Conceptual development of the Brown County Research and Business Park, looking northeast from St. Anthony Drive

Approved by:
Brown County Planning Commission Board of Directors
Brown County Planning, Development, and Transportation Committee
Brown County Board of Supervisors
Brown County Executive
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Prepared for Brown County
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Introduction

The Wisconsin Technology Council, in its 2012 white paper, “The Future Is Now: Four Strategies for Wisconsin’s High-Growth Economy” states the following:

“Wisconsin’s economy and its job creation goals will be best served in the near future by a balanced approach to supporting the state’s major and emerging industry sectors. While sectors such as manufacturing and agriculture will continue to fuel the Wisconsin economy in many ways, they will not necessarily lead the charge when it comes to creating net new jobs.

Policy decisions in Wisconsin have been driven over time by the assumption that manufacturing and agriculture are responsible for most employment growth in Wisconsin. That’s no longer true. As the economy continues to transform itself nationally, globally, and at home in Wisconsin, other sectors more in line with changing conditions are producing comparable if not greater numbers of jobs. Quite often, those emerging sectors are yielding the best-paying jobs as well. Wisconsin must recognize truly seismic changes in the national and global economies and understand how to make those changes work for Wisconsin.”

In order for those businesses in the “high-growth economy” to locate in Brown County, it is necessary to have a location with the technological infrastructure, opportunities for collaboration, and sustainable development patterns for these new economy businesses to develop, grow, and thrive.

Although there appear to be significant growth opportunities in the technology-related employment sectors, it is also important to remember Wisconsin’s and Northeastern Wisconsin’s historic advantages in manufacturing. In addition to the findings of the Wisconsin Technology Council, the Wisconsin Economic Future Study that was published in June of 2013 by the MPI Group for the Wisconsin Economic Development Corporation identified 37 current “drivers” of Wisconsin’s economy based on a set of 12 variables used to measure the industry’s competitiveness and measures of export orientation and regional centrality. According to the report, of the 37 current economic drivers in Wisconsin, 36 of them are manufacturing in nature, which reflects the importance of manufacturing to our state’s economy. Manufacturing today requires increasingly technological knowledge, capacity for entrepreneurship, and ongoing efforts for continuous improvement through research and development. It is just as critical for the traditional manufacturing businesses in Brown County to have the capacity and locations for continued research and development in order to continue to be competitive in an increasingly global marketplace.

To thrive, our entrepreneurs in all sectors of the economy must have opportunities for interaction, socializing, and personal growth. The proposed Brown County Research and Business Park within the Greater Green Bay Area will provide these opportunities.

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This report features the following sections:

- Brown County Farm Site Background
- Design Concept Plan for the Brown County Research and Business Park
- Demographic/Economic Background
- Existing Wisconsin-Based Research and Business/Technology Park Case Studies
- Brown County Industrial Park and Business Park Absorption Analysis
- Target Businesses for the Brown County Research and Business Park
- Community Partnership Opportunities
- Brown County Research and Business Park Development Financing and Grant Opportunities
- Development Cost Estimates for the Brown County Research and Business Park
- Development Revenue Projections for the Brown County Research and Business Park
- Governance
- Marketing Plan
- Overall Assessment of Research and Business Park Feasibility/Conclusions
- Recommended Action Plan

**Brown County Research and Business Park Concept**

The proposed Brown County Research and Business Park is to be located on 238 acres of undeveloped Brown County-owned lands located to the south of STH 54/57 and the University of Wisconsin - Green Bay campus. The intent of the proposed Brown County Research and Business Park is to encourage business investment and job creation by providing an opportunity for higher education institutions to expand the economic development reach of their campuses through research and development within the community and all of Northeastern Wisconsin. Public-private partnerships would support an entrepreneurial center to service vital business needs by engaging students and leveraging faculty/staff expertise and local higher educational resources such as University of Wisconsin – Green Bay, Northeast Wisconsin Technical College (NWTC), Bellin College of Nursing, St. Norbert College, and the Medical College of Wisconsin’s Green Bay area program.

It is anticipated that the proposed Brown County Research and Business Park will:

- Promote business expansion and recruitment and result in the creation of new jobs and additional tax base.
- Create economic development partnership opportunities between the Wisconsin Economic Development Corporation (WEDC), Brown County, the City of Green Bay, and ADVANCE, which is the economic development branch of the Green Bay Area Chamber of Commerce.
- Create an opportunity to recruit additional medical support development and promote collaborative efforts for an emerging medical complex due to the park’s proximity to the new VA Clinic as well as the existing Brown County Community Treatment Center and N.E.W. Curative Rehabilitation facility.
- Provide an opportunity for a coordinated and collaborative economic development approach to create a high-quality economic development center.
• Enable Brown County to work with the City of Green Bay to create a Tax Increment District to design and build necessary infrastructure.

• Be a beautiful park-like setting surrounded by trees and nature with preserved environmental areas connected by walking trails to providing a pleasant setting for employees and the creative class of entrepreneurs.

• Have excellent transportation access adjacent to the University Avenue interchange with STH 54/57, which is less than one mile from the freeway beltline around Green Bay.

The Research and Business Park concept is addressed in greater detail in the Design Concept Plan for the Brown County Research and Business Park section of this report.

**Report Purpose**

Brown County Planning Commission staff prepared this report in response to the Brown County Executive’s initiative to promote economic development and continue to build the local supply of sustainable jobs. The purpose of this report is to summarize the preliminary evaluation of whether sufficient demand exists for a research/business park in Brown County and if it is feasible to offer these services at the Brown County Farm property.

One of the primary goals of this effort is to foster collaboration between Brown County, the University of Wisconsin - Green Bay, the City of Green Bay, and the business community in Brown County. The staffs of the Brown County Planning Commission, UW-Extension, and GRAEF Consulting have evaluated the feasibility of a Brown County-developed and university-affiliated research and business park, and this report addresses the findings of this evaluation.

**General Research and Business Park Background**

A research and business park is a development that supports the start-up and expansion of a variety of technology-based and other high-end firms that are created through cooperative efforts between university and private researchers. According to Virginia Tech Corporate Research Center President Joe Meredith, a research and business park is first and foremost a community, and, as such, exhibits joint values and a willingness to collaborate. It is also a physical place that connects people, technology, and money in the refinement of ideas and successful business development, and it features a concentration of intellectual power and a culture that naturally leads to innovation – the foundation of “new economy” opportunities.

The potential benefits of a research and business park to Brown County, Green Bay, and Northeastern Wisconsin include:

- A greater number of higher-paying science and technology (knowledge) jobs.
- An increased tax base, particularly in nearby areas of high-end housing and commercial development, spurred by the park’s presence.
- Assistance to existing firms that require innovative solutions to production problems and other business processes.
- The development of firms that “graduate” from the park and expand in other parts of the region.
• Higher regional retention and attraction rates of area college graduates – a “brain gain” within Northeast Wisconsin.
• The civic working relationships created by a successful public-private venture.

