance beautification and connectivity along key corridors and sites on the Fox River, South Broadway, and Ashland Avenue between Walnut Street and Lombardi Avenue. This approach can help increase the value and desirability of properties in the area between downtown Green Bay and the Tiletown District for urban redevelopment projects.

WHAT'S NEXT?

The following new or expanded strategies were identified during the planning process to support downtown and urban development in Greater Green Bay.

- Pursue redevelopment of the Wisconsin Public Service (WPS) site in downtown, adjacent to the Fox River.
- Identify downtown sites suitable for expanded grocery services or offerings. Recruit investors, developers, and grocery store operators to collaborate on the creation of new grocery services or offerings, possibly as part of a mixed-use project with urban residential units, commercial office space, a hotel, retail/restaurant space, or other uses.

- Collaborate with the City of Green Bay, downtown property owners, and local businesses to create pedestrian-friendly spaces that prioritize human interactions and socialization. Accommodate automobiles, parking, and traffic as a secondary function within pedestrian-friendly zones.
 - The City of Green Bay Shared Corridor Vision Plan (published April 2021) provides design recommendations for the area of downtown Green Bay in and around the Broadway and Downtown Business Improvement Districts. The recommendations include a range of short-, medium-, and long-term strategies to create pedestrian-friendly improvements and enhance street life along the four corridors of Broadway, Washington Street, Walnut Street, and Dousman/Main Street.
- Work with landowners who own vacant or underutilized shopping centers, retail establishments, and similar spaces to redevelop and reactivate them with new investment and job growth.
 - The continued rise of ecommerce, accelerated by the pandemic, coupled with the decline of traditional shopping malls and big-box retail establishments, has created a need for redevelopment and repurposing of vacant and underutilized retail spaces in cities and suburbs around the US. In Greater Green Bay, several former Shopko stores remain empty. These spaces, along with other retail space along major commercial corridors, should be re-positioned to attract new private sector investment that aligns with market opportunities. The Chamber and its partners, including local governments and the real estate community, should work with property owners to identify short- and long-term redevelopment strategies for each of the major shopping malls and other large, big-box retail sites in Brown County. Redevelopment efforts should include a wide range of traditional and non-traditional uses for former retail space, including new urban residential units (apartments, condos, and townhomes), commercial office space, distribution centers, Amazon locker pick-up locations, and “cloud kitchens”—commercial facilities purpose-built to produce food specifically for delivery—that could serve the Greater Green Bay market with app-based, delivery-only restaurant business models.
- Prioritize arts and culture initiatives in Greater Green Bay that enhance the quality of place for residents, workers, and tourists. Focus these efforts on downtown Green Bay, the Titledown District, and the area in between these two major regional destinations.
- Form a committee comprised of private sector, nonprofit, and public sector representatives tasked with improving funding for the arts in the region.
 - Funding sources to explore include a dedicated arts fund driven by private sector investment grants, endowments, and public funding mechanisms. Major corporate investments in arts and culture are a central component of talent attraction and retention strategies in other communities including Louisville (see Fund for the Arts case study on page 26) and Grand Rapids (ArtPrize, an international art competition that awards cash prizes to artists based on votes cast by the public, is supported by dozens of corporate sponsors and donors).
- Develop an increased downtown presence of the region’s higher education institutions in collaboration with major employers and investment partners.
 - The NWTC Artisan and Business Center is a good example of a higher education collaboration located in Green Bay’s urban core, providing opportunities for creativity, entrepreneurship, and the growth of arts and culture as an economic driver. Other opportunities for regional higher education institutions to locate programs and facilities in downtown Green Bay should be explored, both as a strategy to bring additional energy into the region’s urban center and to connect area college/university students more fully to the community.

HOW IS PROGRESS MEASURED?

The following new metrics should be used to track progress toward implementation of downtown and urban development strategies.

- **NEW METRIC: Urban residential development.** Total new residential units added within Greater Green Bay's urban core, centered on downtown Green Bay. *Data sources: Downtown Green Bay, Inc., City of Green Bay, Village of Ashwaubenon.*
- **NEW METRIC: Walkable and bike-friendly community.** [Walk Score](#) and [Bike Score](#) for the County as a whole and for individual neighborhoods. *Data sources: Walkscore.com.*
- **NEW METRIC: Non-auto commuting.** Share of workers who bike, walk, or take public transit to work. *Data sources: US Census Bureau (American Community Survey, 1-year estimates).*
- **NEW METRIC: Parks and open space.** Share of residents living within a 10-minute walk of a park. *Data sources: local governments (planning departments), Bay-Lake Regional Planning Commission.*
- **NEW METRIC: Arts and culture.** Evidence-based insights into the health of US arts and culture organizations. *Data source: [SMU Arts Vibrancy Index Report and Map.](#)*

WHAT ARE OTHERS DOING?

DOWNTOWN MISSOULA

In 2017, Missoula embarked on an ambitious comprehensive plan update, which developed updated design standards for new and existing buildings in downtown. The purpose of the Design Excellence overlay is to keep the built environment “distinct, original, and uniquely Missoula.” Downtown Missoula has received widespread recognition for connecting Main Street to the University district and taking advantage of the riverfront that winds through downtown. In 2019, Missoula hosted the Montana Downtown and Main Street Conference to showcase the city's vibrant downtown and share best practices in development with communities throughout the state.

KANSAS CITY PUBLIC WI-FI

Kansas City is a leader in telecommunications access. Google Fiber paved the way in 2011 when Kansas City was selected to be the first community to receive the company's ultra-high speed internet service. Then, in 2016, Kansas City was one of the first cities in the US to launch a smart city plan and by the end of that year, in partnership with Sprint and Cisco, 54 blocks of downtown had free public Wi-Fi along the KC Streetcar line. The Wi-Fi system has bolstered streetcar ridership, prepared the city for the adoption of autonomous vehicles (AVs), and made the area more user-friendly for tourists and visitors. The city is now exploring ways to extend the free Wi-Fi service to traditionally underserved neighborhoods on the city's east side.

DOWNTOWN FORT WAYNE—THE BRADLEY

Fort Wayne, Indiana, is the home of the iconic Vera Bradley brand. Tourists from around the world travel to Fort Wayne for shopping at the original Vera Bradley store. In 2021, Provenance Hotels opened “The Bradley,” a Vera Bradley-themed boutique hotel in Fort Wayne's historic downtown. Although the closest Vera Bradley retail store is more than three miles from the hotel and 13 miles from the corporate headquarters, the developers specifically chose downtown due to neighboring amenities and the appeal to tourists.

ARTS & CULTURE IN DOWNTOWN EAU CLAIRE

Over the past ten years, downtown Eau Claire, Wisconsin, has seen a dramatic transformation from vacant storefronts to a vibrant Main Street with galleries, public art, shops, and restaurants. Revitalization efforts began in the early 2000s with public investments in vacant and contaminated riverfront properties, guided by a community plan that also emphasized the importance of the arts and downtown housing. In conjunction with multiple regional partners, including the University of Wisconsin-Eau Claire, downtown Eau Claire now boasts summer concerts and festivals, as well as bike trails and a new performing arts center. Eau Claire's investments in downtown have also been credited for increased talent attraction and retention, especially young families.⁷

FUND FOR THE ARTS

In 1949, Mayor Charles Farnsley launched the Fund for the Arts (the Fund), to develop the regional arts community in Louisville, Kentucky. Since its inception, the Fund has raised more than \$245 million. Its annual campaign typically brings in between \$8 million and \$8.5 million in revenue to fund community investment. Major corporate donors include Humana, Churchill Downs, EY, PNC, UPS, Kendra Scott, and Yum! Brands, among others. In 2017, the Fund led strategic planning efforts to develop the Imagine Greater Louisville arts and cultural plan, which includes economic development; art access and education; and diversity, equity, and inclusion as priority goals. The Fund's board and staff work closely with regional economic and community development organizations, including the Louisville Chamber of Commerce, Louisville Tourism, and the Louisville Downtown Partnership, on community development and talent attraction and retention efforts to position Louisville as a vibrant community to live and visit.

⁷ See: *Milwaukee Journal Sentinel*, "How Eau Claire Became a Magnet for Artsy Millennials in Wisconsin," July 1, 2017, <https://www.jsonline.com/story/news/2017/07/01/eau-claire-cultural-renaissance/409782001/>.



INNOVATION & ENTREPRENEURSHIP

The work of the Innovation & Entrepreneurship Task Force reflects the increasingly essential role innovation and new business formation plays in successful economies. The launch of TiletownTech and Microsoft's involvement in the program reinforce the importance of investing in a robust innovation and entrepreneurship ecosystem. Continuing to expand on these successes by facilitating access to capital, supporting efforts to increase the focus of UWGB and NWTC on R&D-related activities, and fostering connections and encouraging relationship-building opportunities will be key to the success of this effort.

WHAT'S THE TASK FORCE CHARGED WITH?

The Innovation & Entrepreneurship Task Force is charged with implementing **Initiative 7** (*Build a robust ecosystem for innovation and entrepreneurship*) of the 2017 plan (see Figure 1, page 1). Aspects of **Initiative 4** (*Expand the size and scope of the region's higher education assets*) are also relevant to the work of this group. Primary strategies associated with these initiatives include:

- Launching a major entrepreneurship and innovation program for Greater Green Bay.
- Expanding established networking channels and creating new opportunities for relationship building among the region's entrepreneurs, startups, and technology workers.
- Expanding access to capital in the Greater Green Bay area for high-growth firms and startups.
- Recruiting high-growth firms from other Midwest and national markets.

WHERE DO THINGS STAND?

- The transformation of Greater Green Bay's startup ecosystem represents perhaps the 2017 plan's most significant outcome. The announcement of the Microsoft–Green Bay Packers TiletownTech (TTT) collaboration on the heels of the planning process confirmed the emphasis given to innovation and entrepreneurship. The momentum and increased visibility created by the TTT program, coupled with the involvement of some of the region's most respected and established companies and higher education institutions, has brought confidence in the longevity and stability of the effort. This new energy has also helped change perceptions about Greater Green Bay's ability to support entrepreneurs versus having to look to Madison, Milwaukee, or Chicago for resources and connectivity.
- In addition to creating momentum and raising the region's profile nationally, TTT has had a huge impact on the region's innovation and entrepreneurship efforts. The initiative completed its first year of operation in June 2020, during which TTT saw 966 companies as prospects, averaging 80 per month. Of the 22 companies in the TTT ecosystem, eight are housed at TTT. The majority are in-state (15 companies).
- The rebranding of the Startup Hub in 2019 is another example of the region's new-found momentum. The name change marked the latest step in the initiative's transformation from a physical business incubator established in 1987 to the "virtual front door" for entrepreneurs. One indicator of the Startup Hub's success is its occupancy rate. Due to a partnership with NWTC that added some previously unused office space, the occupancy rate for office space reached 107 percent, with manufacturing at 98 percent.⁸

⁸ https://issuu.com/greatergbchamber/docs/ci_summer20issuu, p. 13

- The Startup Hub's work has continued through the COVID-19 pandemic and associated upheavals. During this turbulent time, the organization launched the Creativity Loves Constraints podcast featuring founders and startups that pivoted due to the pandemic (<https://open.spotify.com/show/4T6WSjDMOmEQrnT0hyUP7r>); successfully hosted TechConnect, a virtual reverse pitch event⁹ that drew 100 registrants and resulted in four companies pitching to an audience of developers and designers; and hosted a visit from SBA administrator Jovita Carranza as part of her national tour to highlight PPP success stories.
- The launch of Tundra Angels, an angel investor group focused on early-stage startups that is managed by the Startup Hub, has been a major achievement. The formation of this group reflects the maturing of the region's investor community and is part of the broader access to capital experienced by startups in recent years. The investor network was launched in September 2020 with five investors and grew quickly to 20 investors as of May 2021. Tundra Angels will deliver capital, connection, and customers to early-stage companies so that founders can reach their next milestone. The group will hear pitches from startups on a quarterly basis and has already made its first investment.
- Although great strides have been made in the past three years, more remains to be done. Unlike innovation hot spots such as Ann Arbor or Raleigh-Durham, Greater Green Bay lacks strong opportunities for spinoffs generated by university research or large-scale corporate innovations. Yet, there are examples of employers in places like Madison (American Family Insurance) and Milwaukee (Northwestern Mutual) taking ownership of the ecosystem. Greater Green Bay is still an "open market" in this sense.

WHAT INFORMATION IS AVAILABLE?

FIGURE 16. GREATER GREEN BAY STARTUP ECOSYSTEM

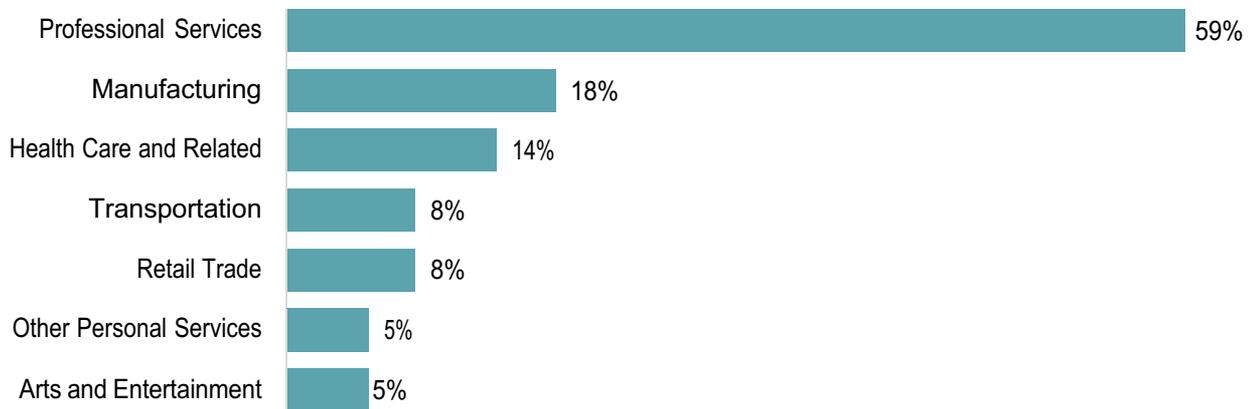
	STARTUP HUB 49 Clients 11+ Exits	TITLETOWNTech 19 Startups 3+ Exits 5+ Women-founded/led	GREATER GREEN BAY ECOSYSTEM 131+ Startups 40+ Exits 7+ Women-founded/led
 PROFESSIONAL SERVICES	53%	74%	59%
 HEALTHCARE	18%	26%	18%
 MANUFACTURING	14%	21%	14%
 TRANSPORTATION	8%	21%	8%

Notes: Exits are defined as acquisitions or IPOs and are limited to transactions found in Crunchbase, with the exception of the count of Startup Hub client exits, which were provided by Startup Hub manager Ron Franklin. Crunchbase is a crowdsourced dataset and is not comprehensive. The Greater Green Bay ecosystem includes clients of Startup Hub, TitledownTech startups, and startups founded after 2000 based in Greater Green Bay. Sectors of a company are estimated by TIP research team based on reviewing online company profiles and databases. Companies could be assigned to up to three sectors for purposes of the analysis. As a result, percentages do not sum to 100.

Sources: Startup Hub; TitledownTech; Crunchbase; and TIP Strategies research.

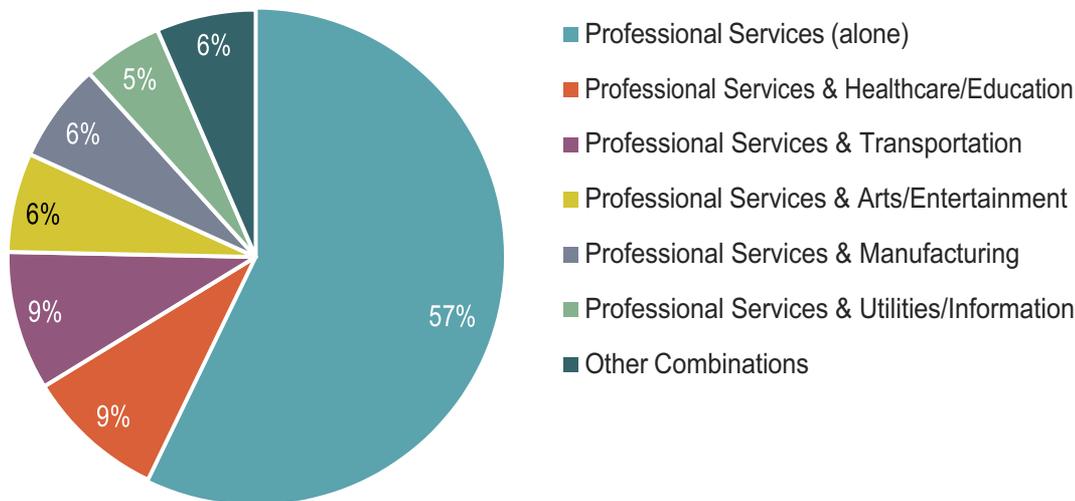
⁹ Unlike a traditional interaction where an entrepreneur pitches their idea to a potential investor, a reverse pitch event is one in which an organization poses a problem to a group of entrepreneurs/startups and offers funding for solutions.