Potential benefits to the University of Wisconsin - Green Bay and other area post-secondary educational institutions include:

• Opportunities for faculty and student research projects that are real world and cutting edge.
• Enhanced ability to attract faculty and students to work and enroll here – especially entrepreneurial faculty and graduate students.
• Long-term sources of university funding through federal innovation research grants and through private contributions from research-dependent companies.
• A positive influence helping the academic environment become more entrepreneurial, including more business starts by faculty and students at higher education institutions across the region.
• A stronger “town-gown” relationship between the university and surrounding communities.
Brown County Farm Site Background

The Brown County Farm property is located in the northeastern part of the City of Green Bay and was historically used to grow fresh produce for patients at the Brown County Mental Health Center. More recently, the land has been rented to an area farmer for cash cropping. The property is located immediately south of the University of Wisconsin - Green Bay campus and in very close proximity to the Milo Huempfner Veterans Administration Clinic, Bay Beach Wildlife Sanctuary, and the STH 54/57 interchanges with University Avenue and Interstate 43. The site’s location is shown in Figure 1 on the following page.

Existing Land Uses, Planned Land Uses, and Zoning Classifications

Existing Land Uses

The Brown County Farm property is bordered by well-established neighborhoods on the west, east, and south parts of the property. These neighborhoods offer a mixture of housing types including single-family homes to the south, single-family and multi-family condominium homes to the east, and multi-family housing to the west. To the north, across Curry Lane and STH 54/57, is the University of Wisconsin - Green Bay campus.

Current land uses on site include agricultural crop production, environmentally sensitive areas, wooded areas, a pine forest plantation, and the vacant Brown County Mental Health Center (MHC). These land uses total approximately 238 acres, and a summary of the acreages devoted to these uses is included in Figure 2. The former MHC building and ancillary buildings on site reside in the southwest corner of the property and are scheduled to be demolished in the winter of 2013/2014, thereby opening up this area for redevelopment. Other adjacent surrounding land uses not included in the project site include N.E.W. Curative Rehabilitation, the Brown County Jail and Detention Center, the Brown County Community Treatment Center, an electric substation, and the University of Wisconsin - Green Bay campus heating facility.

At the southwest quadrant of the STH 54/57 and University Avenue interchange is the 192,000 square foot Veterans Administration Clinic that is scheduled to open in the fall of 2013. Brown County has also approved a Conditional Offer to Purchase for eight acres of land on the western edge of the property immediately north of the former MHC building for the construction of 52 units of veterans’ housing by Cardinal Capital Management, Inc. in partnership with the Center for Veterans Issues.
Figure 1 - Site Location

Brown County Research and Business Park Feasibility Study

Legend
- County Highway
- Interstate Highway
- Local Road or Street
- U.S. / State Highway
- Water Feature
- Research and Business Park

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County does not warrant the accuracy of this information. No warranties are implied.

Source: Data obtained from the Brown County Land Information Office.

Map created by Brown County Planning Commission Staff
Figure 2: Brown County Farm Property - Existing Land Uses

<table>
<thead>
<tr>
<th>Land Use Categories</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural</td>
<td>91</td>
</tr>
<tr>
<td>Natural Areas, Woodlands, Undeveloped Open Space</td>
<td>108</td>
</tr>
<tr>
<td>Governmental/Institutional</td>
<td>36</td>
</tr>
<tr>
<td>Stormwater Facility</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Acres</strong></td>
<td><strong>238</strong></td>
</tr>
</tbody>
</table>

Source: Brown County Planning and Land Services Department, June 2013

A map showing the existing land uses can be seen in Figure 4.

City of Green Bay Comprehensive Plan Future Land Uses

The City of Green Bay Comprehensive Plan currently identifies the following future land uses on the County Farm property:

Figure 3: Brown County Farm Property - Future Land Use Designations

<table>
<thead>
<tr>
<th>Land Use Categories</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Density Housing</td>
<td>44</td>
</tr>
<tr>
<td>Low/Medium Density Housing</td>
<td>42</td>
</tr>
<tr>
<td>Medium/High Density Housing</td>
<td>15</td>
</tr>
<tr>
<td>School</td>
<td>94</td>
</tr>
<tr>
<td>Parks</td>
<td>43</td>
</tr>
<tr>
<td><strong>Total Acres</strong></td>
<td><strong>238</strong></td>
</tr>
</tbody>
</table>

Source: City of Green Bay Comprehensive Plan, June 2013

A map showing future land uses can be seen in Figure 5.

These future land use designations are currently not consistent with the uses planned for the Brown County Research and Business Park because the Research and Business Park concept was created after the city’s comprehensive plan was developed. Therefore, the comprehensive plan will need to be amended to reflect the Research and Business Park’s planned uses.
Brown County Farm Property
Existing Land Uses

Subject Property

Legend
- Research and Business Park
- Single Family Residential
- Two - Family Residential
- Multi-Family Residential
- Land Under Development
- Commercial
- Road Right-of-Ways
- Transportation Related
- Communications/Utilities
- Governmental/Institutional
- Parks and Recreation
- Open Space/Fallow Fields
- Agricultural
- Water Features
- Natural Areas

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an "AS IS" basis. No warranties are implied.

Source: Data obtained from the Brown County Land Information Office.

Map created by Brown County Planning Commission staff.
City of Green Bay Comprehensive Plan Future Land Uses

Legend

- Research and Business Park
- Commercial
- School
- Other Public or Semi Public
- Water
- Low Density Residential
- Low / Medium Density Housing
- Medium / High Density Housing
- Parks
- Wetlands

Source: Data obtained from the City of Green Bay and the Brown County Land Information Office.

Map created by Brown County Planning Commission staff.
City of Green Bay Zoning Classifications

City of Green Bay Zoning Code currently identifies the following zoning classifications on the Brown County Farm property:

**Figure 6: Brown County Farm Property - Existing Zoning Classifications**

<table>
<thead>
<tr>
<th>Zoning Classifications</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Property / Institutional (PI)</td>
<td>82</td>
</tr>
<tr>
<td>Varied Density Residential</td>
<td>7</td>
</tr>
<tr>
<td>Rural Residential (RR)</td>
<td>149</td>
</tr>
<tr>
<td><strong>Total Acres</strong></td>
<td><strong>238</strong></td>
</tr>
</tbody>
</table>

Source: City of Green Bay Zoning Code, June 2013

A map showing these zoning classifications can be seen in Figure 7.

The Brown County Farm property will need to be rezoned to permit its development as a research and business park. Prior to rezoning, an amendment to the City of Green Bay Comprehensive Plan will need to be approved. A comprehensive plan amendment and rezoning request may be reviewed and approved consecutively as long as the comprehensive plan amendment occurs before the rezoning in order to satisfy statutory public review requirements.

Transportation Network

Brown County and the Green Bay area are well connected through a variety of different transportation options. Interstate 43 connects the Green Bay area to the Lake Michigan communities of Manitowoc, Sheboygan, and Milwaukee to the south, while US Highway 41 connects the Green Bay area to the Fox Valley (Appleton and Oshkosh) to the south and Upper Michigan to the north. State Highway 29 runs east-west and connects the Green Bay area to Wausau, Eau Claire, and the Twin Cities of Minneapolis / St. Paul, Minnesota. State Highway 57 is an important regional highway that connects Green Bay and Interstate 43 to the tourist destination of Door County. The Green Bay area is also home to Austin Straubel International Airport as well as a Great Lakes port that provides modern, state-of-the-art facilities for handling a variety of cargo. National trucking lines provide both overnight delivery and nationwide trucking capabilities. Major freight rail lines connect Green Bay with the Chicago rail hub.