FIGURE 17. GREATER GREEN BAY STARTUPS BY SECTOR



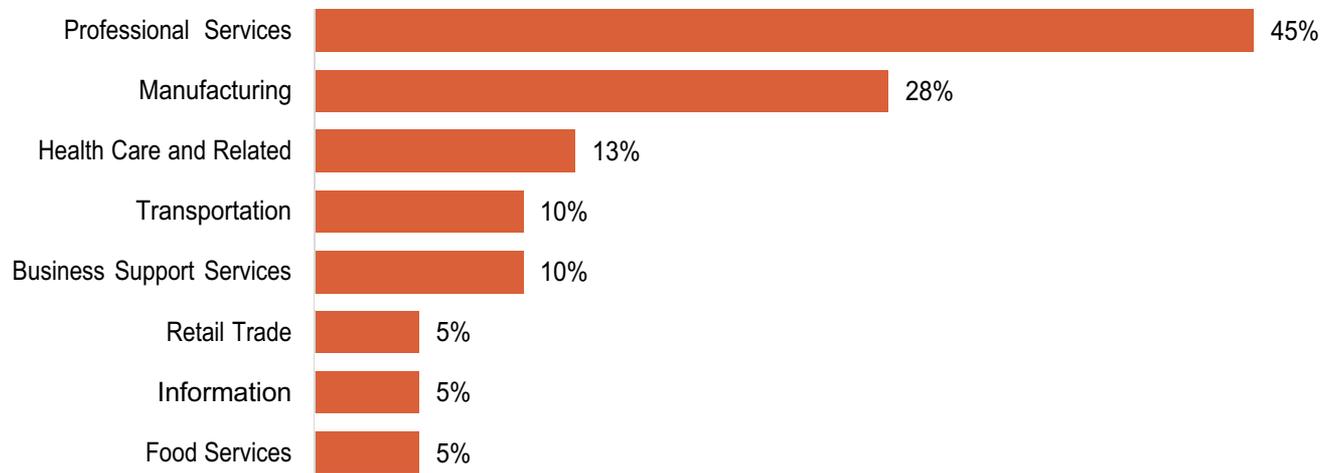
Notes: Only sectors accounting for more than five percent of the companies analyzed are included. Companies include clients of Startup Hub, TitletownTech startups, and startups founded after 2000 based in Greater Green Bay. Sectors of a company are estimated by TIP research team based on reviewing online company profiles and databases. A company may fall into multiple sectors. Crunchbase is a crowdsourced dataset and is not comprehensive. Sources: Startup Hub; TitletownTech; Crunchbase; TIP Strategies research

FIGURE 18. PROFESSIONAL SERVICES STARTUPS IN GREATER GREEN BAY



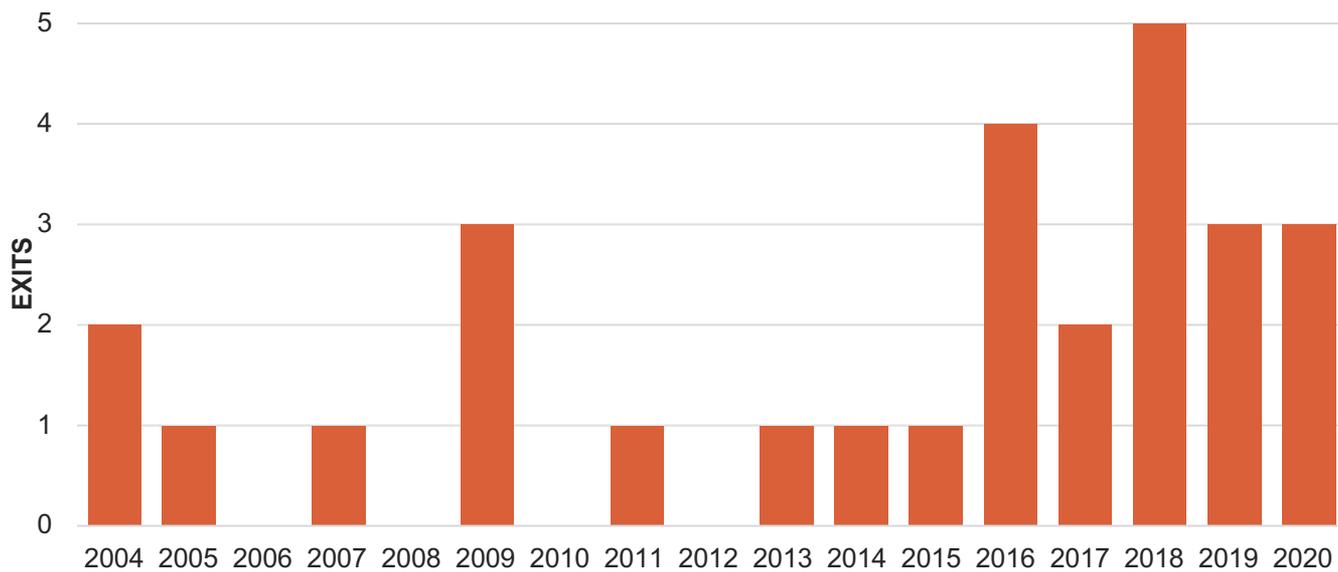
Notes: Company clients of Startup Hub, TitletownTech startups, and startups founded after 2000 based in Greater Green Bay are included in these data. Sectors of a company are estimated by TIP research team based on reviewing online company profiles and databases, such as Crunchbase. Crunchbase is a crowdsourced dataset and is not comprehensive. Sources: Startup Hub; TitletownTech; Crunchbase; TIP Strategies research

FIGURE 19. SUCCESSFULLY EXITED GREATER GREEN BAY STARTUPS BY SECTOR



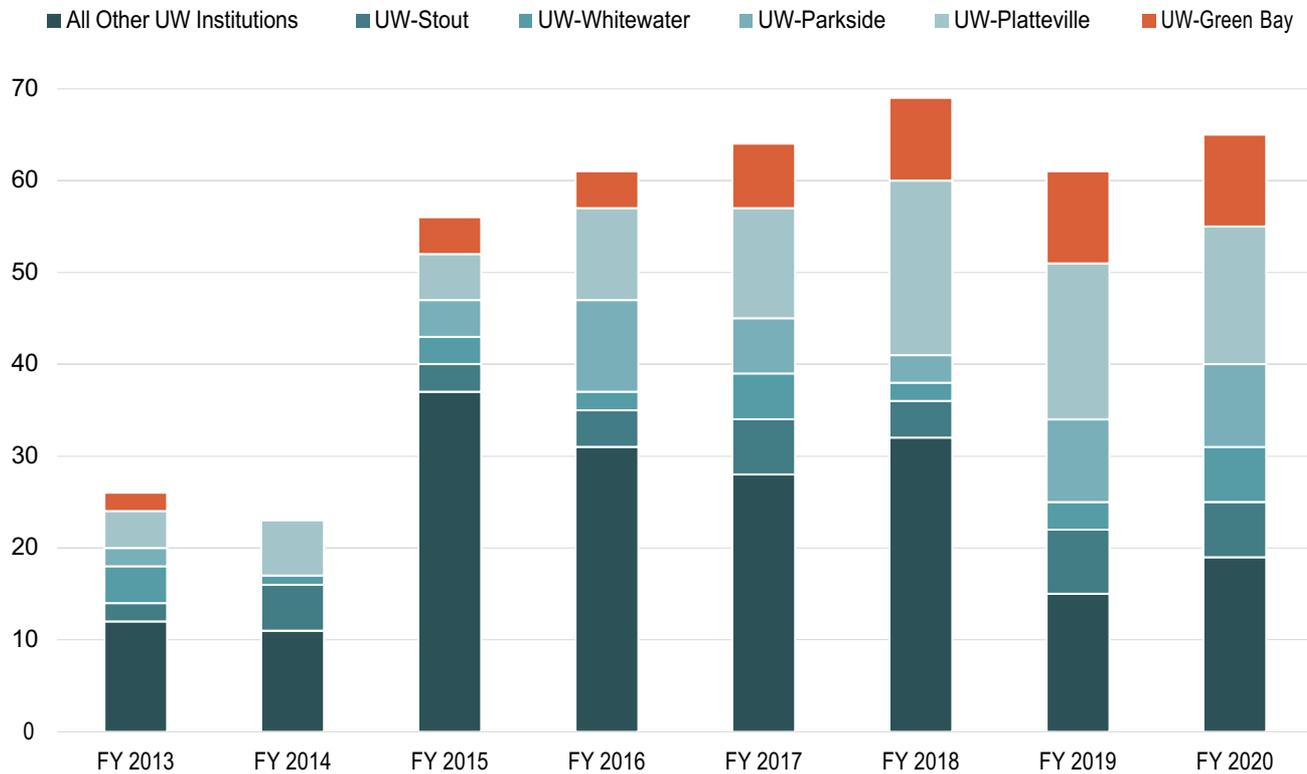
Notes: Only sectors with more than 5 percent of the exited companies analyzed are included. Companies include clients of Startup Hub, TitledownTech startups, and startups founded after 2000 based in Greater Green Bay. Exits are defined as acquisitions or IPOs and are limited to transactions found in Crunchbase or are a result of communication with Startup Hub manager Ron Franklin. Sectors of a company are estimated by TIP research team based on reviewing online company profiles and databases. A company may have multiple sectors. Crunchbase is a crowdsourced dataset and is not comprehensive. Sources: TitledownTech; Crunchbase; TIP Strategies research.

FIGURE 20. SUCCESSFULLY EXITED GREATER GREEN BAY STARTUPS SINCE 2000



Notes: Twenty-eight exited startups based in Greater Green Bay are included in these data. Exits are defined as acquisitions or IPOs and are limited to transactions found in Crunchbase. Crunchbase is a crowdsourced dataset and is not comprehensive. Sources: TitledownTech; Crunchbase; TIP Strategies research.