The northern portion of the Brown County Farm property is bounded by Curry Lane, which provides access to N.E.W. Curative Rehabilitation, the Brown County Jail and Detention Center, and the Brown County Community Treatment Center. Curry Lane and parts of the northern section of the property are visible from State Highway 54/57, which runs parallel to Curry Lane. The east side of the property is accessible from Lake Largo Drive, which connects Curry Lane to Humboldt Road (CTH N). The existing transportation network can be seen in Figure 8.
Figure 7 - City of Green Bay Zoning Classifications

Legend
- Research and Business Park
- City of Green Bay Zoning PUD

Green Bay Zoning Code
- Commercial 1
- Rural Residential
- Varied Density
- Residential New Lots
- Low Density
- Neighborhood
- City of Green Bay Zoning PUD
- Neighborhood Commercial
- Public Property / Institutional
- Research and Business Park

Map created by Brown County Planning Commission staff

Legend: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied.

Source: Data obtained from the City of Green Bay Planning Department and the Brown County Land Information Office.

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied.

Subject Property
Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. Only. It is based on sources intended for advisory purposes.
Public transit service is provided to the site from the Green Bay Metro Transportation Center with service every 30 minutes between 5:15 AM and 5:45 PM on weekdays and every 60 minutes from 5:45 PM to 9:45 PM on weekday evenings. Service is also provided every 60 minutes on Saturdays from 7:45 AM to 6:45 PM. Service is provided by the #7 Lime Line route. Complementary ADA paratransit service is also available. It is anticipated that this transit route will be reconfigured to use the new street system within the Research and Business Park. The current location of this bus route can be seen in Figure 9.

**Existing Utilities**

**Water Lines**

Green Bay Water Utility lines are located around the Brown County Farm property and have adequate capacity to extend service into the property for future development. Water lines exist along the adjacent streets as follows:

- 16” line along Curry Lane
- 12” line along St. Anthony Drive
- 12” line along Gershwin Drive
- 12” line along Lake Largo Drive

A map showing these water lines can be seen in Figure 10.

**Sanitary Sewer Lines**

City of Green sanitary sewer lines are located around the property and have adequate capacity to extend service into the property for future development. Sewer lines exist along the adjacent streets as follows:

- 8-10” line along Curry Lane
- 12” line along St. Anthony Drive
- 8-10” line along Gershwin Drive
- 8-12” line along Lake Largo Drive
- 10 “ line through the ravine north of Cornelius Drive

A map showing these sanitary sewer lines can be seen in Figure 11.

**Storm Water Management Facilities**

There is one existing storm water management pond on the property that is located on Lake Largo Drive adjacent to the Mahon Creek ravine, and this pond is sized to serve a portion of the southeastern part of the property. A second storm water management facility that serves the Brown County Jail exists in the northwestern portion of the property, and this facility could potentially be expanded in the future. Additional storm water management facilities are envisioned to include a swale system along the proposed east-west road through the property and new storm water ponds as necessary. A map showing these storm water management facilities can be seen in Figure 12.
Figure 9 - Green Bay Metro Route #7 (Lime Line)

Legend

Subject Property

54: 57

Map Disclaimer: The map is intended for general reference only. It is based on sources believed to be reliable, but Brown County distributes this information 'AS IS'. No warranties are implied.

Source: Data obtained from Green Bay Metro and the Brown County Land Information Office.

Map created by Brown County Planning Commission staff.

Brown County Research and Business Park Feasibility Study

- Figure 9 - Green Bay Metro Route #7 (Lime Line)
Figure 10 - Existing Utilities - Water Lines

Legend
Research and Business Park
Water Main Diameter
- 0.75"
- 1"
- 1.5"
- 2"
- 4"
- 6"
- 8"
- 12"
- 16"
- 24"

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable but Brown County distributes this information on an "AS IS" basis. No warranties are implied.

Source: Data obtained from the City of Green Bay Planning Department, Wisconsin Public Service, and the Brown County Land Information Office.

Map created by Brown County Planning Commission staff.
Figure 11 - Existing Utilities - Sanitary Sewer Lines

Legend
- Research and Business Park
- Force Main
- Sanitary Main
- Gravity Main

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied. Map created by Brown County Planning Commission staff.
Figure 12 - Storm Water Management Facilities

Legend

- Existing Storm Water Management Facilities
- Storm Water Management Facilities Potentially Expandable
- Storm Water Management Facilities - Research and Business Park

Source: Data obtained from the City of Green Bay Planning Department, Wisconsin Public Service, and the Brown County Land Information Office.

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied.

Map created by Brown County Planning Commission staff.
Natural Gas Lines

Natural gas service from Wisconsin Public Service is available around the property and has adequate capacity to extend service into the property for future development. A map showing these natural gas lines can be seen in Figure 13.

Electric Lines

Electric lines from Wisconsin Public Service are located around the property and have adequate capacity to extend service into the property for future development. A map showing these electric lines can be seen in Figure 14.

Fiber Optic Lines

Brown County is currently partnering with the University of Wisconsin – Green Bay and the State of Wisconsin to develop high speed Internet access through fiber optic lines in the Brown County Research and Business Park area. Brown County is proposing to lay 96-strand fiber optic conduit, along with a second empty conduit for future fiber optic capacity, when the Brown County Research and Business Park’s east-west road is developed. The 96-strand fiber optic line will connect to the existing Brown County and University of Wisconsin – Green Bay lines. A map showing these fiber optic lines can be seen in Figure 15.

Existing Environmental Features

Topography

The Brown County Research and Business Park site contains beautiful terrain that generally slopes downhill north toward the Bay of Green Bay. The highest part of the property provides beautiful views of the University of Wisconsin - Green Bay campus and Bay of Green Bay. The terrain ranges from rather steep, rolling hills in the current pine plantation to gently sloping land that is currently in agricultural crop production. The two primary areas of steep slopes include the pine plantation and a scoured ravine associated with a navigable waterway in the western part of the property. A map showing the site’s topography can be seen in Figure 16.

Waterways

The site contains two waterways, both of which are navigable waterways as determined by the Wisconsin Department of Natural Resources (DNR). The stream on the west side of the property that flows just east of the former Brown County Mental Health Center exits from a storm sewer at the end of Cornelius Drive, flows south and then west around the former Mental Health Center. The waterway subsequently re-enters a storm sewer at St. Anthony Drive.
Figure 13 - Existing Utilities - Natural Gas Lines

Legend
- Research and Business Park

Gas Main Size
- 3/4" (red)
- 1" (yellow)
- 1-1/4" (green)
- 2" (blue)
- 4" (purple)
- 6" (blue)
- 8" (blue)

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an ‘AS IS’ basis. No warranties are implied.

Source: Data obtained from the City of Green Bay Planning Department, Wisconsin Public Service, and the Brown County Land Information Office.

Map created by Brown County Planning Commission staff.
Figure 14 - Existing Utilities - Electric Lines

Legend
- Research and Business Park

WPS Overhead Lines
Voltage
- 14.4
- 7.2

WPS Underground Lines
Voltage
- 14.4
- 7.2

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an "AS IS" basis. No warranties are implied.

Source: Data obtained from the City of Green Bay Planning Department, Wisconsin Public Service, and the Brown County Land Information Office.

Map created by Brown County Planning Commission Staff.
Figure 15 - Existing Utilities - Fiber Optic Lines

Legend
- Fiber Optic Lines
- Research and Business Park

Source: Data obtained from the City of Green Bay Planning Department, Wisconsin Public Service, and the Brown County Land Information Office.

Map created by Brown County Planning Commission Staff.

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied.
Figure 16 - Topography

Brown County Research and Business Park Feasibility Study

Legend
- Z' Contours
- Research and Business Park

Legend:
- Z' Contours
- Research and Business Park

Source: Data obtained from the Brown County Land Information Office.

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an "AS IS" basis. No warranties are implied.

Source: Data obtained from the Brown County Land Information Office.

Map created by Brown County Planning Commission staff.
Mahon Creek begins from the drainage of two large wetland complexes east of the Brown County Farm property. The creek continues to flow in a southeast to northwest direction through the northeastern corner of the property, under STH 54/57 and through the University of Wisconsin – Green Bay Arboretum. A map showing the site’s waterways can be seen in Figure 17.

**Wetlands and Environmentally Sensitive Areas**

Wetlands and environmentally sensitive areas (ESAs) are based on water features consisting of lakes, streams, adjacent steep slopes, and federally- or state-delineated wetlands, and any applicable development setbacks. The purpose of designating environmentally sensitive areas is to preserve significant environmental features and their corresponding environmental services and functions such as storm water drainage, flood water storage, decreased sedimentation to the watercourse, pollutant entrapment, and habitat for wildlife. They also provide desirable green space to enhance urban design aesthetics and generally are lands that may not be developed. A wetlands delineation study was completed by URS Consultants in November 2012. The Wisconsin DNR and Army Corps of Engineers are anticipated to complete their review and approval of this delineation study in the summer of 2013. The site’s wetlands and environmentally sensitive areas can be seen in Figure 18.

**Floodplains**

The only delineated floodplain in the proposed Research and Business Park is along Mahon Creek in the northeastern part of the property. The floodplain, as delineated by the Federal Emergency Management Agency (FEMA), is fully contained within the ravine associated with Mahon Creek and therefore would not be a major development constraint on the site.

There is one additional navigable waterway that extends from a storm sewer at the end of Cornelius Drive and flows south and then west through the western end of the property. Although there is no delineated floodplain associated with this waterway, it is important to note that all waterways, no matter how small, have a corresponding floodplain. These floodplains are typically identified by flood studies that are completed prior to development.

An intermittent waterway exists in the eastern third of the property that flows from a storm water sewer out of the Schmitt Park neighborhood northerly toward a wetlands area and Mahon Creek. The site’s floodplains can be seen in Figure 19.

**Endangered Species**

Habitats for endangered or threatened wildlife species are typically considered primary conservation areas and should be avoided. Buffers to connect habitats that contain food sources, homes, and breeding grounds are created to minimize fragmentation of the species’ habitats. Any of these areas that are of less significance should be considered secondary conservation areas.
Figure 17 - Waterways

Legend
- Research and Business Park
- Stream
- Undetermined Stream

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied.

Source: Data obtained from USGS and the Brown County Land Information Office.
Map created by Brown County Planning Commission staff.

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Figure 17 - Waterways

Legend
- Research and Business Park
- Stream
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Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied.

Source: Data obtained from USGS and the Brown County Land Information Office.
Map created by Brown County Planning Commission staff.
Legend
- ESAs
- Steep slopes
- 35' Wetland Setback
- 75' Stream Setback
- Research & Business Park

Notes:
1. ESAs include land within 20 feet from the top and bottom of steep slopes that are 30% or greater that are located within and extend beyond natural resource areas, including waterways, floodplains, and wetlands.
2. Delineated wetland information is being updated and will be included in the final document.
3. Wetland delineation is subject to review and approval by U.S. Army Corp of Engineers and WI DNR.

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied.

Source: Data obtained from a wetland delineation completed by URS and the Brown County Land Information Office.

Map created by Brown County Planning Commission staff.
Figure 19 - Floodplains

Brown County Research and Business Park Feasibility Study

Legend

Stream

Unstrm

Research and
Business Park

Floodway /
Floodplain

Subject Property

Mahon Creek
Navigable Waterway

Unnamed Navigable Waterway

Intermittent
Waterway

Map Disclaimer: This map is intended for advisory purposes only. It is based on resources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied.

Source: Data obtained from the Federal Emergency Management Agency and the Brown County Land Information Office.

Map created by Brown County Planning Commission staff.
The Wisconsin Department of Natural Resources maintains a database that provides general locations of endangered or threatened species. The map associated with the database is purposefully vague to prevent collectors from disturbing endangered or threatened species. Therefore, the map identifies the location of these species only to the one mile by one mile section level, and the species may or may not be located in a specific site.

The database identifies the eastern half of the property, including the areas north, south, and east of the Brown County Farm property as having a location that is habitat for the threatened Dwarf Lake Iris (Iris Lacustris). It is generally found in partially shaded sandy or gravelly soils on lake shores. Although it is not likely that the Dwarf Lake Iris is located within the proposed Research and Business Park, additional discussions with the Wisconsin DNR should take place to confirm this prior to development.

**Human-Made Features**

**Unmarked Cemetery**

In the mid-1900s, an unmarked burial ground was discovered behind the former Brown County MHC building. This burial ground is believed to hold the remains of patients of the former Brown County Asylum, which preceded the creation and use of the Brown County MHC. The graves are believed to be located on a hill north of the parking lot behind the former MHC. The mapped burial sites are only approximate, as proper records of the locations are not available. Considering the sensitivity of this site, development should not occur near the approximate location until a formal records search and, if necessary, site investigation is completed by a certified consultant.

**Existing MHC Campus Structures**

The MHC campus is located on approximately 10 acres of land at the western edge of the Brown County Research and Business Park site. The campus currently includes the MHC main building, the MHC boiler house, the MHC barn building, and a metal storage building that is used by the Brown County Public Works Department – Facilities Division for yard maintenance materials and equipment storage. All of these structures will be razed in 2013/2014.

**Proposed Veterans’ Housing Project**

In December of 2012, the Brown County Board approved a conditional sale to Cardinal Capital Management, Inc. of approximately eight acres of county-owned land on the western edge of the site immediately north of the former MHC building on St. Anthony Drive. The sale was approved for the development of a 52-unit veterans’ housing project with the potential for an additional 30 units of transitional veterans’ housing. The sale is conditioned upon the awarding of affordable housing tax credits by the Wisconsin Housing and Economic Development Authority (WHEDA) to Cardinal Capital Management, Inc. The project will be a partnership between Cardinal Capital Management, Inc. and the Center for Veterans Issues. The proximity of the proposed veterans’ housing development to the soon-to-be completed VA clinic, the University of Wisconsin - Green Bay, and employment opportunities at
the proposed Research and Business Park will be beneficial to the success of this project. Upon awarding of the tax credits from WHEDA, construction is anticipated to begin in the winter of 2013/2014 with the project to be completed in the fall of 2014. A site plan and rendering of the proposed building are shown below.
Design Concept Plan for the Brown County Research and Business Park

Parcels

A concept plan for development of the 238 acre Brown County Farm property as the Brown County Research and Business Park has been developed in a manner to create parcel sizes that reflect the market experiences in other Wisconsin research and business parks as well as anticipated future market trends. The concept plan also takes advantage of existing adjacent infrastructure including roads and utilities that are convenient to extend. The plan for the 238 acres of property results in the creation of 23 buildable parcels over 143.7 acres ranging in size from 1.5 acres up to 16.2 acres with an average parcel size of 6.25 acres. In many cases, smaller parcels can be combined to create larger building sites. Approximately 92 acres will be dedicated street right-of-way, conservancy areas, and storm water management ponds that will be included in outlots, and approximately 19 acres will be reserved for future county uses. A map of the Design Concept Plan is shown in Figure 20.