FIGURE 21. ANNUAL INVENTION DISCLOSURES IN THE UNIVERSITY OF WISCONSIN SYSTEM



Notes: WiSys is a nonprofit supporting organization of the UW System, serving as the dedicated technology transfer office for 11 universities. The University of Wisconsin-Madison and University of Wisconsin-Milwaukee have their own technology transfer systems and are not included in these data.
Source: WiSys annual reports, 2017-2020; TIP Strategies.

HOW IS IMPLEMENTATION GOING?

WHAT'S LEFT?

In the original plan, there were a total of four strategies and 13 individual action items under the initiative the Innovation & Entrepreneurship Task Force is charged with. Overall, the implementation of these strategies and actions has been a resounding success. The work of this task force is one of the major accomplishments and success stories of the original plan. One task force member described the progress, saying *“There is a sense of energy in the Greater Green Bay ecosystem that wasn’t there three years ago. Before, good things belonged in Milwaukee or Madison. Now, Greater Green Bay is getting recognition as a place where innovation happens.”* The only area where implementation efforts have lagged is in the recruitment of startups and high-growth companies from outside the state. The following strategy should be revisited and may require additional resources or new tactics to implement over the next three years.

- **STRATEGY 7.4.** Recruit high-growth firms from other Midwest and national markets.

WHAT'S NEXT?

The following new or expanded strategies were identified during the planning process to support innovation and entrepreneurship in Greater Green Bay.

- Engage in new and expanded efforts to get large corporations involved in entrepreneurial activities. These should involve innovation related to existing companies, such as a reverse pitch approach to address specific challenges for a major employer or a particular industry. Corporate involvement in entrepreneurship and innovation should also encompass more general support for entrepreneurs and startups.
- Support and promote the Equity League partnership between the Packers, Brewers, and Bucks aimed at Black and LatinX founders.
- Continue working to connect the Greater Green Bay startup community to other investment and entrepreneur support organizations in Northeast Wisconsin, including groups such as the Winnebago Seed Fund.
- Launch new risk capital funding sources for startups and high-growth firms, including additional Series A venture capital funding, and possibly later-stage Series B funding for established startups.
- Work with major corporations to invest in local innovation and capital for startups.
 - In Milwaukee, Northwestern Mutual has played a catalyst role in building a strong innovation and entrepreneurial environment. The MKE Tech Hub Coalition was launched with support from Northwestern Mutual to pursue several initiatives in collaboration with economic development groups, educational institutions, nonprofits, and government, including the primary goal of doubling the tech workforce in southeastern Wisconsin by 2025. In Madison, American Family Insurance has played a similar role as a driving force for entrepreneurial activity. The Creative Destruction Lab, an early-stage program for science and tech-based startups, launched its second US location in Madison, thanks to a collaboration with American Family Insurance and UW-Madison. In Greater Green Bay, the Packers have stepped up as an early catalyst with their investments in TitledownTech in partnership with Microsoft, but they are not alone. Several other major corporations based in Brown County (including Schneider, Schreiber, and others) have the capacity, scale, R&D, and talent to help create a dynamic entrepreneurial community in Greater Green Bay.
- Invest in smart city demonstration projects and infrastructure in downtown Green Bay, the Titledown District, and in other portions of Brown County.
- Increase programming through the Startup Hub and Urban Hub focused on growing minority businesses. This should include the creation of an accelerator focused on scaling up existing minority-owned firms so they can grow more rapidly.
- Continue collaboration with Mission-Wisconsin—a veteran-owned business that provides assistance to veterans transitioning out of military service either as “ventrepreneurs” starting their own companies or into professional positions in existing companies—to attract veterans from all around the country to Greater Green Bay.
- Expand entrepreneurial opportunities for minority, women, and veteran-owned businesses through The Blueprint Green Bay accelerator (launched in June 2021), which will be hosted in downtown Green Bay at the Urban Hub. The Blueprint initiative is a year-long business accelerator focusing on starting scalable tech, ecommerce, and advanced manufacturing businesses in Brown County. Participants will meet at least 4 days per week as part of two 12-week sessions. The program ends in a demo day, in which the startups display their products and services to the surrounding community. The Blueprint Green Bay, powered by the Greater Green Bay Chamber and New North, will fill a gap in the Northeast Wisconsin ecosystem by supporting inventors and underserved

entrepreneurs (minorities, women, and veteran focus) by first helping them in the ideation process (first 12-week program) then helping them identify the market opportunities (second 12-week program).

- Work with UWGB to support the development of a National Estuarine Research Reserve (NERR) in Greater Green Bay, the largest freshwater estuary in the US.
 - The NERR system is a network of 29 protected areas representative of various biogeographic regions and estuarine types in the US. Reserves are established for long-term research, education, training, and stewardship as a partnership between the National Oceanic and Atmospheric Administration (NOAA) and coastal states. Establishing a NERR in Greater Green Bay will help the region address challenges in the Bay of Green Bay and Lake Michigan, such as changing water levels, flooding, coastal erosion, and harmful algal blooms. This task force should work to involve area entrepreneurs, higher education partners, and industry leaders in the development of entrepreneurial efforts that address environmental challenges focused on specific problems associated with the estuary.
- Build stronger connections between entrepreneurial support organizations in Greater Green Bay and other communities.

HOW IS PROGRESS MEASURED?

The following new metrics should be used to track progress toward implementation of innovation and entrepreneurship strategies.

- **NEW METRIC: Business startups.** Increase the number of new business created locally and startups attracted from outside of Northeast Wisconsin. *Data sources: Wisconsin Department of Revenue (number of business tax registrations for Brown County), business interviews, surveys, and media reports.*
- **NEW METRIC: Angel and venture capital investment.** Increase the number of angel and venture investment deals, the amount invested, and the number of angel and venture capital backed startups in Brown County. *Data sources: TitledownTech, Tundra Angels, Crunchbase, business interviews, surveys, and media reports.*
- **NEW METRIC: High-growth companies.** Increase the number of high-growth firms (measured by annual percentage growth in revenue) in Brown County. *Data sources: TitledownTech, Tundra Angels, Crunchbase, Inc. 5000, business interviews, surveys, and media reports.*

WHAT ARE OTHERS DOING?

REVERSE PITCH COMPETITION

In response to Portland's smart city goals, Greater Portland Inc (GPI) developed a two-part reverse pitch competition and networking event to connect the region's public sector and the tech community to collaboratively address community challenges. For the first part, each agency/city/organization presented at least one challenge to an audience of problem-solving technology firms and then each tech firm pitched its problem-solving capacity to the audience of agencies. Following the pitches, teams from both sides ranked the presentations and matches were made by GPI. In the second part, agencies and tech companies that matched highest met one-on-one to answer questions, tackle additional problem solving, and plan potential next steps. Although this program focuses specifically on connecting the public sector and the private sector, similar events could be held to connect startups to existing businesses or entrepreneurs to mentors.

OKC INNOVATION DISTRICT

In 2019, the Oklahoma Innovation District, a 501(c)(3), completed a master plan for a medical innovation district. The goal of the Innovation District is to capitalize on Oklahoma City's dominant industries while investing in high-quality places where research institutions, firms, and talent concentrate and connect. The district will support the region in being more competitive, both in attracting investment and the talent necessary to continue the community's economic expansion. The district includes historically underserved neighborhoods, which will be given priority focus for workforce training efforts to provide living-wage jobs for residents.

DOWNTOWN KENOSHA SMART CITY TECHNOLOGIES

The City of Kenosha, Wisconsin's downtown vision plan, developed in partnership with design firm Perkins + Will, was adopted in December 2020. The \$400 million revitalization effort will redevelop an eight-block core of downtown over the next decade and will include new urban apartments and condos, a new city hall, public spaces, a new performing arts center, and other uses, all of which will be supported by smart city technologies. The plan calls for investments in new technologies to enhance the mobility, physical infrastructure, and quality of life for residents, businesses, and visitors. Automation of systems, intelligent transportation (parking, transit, and vehicles), energy efficiency applications, and other infrastructure technologies (water, buildings, and lighting) will be part of the overall design and development. The deployment of smart technologies in the redevelopment project will be guided by a collaborative approach between the city, private developers, and technology vendors.



ALIGNMENT & CONFERENCES

The Alignment & Conferences Task Force combines two initiatives from the original plan designed to capitalize on existing assets that could act as catalysts for economic growth. The first initiative focused on aligning the Chamber's economic development efforts more closely with those of the Green Bay Packers. The second recommendation encouraged regional leaders to take greater advantage of events and conferences as a means of influencing broader economic development outcomes, including target industry recruitment and talent attraction.

WHAT'S THE TASK FORCE CHARGED WITH?

The Alignment & Conferences Task Force is charged with implementing **Initiative 8** (*Encourage greater alignment with the Green Bay Packers*) and **Initiative 9** (*Elevate the role of events and conferences*) of the 2017 plan (see Figure 1, page 1). Primary strategies associated with these initiatives include:

- Working closely with the Packers organization to support the success of the Tiletown District, including linking the District with downtown Green Bay.
- Capitalizing on the Packers' relationships with the NFL and the league's other 31 teams by convening an NFL owners/presidents' summit in Greater Green Bay.
- Identifying public and private sources for funding catalyst projects, including committing to a half-cent Brown County sales tax.
- Encouraging greater levels of collaboration between the event promotion efforts of Discover Green Bay and the Chamber's business recruitment activities.
- Working with Discover Green Bay and other partners to support the growth of Greater Green Bay's tourism industry.

WHERE DO THINGS STAND?

- Passing the half-cent sales tax to fund the new 125,000-square foot Resch Expo exposition center and keeping construction on schedule for its January 2021 opening was a major accomplishment, particularly considering the global health crises and associated economic and social upheavals. Several events were scheduled for the facility in the first quarter of 2021, including the Green Bay Boat Show, The Wedding Show–Winter Edition, and Green Bay Home + Lifestyles Experience.¹⁰ However, uncertainty around COVID-19 may cause disruptions to future scheduled events and limit attendance.
- Two local hotel properties have undergone extensive renovations, which should position the region well in terms of post-COVID-19 travel and events. The Radisson Hotel completed a full renovation, including a new restaurant and bar and the addition of meeting/conference space, while the Hyatt Downtown has renovated the main lobby and hotel rooms. The exclusive Lodge Kohler, and in particular the spa, has also managed to do well despite pandemic-related disruptions to travel and personal services.
- The Chamber has seen increasing interest from people and businesses in being able to access more community data, such as the average cost of housing, the number and types of businesses in the region, and cultural amenities. The 2020 Community Snapshot¹¹ (released in late November 2020) replaced the prior years' "factbook"

¹⁰ <https://www.reschcenter.com/events>

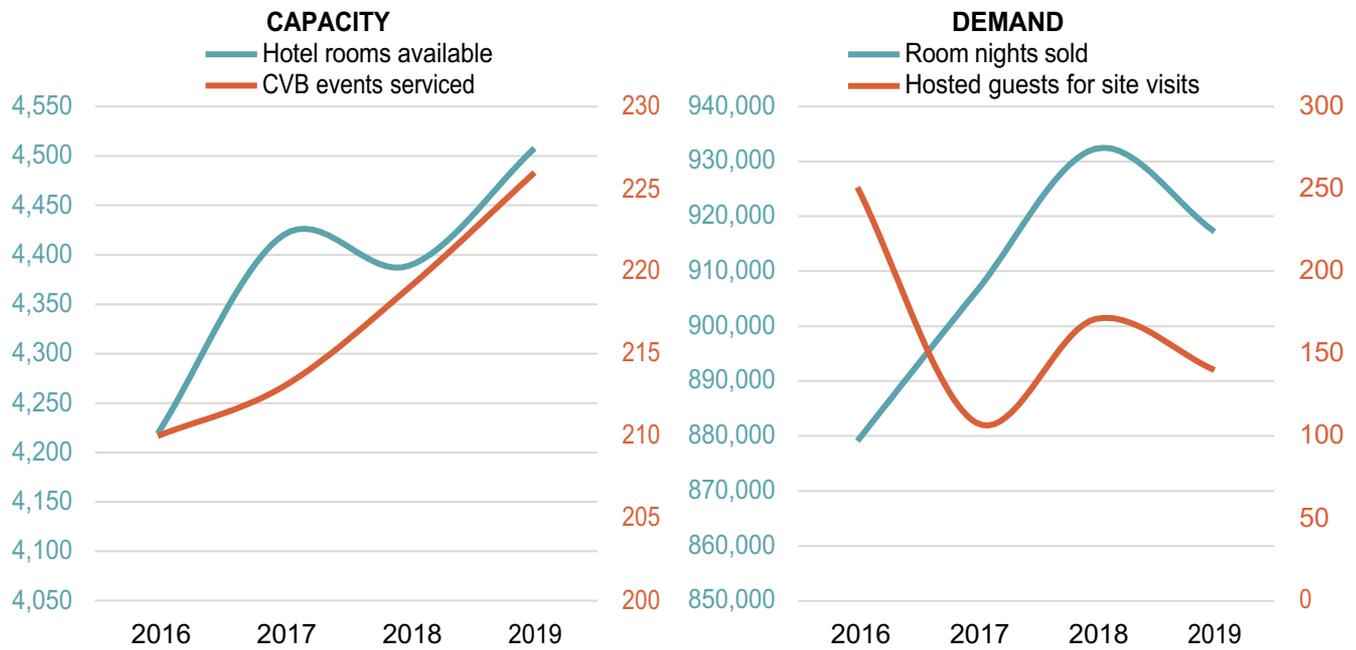
¹¹ <https://issuu.com/greatergbchamber/docs/communitysnapshot112320>

format with a digital-only dashboard to address a number of these elements. Communicating data and success stories can provide the Chamber with impressive stories to tell as part of a talent attraction campaign.

- There has been a significant increase in community events throughout the year, both indoor and outdoor. Examples include Taste of Broadway, Wednesday Farmers Market, igNight Market, and Winter Activities at Titledown. The limitations presented by COVID-19 have affected the short-term viability of these events, but the demand has been proven for major events/festivals and they should be expanded as soon as conditions permit.

WHAT INFORMATION IS AVAILABLE?

FIGURE 22. TOURISM IN GREATER GREEN BAY



Source: Discover Green Bay.

FIGURE 23. BROWN COUNTY ARTS VIBRANCY
STRENGTH RELATIVE TO ALL US COUNTIES

Vibrancy Measure	Sub Category	Percentile
Brown County		79
Arts Providers		91
	Arts & Culture Employees	90
	Arts & Culture Organizations	70
	Arts, Culture, & Entertainment Firms	91
	Independent Artists	92
Arts Dollars		68
	Program Revenue	71
	Contributed Revenue	63
	Total Expenses	68
	Total Compensation	73
Government Support		75
	State Arts Dollars	46
	State Arts Grants	52
	Federal Arts Dollars	91
	Federal Arts Grants	85

Notes: The Arts Vibrancy Index scores counties on several measures including arts providers, arts dollars, and government support. The overall score combines these values in a weighted average to provide a picture of the county's "arts vibrancy." Scores are calculated on a 100-point scale and are akin to percentiles (i.e., Brown County's overall score of 79 means it scored higher than 79 percent of counties).

Source: Arts Vibrancy Index, Southern Methodist University DataArts.

HOW IS IMPLEMENTATION GOING?

WHAT'S LEFT?

In the original plan, there were a total of six strategies and 17 individual action items under the initiative the Alignment & Conferences Task Force is charged with. Since 2017, Greater Green Bay has made significant strides in aligning its economic development efforts with the Packers and has invested in transformational projects (such as the Resch Expo) that position the region well for future conferences and visitor attraction. The challenge over the next few years will be to support a robust recovery of the region's tourism industry and to position Greater Green Bay as a premier destination once travel activity recovers. The following strategies should be revisited and may require additional resources or new tactics to implement over the next three years.

- **STRATEGY 8.2.** Partner with the Packers to explore options to link the Titledown District with downtown Green Bay.
- **STRATEGY 8.3.** Capitalize on the Packers' relationships with the NFL and the league's other 31 teams by convening an NFL owners/presidents' summit in Greater Green Bay.
- **STRATEGY 9.2.** Encourage greater levels of collaboration between Discover Green Bay's event promotion efforts and the Chamber's business recruitment activities.

WHAT'S NEXT?

The following new or expanded strategies were identified during the planning process to support alignment and conferences in Greater Green Bay.

- Launch collaborative efforts between the Packers, the Chamber, and Discover Green Bay to develop an app or other digital marketing tools that target investors, entrepreneurs, and business executives who attend Packers games. Promote Greater Green Bay as a good place for this audience to invest in a company, business opportunity, or real estate development.
- Pursue major events that could be hosted in Greater Green Bay in future years, including a Big 10 Championship football game, Wisconsin Badger football games, and the NFL Draft (in 2024 or 2025).
- Emphasize outdoor recreation opportunities in visitor attraction and talent attraction efforts.

HOW IS PROGRESS MEASURED?

The following new metrics should be used to track progress toward implementation of alignment and conferences strategies.

- **NEW METRIC: Hotel occupancy and average rates.** Increase hotel occupancy levels and average rates. *Data sources: Discover Green Bay.*
- **NEW METRIC: Hotel construction.** Total new hotel rooms and meeting/conference space added to the local hotel market. *Data sources: Discover Green Bay.*

WHAT ARE OTHERS DOING?

GEOFENCING AT MAJOR EVENTS

Geofencing advertising is a location-based marketing tool that targets audiences in a specified geographic boundary. Choose New Jersey (ChooseNJ) utilized geofencing marketing techniques to target business executives in Austin, Texas, at the Formula One Grand Prix with messaging that highlighted New Jersey's favorable business climate and regional amenities. In addition to major sporting events, this technique can be deployed to target audiences at conferences, events, and conventions.