Infrastructure

A total of 7,068 linear feet (1.34 miles) of new roadway is anticipated for the proposed research and business park. Located primarily within the related road right-of-way will be utilities including sewer, water, storm water, fiber optic, gas, and electric. The primary street will run east-west between Lake Largo Drive and St. Anthony Drive, and a north-south street will be located immediately west of the Brown County Community Treatment Center that will connect Curry Lane to the new east-west street. A roundabout is proposed for the intersection of the new east-west and north-south streets as an attractive and efficient traffic control and calming device for the park.

The concept plan envisions that storm water management for the development will occur by using an existing City of Green Bay storm water pond on the eastern edge of the site adjacent to Lake Largo Drive, an expanded pond in the northwest section of the site, three new storm water ponds, and a swale system that will be located within the right-of-way for the majority of the proposed east-west street. If permits can be obtained from the Wisconsin DNR and the Army Corps of Engineers, it is anticipated that the enhancement of an existing Brown County storm water pond on the western edge of the site near St. Anthony Drive could provide storm water management for the development and serve as a regional facility for existing adjacent development that is presently untreated.

The Brown County Information Services Department is partnering with the University of Wisconsin – Green Bay and the State of Wisconsin to develop high speed Internet access across fiber optic lines for Brown County facilities in the area. Brown County is proposing to lay 96-strand fiber optic conduit, along with a second empty conduit for future fiber optic capacity at the time the east-west street is developed within the Research and Business Park. The 96-strand fiber optic line would connect to the existing Brown County and University of Wisconsin – Green Bay fiber optic lines.
Figure 20 - Design Concept Plan

Legend
- Stream
- Existing, Trail
- Proposed, Trail
- Parcel
- Road
- Wetlands
- 35' Wetland Setback
- County Farm Cemetery
- 75' Stream Buffer
- Conservancy
- Future Storm Water Pond
- Potentially Expandable Storm Water Pond

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County does not assume any responsibility for the accuracy or completeness of the information on this "AS IS" basis. No warranties are implied.

Source: Data obtained from the Federal Emergency Management Agency and the Brown County Land Information Office.

Map created by Brown County Planning Commission staff.
**Conservancy Areas and Amenities**

The concept plan identifies several conservancy areas including wetlands, woodlands, ravines, and areas adjacent to navigable streams. Additionally, lands associated with burial sites adjacent to the former Mental Health Center building will be protected within the proposed conservancy areas.

Amenities such as bicycle and pedestrian facilities (including sidewalks and trails) are proposed that will parallel new streets within the Research and Business Park and connect to the adjacent streets. Trails are proposed to meander through protected conservancy areas. It is anticipated that these facilities will be an attraction for businesses being recruited to locate within the Research and Business Park, and it is expected that businesses within the park will use these facilities to recruit and retain employees. The facilities will also be attractive amenities for University of Wisconsin - Green Bay employees and students as well as the residents and employees of adjacent neighborhoods. Future improvements could include a pedestrian bridge or tunnel across STH 54/57 to connect the Brown County Research and Business Park with the University of Wisconsin - Green Bay campus. This will further improve access for students and professors to the Research and Business Park and improve access for businesses to university personnel as well as research and cultural amenities.

In order to enhance the identity of the Brown County Research and Business Park, a wayfinding sign system with attractive landscaping and street amenities including benches, banners, and transit shelters will be created. Storm water management facilities will be designed to make them ornamental features of the Brown County Research and Business Park, and they will be integrated into the park’s trail and conservancy network.

**Brown County Government Center**

The concept plan also assumes the demolition of all buildings associated with the former Brown County MHC campus. Brown County anticipates the retention of 19 acres of land for future county operations. Possible Brown County departments to be relocated include Health, Veterans Services, Parks, Land Conservation, and the University Extension offices and demonstration gardens. Additionally, the razed storage shed that is currently being used by the Brown County Public Works Department – Facilities Division will need to be replaced and relocated. It is anticipated that land to the east of the soon-to-be demolished Brown County MHC building and in proximity to the protected burial sites could be set aside for this purpose. The former orchards on the hillside and adjacent proposed conservancy area could make for a wonderful demonstration area for garden landscaping, horticulture, and possibly the development of a Brown County tree arboretum.
Demographic/Economic Background

Population

The historic population growth of a community is a strong indicator of its vitality and expectations for growth in the future. Over the past 50 years, Brown County has experienced strong population growth as the total county population increased from 125,102 in 1960 to 248,007 in 2010. Between 2000 and 2010, the County added 21,229 residents, for a growth rate of 9.4 percent. On average, Brown County has added just over 20,000 residents per decade over the past 50 years.

The largest community in terms of population continues to be the City of Green Bay as it has increased its population from 62,888 people in 1960 to 104,057 people in 2010. However, over the same time period, its relative share of population in Brown County has decreased slightly from 50.3 percent in 1960 to 41.9 percent in 2010. This trend is indicative of the comparatively faster population growth in the suburban communities.

Based upon the data presented in Appendix 1, it is evident the communities largely within the Green Bay Metropolitan Area continue to exhibit the strongest numeric gains in population over the past 10 years, with much smaller numeric gains in the non-metropolitan communities. However, it is important to note the strong rate (percent change) of population growth in the more outlying communities, most notably the Towns of Lawrence and Ledgeview and Village of Wrightstown.

Population Projections

In 2008, the Wisconsin Department of Administration (WDOA) released updated population projections for Wisconsin municipalities through the year 2030. According to these projections, the population of Brown County is forecasted to increase by an additional 58,924 persons from the 2010 Census population of 248,007 to 306,931 people by 2030.

The Village of Bellevue is projected to add the largest number of new residents, while the City of Green Bay, City of De Pere, and the adjacent suburbs in the immediate metropolitan area are expected to continue to see strong population growth as well. Numeric population growth is expected to be relatively slow in rural portions of Brown County; however, when viewed as a percentage of total population, there will be some proportional growth in the rural areas as well.

Educational Attainment

According to the Wisconsin Department of Workforce Development, Office of Economic Advisors, educational attainment of the workforce is of particular interest to business leaders and policy makers in the state because it is generally assumed that a region with a high degree of educational attainment is better able to capitalize on the opportunities present in a diversified economy. Educational attainment is measured as the highest level of education completed for adults 25 years and older.