CONFERENCE WITHOUT WALLS

An emerging trend in conference programming is to hold sessions in multiple venues so attendees can experience different parts of a region and get a change of perspective. The 2019 Project for Public Spaces' 3rd International Placemaking Week conference in Chattanooga was organized utilizing this format. The event was cohosted with Chattanooga's Innovation District, a downtown catalyst focused on developing an environment conducive to creativity and entrepreneurship. In addition to indoor venues throughout the city, the conference basecamp was an open-air event space in the center of downtown Chattanooga's Innovation District that offered free, high-speed Wi-Fi.



DIVERSITY, EQUITY, & INCLUSIVENESS

The work of the Diversity, Equity, & Inclusiveness (DEI) Task Force recognizes that shared prosperity is key to economic success. Strategies within this area are intended to help broaden the appeal of Greater Green Bay to a more diverse population, improve economic opportunities for existing residents, and encourage partnerships across the region's many anchor institutions. While diversity, equity, and inclusion are elements of all the task forces, the DEI Task Force concentrates on creating equity and opportunity in four subgroups: **housing**, **board diversity**, **small business** (with a focus on minority-owned businesses) and **CEO Action Pledge**.

WHAT'S THE TASK FORCE CHARGED WITH?

The DEI Task Force is charged with implementing **Initiative 10** (*Ensure diversity and inclusiveness*) of the 2017 plan (see Figure 1, page 1). Primary strategies associated with this initiative include:

- Embarking on a regional anchor institution strategy.
- Aligning economic development initiatives closely with the region's foundations and philanthropic community, led by the Greater Green Bay Community Foundation.
- Raising the profile of inclusive development and diversity across the region's partner organizations.

WHERE DO THINGS STAND?

- To address the implementation of this initiative, the task force created four working groups:
 - **THE BOARD DIVERSITY WORKING GROUP** is charged with exploring why there is a lack of diversity among the boards of directors leading many of Greater Green Bay's organizations. This group is currently researching factors affecting board diversity and identifying potential avenues for helping organizations increase their diversity. They are gathering resources to support boards on their diversity journey.
 - **THE HOUSING WORKING GROUP** is gathering resources on homeownership, rental availability, and affordable housing that could be brought to bear on diversity issues associated with Greater Green Bay's housing shortage (estimated at 2,000 units).¹² The resources will be added to a housing page on the Chamber's website. A future goal is to host a housing summit.
 - **THE SMALL BUSINESS WORKING GROUP** has a two-pronged approach, one group currently gathering resources on awareness/education, culture, recruitment practices and hiring practice with a diversity, equity, and inclusiveness lens for companies to create a toolkit that will be housed on the Chamber website. The second group will work our businesses owned by people of color list to help us get more engaged and serve as an advisory board on how we can best assist the diverse small businesses.
 - **THE CEO PLEDGE WORKING GROUP** Introduce and engage businesses in the CEO Action for Diversity & Inclusion™ which aims to rally the business community to advance diversity and inclusion within the workplace. The CEO Pledge outlines a specific set of actions the signatory CEOs will take to cultivate a trusting environment where all ideas are welcomed, and employees feel comfortable and empowered to have discussions about diversity and inclusion.

¹² https://issuu.com/greatergbchamber/docs/ci_summer20issuu, p. 12

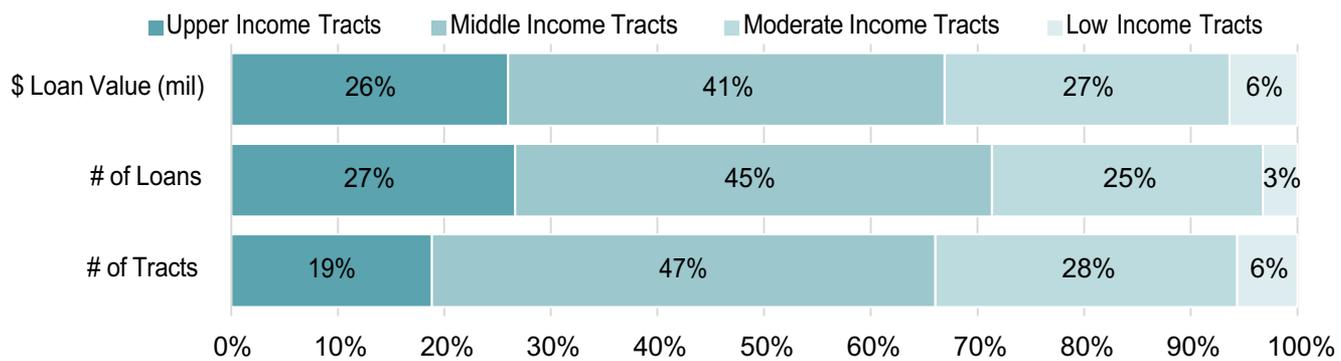
- The role of anchor institutions (including large private sector employers) in addressing the region’s housing challenges should be expanded. Several large employers in the region offer homebuying incentive programs for employees. Some examples of employers with homebuyer assistance programs are Aurora Health Care, Schreiber, and American Foods Group.
- The Chamber’s GreenBayMade.com Economic Development Scoreboard (launched in fall 2020) includes relevant data on demographics and wellbeing of residents in Greater Green Bay.

WHAT INFORMATION IS AVAILABLE?

FIGURE 24. SMALL BUSINESS LOAN ACTIVITY IN BROWN COUNTY, WI, 2019
PART 1: DISTRIBUTION OF SMALL BUSINESS LENDING (NUMERIC VALUES)

	Household Income Level of Census Tracts	# of Tracts	Loans to Businesses with Gross Annual Revenues of <= \$1 M	
			# of Loans	\$M Loan Value
Low Income Tracts	<i>Less than 50% of MSA</i>	3	68	\$5.3
Moderate Income Tracts	<i>50% to 80% of MSA</i>	15	530	\$22.3
Middle Income Tracts	<i>80% to 120% of MSA</i>	25	934	\$34.2
Upper Income Tracts	<i>At least 120% of MSA</i>	10	557	\$21.8

PART 2: DISTRIBUTION OF SMALL BUSINESS LENDING (PERCENTAGES)



Notes: Data for 2019 exclude 18 loans totaling \$405,000 in Brown County where the specific tract was not identified or disclosed. Source: Federal Financial Institutions Examination Council (FFIEC), Community Reinvestment Act (CRA) Disclosure Data.

HOW IS IMPLEMENTATION GOING?

WHAT’S LEFT?

In the original plan, there were a total of three strategies and six individual action items under the initiative the DEI Task Force is charged with (including one strategy without a subset of action items, which was counted as one strategy and one action item). Since 2017, Greater Green Bay has made a notable commitment to elevate diversity, equity, and inclusiveness as a core part of the region’s economic success. The creation of four sub-groups—Board Diversity, Small Business, Housing and CEO Action Pledge—is a testament to the desire and motivation of community and business leaders to create a more equitable economy. Supporting these working groups with staff, resources, and innovative partnerships will be essential for future growth to be shared by all communities in Greater Green Bay. The following strategies should be revisited and may require additional resources or new tactics to implement over the next three years.

- **STRATEGY 10.1.** Embark on a regional anchor institution strategy focused on creating contracting opportunities for small businesses—especially minority-owned firms—by more directly linking the needs of large employers with the abilities of small businesses.
 - A more robust effort to support minority owned businesses could create greater economic opportunities for local entrepreneurs. Local governments (Brown County and local municipalities) should work together on setting goals for minority business spending through their procurement. Similar goals should be set by other anchor institutions, such as the region’s healthcare systems, UWGB, NWTC, and St. Norbert College, and even the large private sector employers.
 - The expansion of existing workforce training options and higher education offerings and the creation of new programs designed to build a pipeline of skilled workers are important ongoing strategies. The Oneida Nation’s tuition program and collaboration with NWTC and UWGB is a great model for how an anchor institution—the tribal nation—partners with local educational institutions to develop a talented local workforce.
- **STRATEGY 10.3.** Raise the profile of inclusive development and diversity across the region’s partner organizations.
 - Efforts to increase board diversity among regional nonprofit organizations and companies have yielded mixed results. One major goal that should be prioritized is for the Chamber Board to lead by example, with the appointment of a more diverse set of business and community leaders. Given the relatively lengthy three-year terms of the Chamber Board, this will not change overnight, but should be a focus area, nonetheless. By 2023, the Chamber Board should be more representative of the diverse communities it serves.

WHAT’S NEXT?

The following new or expanded strategies were identified during the planning process to advance DEI in Greater Green Bay.

- Work with local governments, utility companies, and telecommunications providers to address broadband connectivity issues in urban, suburban, and rural portions of Brown County.
- Accelerate the creation of new housing units in Greater Green Bay.
 - Increase the diversity of housing options across Brown County at all price points.
 - Creation of a housing incentive program called Live It Up Green Bay.
 - Review and make changes to land use regulations so that housing units can be developed in commercial areas (similar to the new ground-floor residential unit zoning change in Grand Rapids, MI).
 - Encourage local governments to establish housing reinvestment incentive programs.
- Continue seeking out and inviting broad and diverse participation from all segments of the Greater Green Baycommunity in Chamber programs and events.
- Work with area government, educational, and nonprofit partners to analyze and publicize demographic and economic data by race/ethnicity and income levels to identify disparities and show how vulnerable populations are faring in comparison to other segments of the population.

- Publicize the Chamber's new GreenBayMade.com Economic Development Scoreboard, including indicators that track the economic health of residents from diverse groups characterized by race/ethnicity, age, gender, and geography (by ZIP code).
- Promote the findings of the Brown County United Way's ALICE—Asset Limited, Income Constrained, Employed—report to educate local community and business leaders about Greater Green Bay's residents who struggle to afford the basic necessities of housing, childcare, healthcare, food, and transportation.
- Highlight businesses owned by people of color in marketing materials and through digital marketing channels to increase awareness of Greater Green Bay's diverse business community and promote their success to the community at large.
- Cultivate talent within Greater Green Bay's youth (K-12 students) through coordination between educational providers, nonprofits, government entities, and employers.
- Support UWGB's goal of becoming Wisconsin's first Hispanic-Serving Institution by 2025 (a designation by the US Department of Education defined as an institution of higher education that has an enrollment of undergraduate full-time equivalent students that is at least 25 percent Hispanic).
- Promote unique DEI-focused programs offered by the area's higher education institutions. These include UWGB's doctoral program in First Nations Studies (one of a handful in the country); NWTC's long-standing strategic collaboration with the Oneida Nation, which has resulted in NWTC being the number one school for tribal members enrolled in higher education institutions; and NWTC's collaboration with Green Bay Area Public Schools at the N.E.W. School of Innovation public charter school, which features a diverse enrollment of two-thirds non-White students.

HOW IS PROGRESS MEASURED?

The following new metrics should be used to track progress toward implementation of DEI strategies. *These metrics should be disaggregated by race, ethnicity, and geography (at the ZIP Code or Census Tract level). If current data collection techniques do not allow for disaggregation, efforts must be made to change data reporting protocols.*

- **NEW METRIC:** Number of new signatories of the CEO Action Pledge.
- **NEW METRIC:** Number of small businesses owned by people of color that engage with us.
- **NEW METRIC:** Engagement with local board.

WHAT ARE OTHERS DOING?

NEW COMMUNITY TRANSITION FUND

The Right Place, Inc. (the regional economic development organization serving Greater Grand Rapids, Michigan) teamed with Bank of America and the Consumers Energy Foundation to form a capital investment fund aimed at creating greater ethnic and racial diversity in business ownership across West Michigan. Bank of America and the Consumers Energy Foundation each gave \$200,000 in seed funding to initiate the fund, with the goal of raising up to \$25 million in capital from investors to support historically disadvantaged groups.

GROUND-FLOOR RESIDENTIAL IN COMMERCIAL DISTRICTS

The City of Grand Rapids, Michigan revised its zoning ordinance (effective March 1, 2021) to allow ground-floor residential units in business districts throughout the city. The new policy is a response to multiple challenges, including a tight housing market and under-performing business districts. A summer 2020 housing study indicated the city needs roughly 9,000 additional housing units, 60 percent of which would be rental units, by 2025 to meet demand and ensure low-income residents are not displaced. Meanwhile, many property owners in the city's business districts have struggled to find commercial and office renters to fill first-floor spaces, leading to vacant and underutilized ground-floor spaces fronting many commercial corridors, a problem that has been exacerbated by the economic downturn associated with the pandemic. The new zoning ordinance allowing conversion of ground-floor commercial spaces into residential dwellings applies to nearly half of the city's 6,000 commercially zoned properties.¹³

INVEST ATLANTA COMMUNITY BENEFITS AGREEMENT

When the Atlanta Falcons announced plans for a new stadium to be built on Atlanta's predominantly African American Westside—an area where 50 percent of the population lives in poverty—residents viewed the development with cautious optimism. This was in part because past efforts to revitalize the area had not succeeded. A new, more collaborative approach to revitalization began in 2013, led by Invest Atlanta (the City's community and economic development entity), and resulted in the creation of a Community Benefits Plan with recommendations from local residents on specific initiatives that were critical to neighborhood revitalization. Instead of a more traditional approach that focused on the benefits of new construction, investment, and job creation associated with the redevelopment, the plan provided a framework to guide the administration of a new Community Improvement Fund and Neighborhood Prosperity Fund focused on 14 areas ranging from workforce development and entrepreneurship to youth programs and urban agriculture.¹⁴

CITY OF SAN ANTONIO OFFICE OF EQUITY

The City of San Antonio's Office of Equity is a citywide office focused on advancing social equity and dismantling racism within city government to help reduce, and ultimately eliminate, disparities experienced by the most marginalized San Antonio residents. The Office supports city departments in normalizing concepts of equity; organizing staff to work together for transformational change; and operationalizing new practices, policies and procedures that are equity oriented. The Office has a full-time staff of five professionals that provide technical assistance and training to city departments. It is also responsible for the development and maintenance of tools such as the [Equity Rapid Response Tool](#), the [Racial Equity Indicators Report](#), and the [Equity Atlas and Matrix](#).

¹³ See <https://www.mlive.com/news/grand-rapids/2021/01/grand-rapids-leaders-allow-ground-floor-apartments-in-nearly-half-of-citys-commercial-spaces.html>.

¹⁴ See www.investatlanta.com/assets/cbp_committee_meeting_final_presentation_jan_2017_qN9LiDo.pdf and www.investatlanta.com/assets/community-benefits-plan_38X9BMP.pdf.



TRANSPORTATION & INFRASTRUCTURE

Addressing regional transportation infrastructure and connectivity issues is the primary focus of the Transportation & Infrastructure Task Force. The prior plan emphasized regional collaboration to improve critical transportation assets such as Green Bay Austin Straubel International Airport, the highway and rail system, and the Port of Green Bay. In addition to the area's transportation network, investments are needed to enhance other critical infrastructure, including electric utilities, water/wastewater, and broadband internet, to make Greater Green Bay a more competitive destination for companies and talent.

WHAT'S THE TASK FORCE CHARGED WITH?

The Transportation & Infrastructure Task Force is charged with implementing **Initiative 11** (*Enhance transportation access and connectivity*) of the 2017 plan (see Figure 1, page 1). Primary strategies associated with this initiative include:

- Working with regional business leaders and other stakeholders to support and expand passenger and freight operations at Green Bay Austin Straubel International Airport.
- Leveraging the Port of Green Bay to expand the role of water-based transport as an economic engine and in support of related sectors including manufacturing, construction, and agriculture.
- Advocating for regional transportation infrastructure investments in new highway and rail capacity (including passenger and freight mobility) to enhance Greater Green Bay's connections to outside markets.
- Convening a regular freight mobility working group meeting (bi-monthly or quarterly) of public and private sector leaders involved in freight mobility to discuss transportation issues affecting the region's economy.

WHERE DO THINGS STAND?

- After a decline in monthly passengers at Green Bay Austin Straubel International Airport (GRB) that began in 2007 and ended in 2017, the Appleton International Airport (ATW) outpaced GRB in monthly passengers for the first time in history. Then in 2017, GRB started to regain passengers at a steady pace. The growth of passenger traffic at GRB accelerated in 2018 and 2019, coinciding with the hiring of a new Airport Director in mid-2018. As GRB continued to rebound, ATW added more seasonal nonstop destinations with flights to Denver, Nashville, and Florida. Then in early 2020, the COVID-19 shutdowns caused a historic drop in air travel throughout the US and the world.¹⁵ Passenger traffic at GRB made a slight recovery but hovered at 43 percent below 2019 levels throughout 2020.¹⁶ This figure was, however, higher than the national airport average. Throughout 2021, air travel has continued to rebound and GRB saw traffic return to just 21 percent below 2019 levels during the early summer.¹⁷ The competitive landscape for flights in Northeast Wisconsin remains strong for GRB. Average passengers per day each way (PDEW) on Frontier's nonstop flight between GRB and Denver (DEN) grew from 15 PDEW to 87 PDEW, spurring the airline to add a seasonal nonstop route from GRB to Orlando (MCO).¹⁸ While ATW has added additional seasonal flights, the greater competitive threat to GRB is Milwaukee Mitchell Airport (MKE) and Chicago O'Hare (ORD). Based on a 2019 airport leakage study that incorporates airline passenger data from the US Department of Transportation, GRB loses 38.6 percent of its traffic to Chicago (ORD), 23.5 percent to Milwaukee (MKE), and

¹⁵ IATA (Feb. 3, 2021) 2020 Worst Year in History for Air Travel Demand. IATA Pressroom. <https://www.iata.org/en/pressroom/pr/2021-02-03-02/>.

¹⁶ TSA (May 22, 2021) 2021 Passenger Throughput. GRB Volaire Conf. 21 Generic, p. 23.