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3 2011 Brown County Workforce Profile, Wisconsin Department of Workforce Development, Office of Economic Advisors, p. 4.
Brown County generally has a higher percentage of residents with Associate’s Degrees and Bachelor’s Degrees than either the State of Wisconsin or the United States. Brown County has lower percentages of residents with some college (no degree), those without a high school diploma, and those with a graduate or professional degree.

According to the 2011 Brown County Workforce Profile\(^4\), the presence of a relatively high number of residents with Associate’s Degrees is vital to the health of the county’s manufacturing and healthcare base. Similarly, the county’s high number of residents with Bachelor’s Degrees points both to the presence of a number of colleges and universities and the concentration of professional and technical career opportunities.

**Economic Forecast**

The Wisconsin Department of Workforce Development produced an updated profile in April 2011 for the Bay Area Workforce Development Area which includes Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Menominee, Oconto, Outagamie, Shawano, and Sheboygan Counties within its boundaries. The profile identifies projected job increases or decreases by industry and occupation for the 10-year period between the 2008 estimate and 2018, and the profile considers macro-economic conditions experienced by the area through April 2011.

According to the industry projections, the total number of non-farm jobs is projected to increase by 6,500 (2.1 percent) by the year 2018. The education and health services industry sector is projected to add 7,600 jobs in the 10-year period (an increase of 13.6 percent), which is the largest projected growth rate for all industry sectors in the Bay Area. More specifically, the hospital industry is projected to add 1,520 jobs (an increase of 12.6 percent). This is likely due to the general aging of the population generating increased demand for these types of supportive services.

The manufacturing industry is projected to continue to have the largest number of jobs through 2018, but growth in this sector is projected to be negative, with an overall decrease of 8,190 jobs (10.9 percent). However, based upon recent reports, there is an increasing demand for manufacturing employees with the ability to produce precision components for advanced technology machining.

The projected growth occupations of the Bay Area Workforce Development Area for the years of 2008 through 2018 generally mirror the industry projections. The largest growth occupations are expected to be in the healthcare support and personal care/service occupations to support an aging population. However, these two occupations tend to be on the lower end of the pay scale, with average wages in these two occupations typically ranging from $8 - $14 per hour. The next five growth occupations are generally higher wage (approximately $22 - $36 per hour), and could be considered as likely Brown County Research and Business Park occupant candidates, including:

1. Healthcare practitioners and technical occupations
2. Community and social services occupations

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\(^4\) 2011 Brown County Workforce Profile, Wisconsin Department of Workforce Development, Office of Economic Advisors, p. 4.
3. Computer and mathematical occupations
4. Protective service occupations
5. Business and financial operations occupations

To put the local employment projections in context, according to the U.S. Bureau of Labor Statistics, total employment nationally is expected to increase by 14 percent from 2010 to 2020, following a 2 percent decline from 2000 to 2010. However, job growth will not be distributed evenly across the major industrial and occupational categories due to changes in consumer demand, advances in technologies, and many other facets driving employment change in the U.S. Nationally, job growth from 2010 to 2020 is expected to increase by 20.5 million jobs, with the largest projected wage and salary growth in the following six industries:

1. Home health care services (+6.1%)
2. Individual and family services (+5.5%)
3. Management, scientific, and technical consulting services (+4.7%)
4. Computer systems design and related services (+3.9%)
5. Offices of health practitioners (+3.2%)
6. Outpatient, laboratory, and other ambulatory care services (+3.2%)

Conversely, the five industries with the largest projected wage and salary reductions from 2010 to 2020 from the U.S. Bureau of Labor Statistics include the following industries:

1. Apparel knitting mills (-8.3%)
2. Postal Service (-3.2%)
3. Communications equipment manufacturing (-3.1%)
4. Computer and peripheral equipment manufacturing (-3.1%)
5. Other miscellaneous manufacturing (-2.3%)

Conclusion

As Brown County adds almost 60,000 new residents by 2030, there will be a need to also increase the pool of quality, family-supporting employment opportunities. The State of Wisconsin Department of Workforce Development predicts a continued slow increase in overall job growth for the area through 2018, with strong growth in Hospitals and Information/Professional Services/Other Services. These sectors already have a strong presence in the Green Bay Metropolitan Area, specifically in the area around the Brown County Farm property.

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Additionally, as discussed in the Wisconsin Economic Future Study, Brown County should continue to capitalize on its existing manufacturing economic drivers in the paper, ship and boat building, and other manufacturing-related industries. According to the report, these industries demonstrate both growth and competitiveness, indicating a strong competitive advantage for this area and likely growth opportunities. It will be critical to Brown County’s present and future economy that these driver industries continue to thrive and provide quality employment opportunities for a growing population.
Existing Wisconsin-Based Research and Business/Technology Park Case Studies

This section provides profiles of five Wisconsin research and business/technology parks. For each case study, we attempted to highlight the physical location and design of the parks, the infrastructure and services provided to tenants, the parks’ ties to universities, and initial and ongoing funding. If an incubator is affiliated with a park, this information was also included.

The purposes of these profiles are to:

- Highlight the characteristics of these best practice case studies to provide a framework for the development of a successful park in Brown County.
- Provide details of these successful research and business/technology parks to help understand how they have evolved to provide positive economic benefits.
- Summarize each research and business/technology park’s ability to develop land within the park. This will provide a benchmark that can be used to evaluate Brown County’s ability to support a research and business park.

The locations of the five case study parks and the proposed Brown County Research and Business Park are shown in Figure 21.

**Milwaukee County Research Park**

Location: City of Wauwatosa, west of U.S. Hwy 45

Date opened: 1987

Total acreage: 175

Total original developable acreage: 121

Developable acreage sold: 97

Developable acreage remaining: 24

Offer price: $150,000 – $400,000 per acre

**Prominent park tenants:** GE Healthcare, Crowne Plaza Hotel, United Healthcare.

**Amenities present:**

- Incubator providing technology and business development assistance.
- Easy access to 6-lane US Highway 45 and to public transit stops.
- Foreign trade zone.
• Access to university labs, libraries, and specialized equipment (off-site).
• Advanced fiber optic telecommunications infrastructure.
• High-bandwidth Internet access.
• Hotel and conference center.
• Restaurants, recreation, and shopping “within minutes” of park.
• Adjacent to Medical College of Wisconsin and Milwaukee Regional Medical Center.
• Adjacent to 1,100-acre natural area with green space buffers, extensive wooded areas, activity trails, sidewalks, ponds, a natural waterway, and ball fields.

Summary

Milwaukee County Research Park is a joint project of Milwaukee County, City of Wauwatosa, Marquette University, Medical College of Wisconsin, Milwaukee School of Engineering, and University of Wisconsin - Milwaukee. This park is highly successful, having 115 business tenants - 46 in the incubator, and 69 in privately-owned multi-tenant and single occupant buildings. The current vacancy rate of about 5 percent provided part of the rationale for developing the new UW-Milwaukee Innovation Center across Highway 45. Industrial sectors represented in the park and incubator include computer hardware/software/systems development and consulting, health care, engineering services, and scientific measurement. Since 1998 (just 11 years after park start-up), no public funds have been used to support the park, thanks to revenue from tenant rent and land sales. Park buildings annually generate over $4.3 million in real estate taxes for the city from a total assessed valuation of $206 million.
University of Wisconsin-Milwaukee Innovation Park

Location: City of Wauwatosa, east of U.S. Hwy 45

Date opened: park 2012, accelerator 2013 (anticipated)

Total acreage: 87

Developable acreage: 60

Offer price: starting at $100,000 per acre

Prominent park tenant: ABB, Inc.