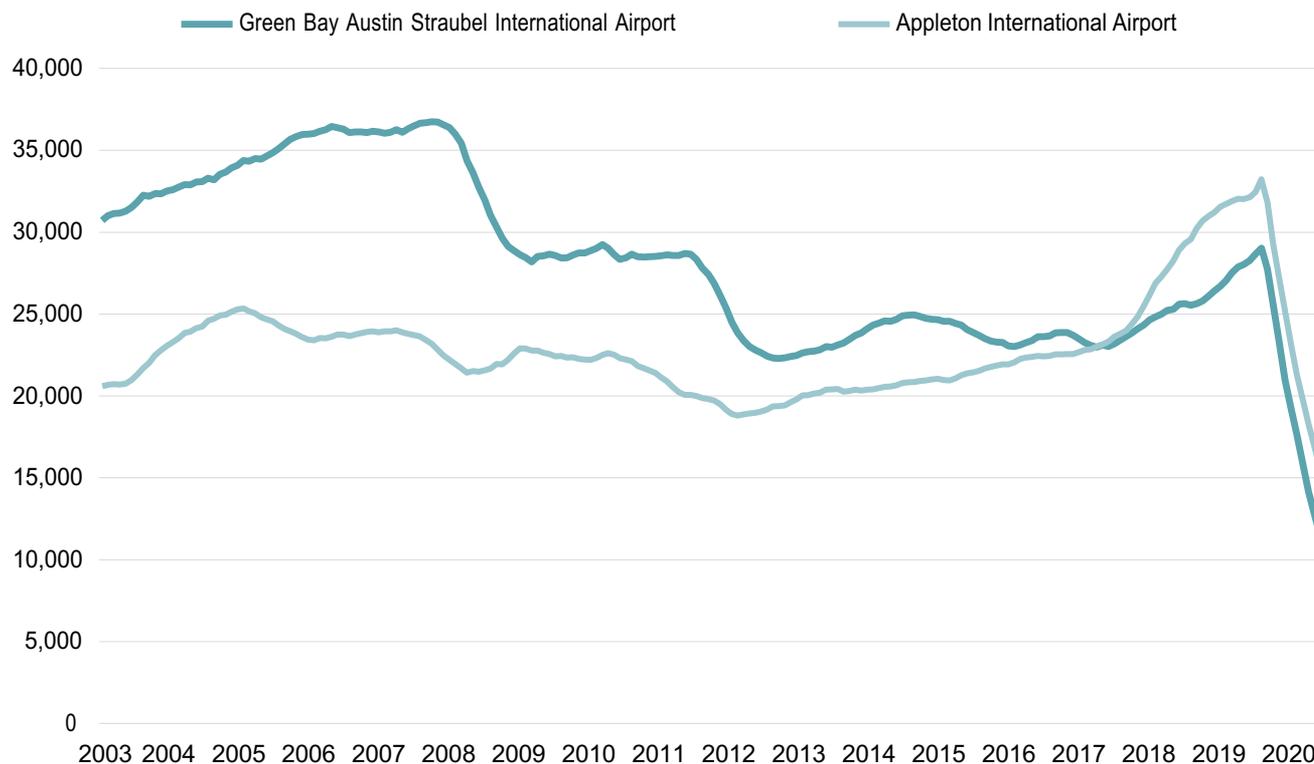
¹⁷ TSA (May 22, 2021) 2021 Passenger Throughput. GRB Volaire Conf. 21 Generic, p. 23.

¹⁸ Airline Data, Inc. (Q3) Green Bay to Denver Passengers per Day Each Way (PDEW). GRB Volaire Conf. 21 Generic, p. 22.

12 percent to Appleton (ATW).¹⁹ After seeing the success of the nonstop DEN route, Sun Country Airlines recently added two nonstop routes to Fort Myers (RSW) and Phoenix (PHX), both scheduled to start December 2021.

- The long-awaited South Bridge Connector project—envisioned as a bypass route that will provide trucks and passenger vehicles a faster alternative across the Fox River between I-41 and I-43 south of De Pere—passed a major milestone in October 2020 with approval of an official route by the Federal Highway Administration and Wisconsin Department of Transportation. The route begins at Packerland Drive in Lawrence, follows a new road east to a new I-41 interchange, then follows Southbridge and Red Maple Roads east to a new bridge across the Fox River. It continues on the east side of the river along Rockland Road to a new road that will connect to the County X (Heritage Road) and Monroe Road intersection in Ledgeview. With federal and state approvals, a tentative construction schedule would begin in 2025 and continue until 2032.
- A major hurdle to the future development and expansion of the Port of Green Bay is the 40-acre former WPS Pulliam Plant property—currently home to coal piles—at the mouth of the Fox River. In January 2021, Governor Tony Evers announced a \$500,000 grant to Brown County from the Wisconsin Economic Development Corporation (WEDC) as part of an effort to relocate the coal piles away from downtown and expand the Port’s economic activity. The grant is a critical part of the efforts of Brown County, the City of Green Bay, and the Port of Green Bay’s plans to reactivate the Pulliam site into a port-related industrial site. The relocation of the coal piles will also enhance the overall attractiveness and quality of life in nearby downtown Green Bay.

WHAT INFORMATION IS AVAILABLE?



Source: US Department of Transportation, Bureau of Transportation Statistics https://www.transtats.bts.gov/Data_Elements.aspx?Data=1

¹⁹ ASM Catchment Area Leakage Study (Full year 2019) Only 16.2% of Passengers Residing in the Catchment Area Zip Codes Close to GRB use GRB. GRB Volaire Conf. 21 Generic, p. 8.

HOW IS IMPLEMENTATION GOING?

WHAT'S LEFT?

In the original plan, there were a total of four strategies and six individual action items under the initiative the Transportation & Infrastructure Task Force is charged with (including three strategies without a subset of action items, which were counted as three strategies and three action items). The following strategies should be revisited and may require additional resources or new tactics to implement over the next three years.

- *STRATEGY 11.1.* Continue working with regional business leaders and other stakeholders to support and expand the passenger and freight operations at Green Bay Austin Straubel International Airport.
- *STRATEGY 11.2.* Leverage the Port of Green Bay to expand the role of water-based transport as an economic engine and in support of related sectors including manufacturing, construction, and agriculture.
- *STRATEGY 11.3.* Advocate for regional transportation infrastructure investments in new highway and rail capacity to enhance Greater Green Bay's connections to outside markets.
- *STRATEGY 11.4.* Convene a regular freight mobility working group meeting (bi-monthly or quarterly) of public and private sector leaders involved in freight mobility to discuss transportation issues affecting the region's economy.

WHAT'S NEXT?

The following new or expanded strategies were identified during the planning process to support transportation and infrastructure in Greater Green Bay.

- Develop a regional broadband strategy to increase broadband infrastructure across Greater Green Bay, especially in underserved areas.
 - Develop a local survey to identify gaps in broadband infrastructure that may not appear on FCC (Federal Communications Commission) maps.
- Support and advise the Business Development committee on initiatives related to growing the region's cluster of transportation and logistics companies.
- Ensure effective alignment between the region's transportation plans and economic development priorities, such as preserving land for job centers.
 - Map the region's industry clusters and commute patterns to identify development opportunities.
- Work with regional, state, and federal stakeholders to advocate for the proposed Amtrak passenger rail extension (as part of the company's 2035 Vision Plan) that calls for new service linking Greater Green Bay with Madison and Milwaukee.
- Advocate for an expansion of I-41 from a four-lane highway to a six-lane highway south of Green Bay to Appleton, Oshkosh, Fond du Lac, and down to Milwaukee.
- Work with local governments, state government entities, and the transportation and logistics industry to design and develop infrastructure that can accommodate both passenger and freight smart corridors, including autonomous vehicles.

HOW IS PROGRESS MEASURED?

The following new metrics should be used to track progress toward implementation of transportation and infrastructure strategies.

- **NEW METRIC: Air travel.** Increase the number of monthly passengers at Green Bay Austin Straubel International Airport and increase the number of daily/weekly nonstop flight destinations. *Data sources: USDOT, Green Bay-Austin Straubel International Airport.*
- **NEW METRIC: Port traffic.** Increase the tonnage of dry bulk commodities (such as coal, limestone, and salt), bulk liquids (such as petroleum products and liquid asphalt), breakbulk commodities (such as wood pulp and forest products), and oversized cargo (such as heavy machinery and utility equipment) transported by port terminal operators through the Port of Green Bay. *Data sources: Port of Green Bay.*
- **NEW METRIC: Broadband access.** Increase the share of households with broadband connectivity. *Data sources: US Census Bureau (American Community Survey, 1-year estimates), Federal Communications Commission.*

WHAT ARE OTHERS DOING?

BROWNSVILLE, TX BROADBAND INTERNET PLANNING SURVEY

In August 2020, Brownsville, Texas, undertook [broadband internet planning surveys](#) to determine where need and demand are greatest. This Broadband Feasibility and Digital Inclusion planning effort was led by the city and seven strategic partners (including local utilities, economic development organizations, and educational institutions). The planning process was a response to findings from the American Community Survey which ranked Brownsville, located along the Texas-Mexico border, as one of the nation's least connected communities. Findings from the surveys will be combined with infrastructure data and other information to help identify opportunities for addressing the area's digital divide.