Amenities present:

- 25,000 square foot business accelerator (under construction).
- State-of-the-art core laboratory facilities, plus designated labs for collaborative research among university and private partners.
- A residential zone for construction of high-end housing.
- A conservancy featuring wildlife habitat.
- Easy access to US Highway 45 and to transit stops.
- Proximity to the Blood Center of Wisconsin, Medical College of Wisconsin, Froedtert Memorial Lutheran Hospital, GE Healthcare, and Milwaukee County Research Park.
Summary

The University of Wisconsin-Milwaukee Innovation Park is a collaborative effort of the University of Wisconsin-Milwaukee, Milwaukee County, and the City of Wauwatosa. The primary park developer and manager is the UW-M Real Estate Foundation, which was originally set up to develop real estate with public and private partners for the benefit of the University of Wisconsin - Milwaukee. While infrastructure improvements for this park have not been completed, a letter of intent is already in hand for construction of a 95,000 square-foot office building by Zurich-based ABB, Inc. – a major provider of power and automation technologies worldwide. When completed, this first private office building will host 350 jobs, including over 100 engineers and scientists. Going forward, industrial targets for the park include healthcare, biomedical engineering, and advanced manufacturing and energy. The business accelerator, also called the Institute for Industrial Innovation, is being financed by a $5.4 million Economic Development Administration (EDA) grant, a portion of which is committed to road and utility site improvements. The County sold the park land to UW-M Real Estate Foundation for $13.5 million in order to move the project forward. The City of Wauwatosa created a Tax Increment Financing (TIF) district with borrowing authority of up to $12 million for park infrastructure development.
University Research Park at UW-Madison

Location: City of Madison, west side

Date opened: 1984

Total acreage: 260

Total original developable acreage: 197

Developable acreage sold: 192

Developable acreage remaining: 5

Offer price: $348,480 per acre

Prominent park tenants:
Kikkoman USA R+D Laboratory, Sonoco Products, WiCell Research Institute, Cellular Dynamics International, Roche, Life Technologies, Ultratec, SAFC Tetrionics, Epicentre Illumina.

Amenities present:

- 113,000 square foot incubator (MG&E Innovation Center), including office and lab suites, and serving early stage start-up companies with product development, collaborative research, employee recruitment, and capital investment.
- 3-story, 80,000 square foot accelerator building for start-ups that have outgrown smaller incubator suites, including space for lab build-outs, lab-ready utility systems with energy-saving features, high-speed data connections, conference rooms including one seating 100 persons, kitchenettes, showers, and loading dock/receiving area.
- Direct access to a 4-lane arterial street, indirect access to US Highways 12-14 (Madison Beltway).
- Engineered storm water detention areas.
- Biking/hiking trails with access to surrounding neighborhoods.
- Site rain gardens and native plantings.
- Transit stops.
- Shopping and eating facilities within walking distance.
Summary

As one of the first Wisconsin research parks, this facility boasts 126 companies, 37 buildings (1.8 million square feet under roof), and 3,500 employees. The incubator has helped 60 early-stage companies since 1989, and as of this writing has 42 tenants. The incubator and accelerator assist young companies – including student-owned ones – especially in the fields of information technology, engineering, medical devices, and computer sciences. The overall park is best known for its collection of biotechnology companies, but also includes firms from sectors including business/financial services, medical devices, food research, nutraceuticals, engineering and architectural consulting, computer networking, software development, nonprofit trade association headquarters, and healthcare services. The park is unusual among its research park brethren, in that it receives no municipal or state funds to support its infrastructure. It pays $3.6 million in annual local taxes on a total assessed value of $183.3 million. Its workers have an annual payroll of at least $220 million, and their average income in 2012 was $64,000. The brain gain phenomenon is exhibited by the educational attainment of park workers – 75 percent have at least a Bachelor of Science degree, and 33 percent have advanced degrees. This statement from the University Research Park website sums it up well: “The hallmark of URP’s operation and growth is a strong commitment to carefully planned, responsible development in the context of a long-term outlook.” Indeed, ground was broken in 2010 on a Phase II research park west of this site, thanks to the current park being nearly filled to capacity.
University of Wisconsin - Whitewater Research Park

Location: City of Whitewater

Date opened: February 2011

Total acreage: 130

Total original developable acreage: 84

Developable acreage sold: 6

Developable acreage remaining: 78

Offer price: $25,000 per acre

Prominent park tenants:
Blackthorne Capital Management,
Renwig Custom, Foundry Solutions (all currently tenants in the park incubator).

Amenities present:

- Incubator providing services related to business organization and planning, marketing, commercialization and product development, and business operational support.
- State-of-the-art conference rooms with VoIP telephone and data.
- Three 500 square foot wet labs, one with laminar flow hood.
- LEED Gold-certified incubator building.
- Retention pond and storm water management systems.
- Rail spur access.
- Indirect access to State Highways 12 and 59.
- Access to restored prairie (covering 25 percent of grounds), soccer fields, and walking paths (planned).
- Dark fiber optic loop with link to regional backbone system.
- “Launching Pad” incubation program for student-run business start-ups.
Summary

Whitewater University Technology Park is a partnership among University of Wisconsin-Whitewater, the City of Whitewater, and Whitewater Community Development Authority. This relatively new park has not yet made a land sale other than the site of the city-owned Whitewater Innovation Center (incubator). The Innovation Center was financed by a U.S. Economic Development Administration grant of $4.74 million, leaving the remaining $6 million of park development costs to be financed through the issuance of Build America Bonds. Several private development projects are in progress, centering on advanced glass tile manufacturing utilizing recycled glass materials and metal casting processes that have foundry applications. These casting processes were developed and patented by a faculty member of the University of Wisconsin-Whitewater Arts Department. The student Launching Pad program is a very viable model for entrepreneurial development, in which mentoring, coaching, and nurturing are critical to success; it has already helped two University of Wisconsin-Whitewater students start viable businesses, while 19 student applications are pending for "scholarships" to cover their Launching Pad space costs.
University of Wisconsin-Stout Technology and Business Park

Location: Menomonie, WI
Date opened: 1990
Total acreage: 402
Total original developable acreage (including two park expansions): 352
Developable acreage sold: 167
Developable acreage remaining: 185
Offer price:
Tech Zone = $40,000 per acre
Commercial Zone = $134,000 per acre


Amenities present:

- Separate incubators for food-based and manufacturing/assembly-based businesses, plus on-campus incubator space.
- Incubation and product development services provided through Center for Innovation and Development, Small Business Development Center, and Centers of the Stout Technology Transfer Institute – including the Northwest Wisconsin Manufacturing Outreach Center.
- Presence in park of business, professional, medical, financial, and educational services.
- Technical services including Advanced Design and Manufacturing Simulation Center, FABLAB for design and prototype development, and 125 campus labs and technical equipment sites.
- Multiple broadband options.
- Direct access to State Highway 29/US Highway 12 and indirect access to I-94.
- Engineered storm water pond system.
- Open space, wetlands, and walking/biking paths within park, which are accessible to the Menomonie community.
Summary

Stout Technology and Business Park (STBP) is owned and managed by the trio of University of Wisconsin-Stout, the City of Menomonie, and Excel Energy. STBP’s website lists the following primary criteria for recruiting preferred (or “targeted”) tenants: “Activities dedicated substantially to research; high technology; engineering and related activities; product development and/or prototype manufacturing; product testing; experimental or commercial testing; light manufacturing compatible with programs at University of Wisconsin-Stout; education orientation; other uses involving interaction with University of Wisconsin-Stout faculty, staff and students.” However, management of the park has successfully and pragmatically combined sale of larger industrial-scale sites with smaller commercial sites along its frontage, resulting in a mixed-use park. Not a “pure” research or technology park, it reflects the need for and viability of a smaller community to target diverse industrial sectors. Despite the mixed-use approach, or perhaps because of it, the park currently boasts 28 buildings for housing and 63 businesses. University of Wisconsin-Stout Technology and Business Park building construction is valued at over $65 million, which generates annual real estate taxes of over $700,000. The park has more than 1,300 employees with an annual payroll of nearly $50 million. The direct effect of these wages, plus indirect effects of Business to Business sales and induced effects of worker spending, has an estimated $232 million annual impact on the community, according to park sponsors.
Brown County Industrial Park and Business Park Absorption Analysis

In order to ascertain the development potential associated with the proposed Brown County Research and Business Park, it became evident that an analysis of current market demand for such property should first be performed. In order to obtain this information, Brown County University of Wisconsin-Extension staff contacted local Brown County units of government for the historic land sales associated with their respective business and/or industrial parks. Following the request, it became evident this information was not readily accessible, and an alternative methodology of determining the absorption of business and/or industrial park land in Brown County would be necessary.

The first issue to address was to determine what exactly qualified as a business or industrial park for purposes of this study. By researching this topic, a few specific characteristics stood out:

- **Plotting status** – If a subdivision plat was recorded, it demonstrated a degree of planning necessary to develop a cohesive industrial or business park. There are a number of areas around Brown County in which industrial or business uses have organically developed without an overall plan in place. These areas typically were not divided by subdivision plat, but instead were divided by certified survey map or metes and bounds descriptions, indicating more of an ad-hoc approach to its creation over time, and therefore not developed as a unit.

- **Subdivision Plat Name** – Typically, the subdivision plats recording these land divisions are named, “________ Business Center/Park” or “________ Industrial Park,” which led to these areas being included in the study.

- **Focusing on areas that have industrial or heavy business-related land uses.** In this manner, areas that are specifically retail or service commercial were excluded, such as malls, or other similar exclusively commercial areas. The analysis was focused on types of uses that are typically found in business and/or industrial parks.

- **Local knowledge** – This allowed Brown County Planning Commission (BCPC) staff to make subjective determinations when necessary. This is particularly the case when deciding whether a certain business or industrial park should be classified as “industrial,” “business,” or “mixed business and industrial.” To a degree, all of the identified parks could be classified as mixed business and industrial; however, it was necessary to separate out those parks that are industrial in nature from those that are more business in nature because the uses for the proposed Brown County Research and Business Park are likely to be more characteristic of the business parks. Brown County Planning Commission staff used its local knowledge of the parks as the basis to make these determinations.

Brown County has historic parcel data archives back to 2005, which coincided with an aerial photo flight during the same year. Additionally, 2011 parcel data could be paired with 2011 aerial photos available through Microsoft Bing Maps. With this information, it became possible to determine:

1. Which parcels were sold from the original park developer (municipal or private), and therefore, not available for new businesses, and/or
2. If parcels experienced physical development between 2005 and 2011.
While recognizing a 6-year period is a rather narrow slice of time for such a study, BCPC staff believes it to be a valid benchmark for a basic trend analysis, based on the data available and due to this period of time including the historic economic recession, which impacted the business and industrial development community especially hard. Therefore, the calculated absorption rate during this period of time is expected to be more conservative than that expected to occur during more normal economic time frames.

**Existing Industrial/Business Parks in Brown County**

In November 2012, BCPC staff performed an analysis of the rate of development within business and industrial parks located in Brown County. BCPC staff first defined what actually would qualify as a business or industrial park. The working definition that was used included planned developments focused primarily on industrial and/or business uses, and this definition allowed the study to focus on 23 distinct business and/or industrial parks. These parks are listed below and are shown in Figure 22. The parks are also summarized in Appendix 2 of this report.

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Business/Industrial Park Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village of Ashwaubenon</td>
<td>Ashwaubenon Business Center/Industrial Park</td>
</tr>
<tr>
<td>Village of Bellevue</td>
<td>Millennium Park</td>
</tr>
<tr>
<td>Village of Bellevue</td>
<td>Bellevue Street Industrial Area</td>
</tr>
<tr>
<td>Village of Bellevue</td>
<td>Lime Kiln Bellevue Industrial Area</td>
</tr>
<tr>
<td>City of De Pere</td>
<td>De Pere Industrial Park</td>
</tr>
<tr>
<td>City of De Pere</td>
<td>West Business Center</td>
</tr>
<tr>
<td>Village of Denmark</td>
<td>Viking Business Center</td>
</tr>
<tr>
<td>Town of Eaton</td>
<td>Van Rite’s Business Park</td>
</tr>
<tr>
<td>City of Green Bay</td>
<td>Packerland Industrial Park</td>
</tr>
<tr>
<td>City of Green Bay</td>
<td>I-43 Business Center</td>
</tr>
<tr>
<td>City of Green Bay</td>
<td>University Heights Commerce Center</td>
</tr>
<tr>
<td>Village of Hobart</td>
<td>Centennial Centre at Hobart</td>
</tr>
<tr>
<td>Village of Hobart</td>
<td>Hobart Industrial Park</td>
</tr>
<tr>
<td>Village of Hobart</td>
<td>Plane Site Industrial Park</td>
</tr>
<tr>
<td>Village of Howard</td>
<td>AMS/Lancaster Creek Business Park</td>
</tr>
<tr>
<td>Village of Howard</td>
<td>Brookfield Industrial Area</td>
</tr>
<tr>
<td>Village of Howard</td>
<td>Howard Industrial Park</td>
</tr>
<tr>
<td>Town of Lawrence</td>
<td>Granite Rock Industrial Park</td>
</tr>
<tr>
<td>Town of Lawrence</td>
<td>Lawrence Business/Industrial Park</td>
</tr>
<tr>
<td>Village of Pulaski</td>
<td>Pulaski Industrial Park</td>
</tr>
<tr>
<td>Village of Suamico</td>
<td>Deerfield Business Park</td>
</tr>
<tr>
<td>Village of Suamico</td>
<td>North Deerfield Business Park</td>
</tr>
<tr>
<td>Village of Suamico</td>
<td>South Deerfield Business Park</td>
</tr>
<tr>
<td>Village of Suamico</td>
<td>Suamico Industrial Park</td>
</tr>
<tr>
<td>Village of Suamico</td>
<td>Woodfield Business Park</td>
</tr>
<tr>
<td>Village of Wrightstown</td>
<td>Wrightstown Industrial Park</td>
</tr>
</tbody>
</table>
Figure 22 - Existing Industrial/Business Parks in Brown County

1. Ashwaubenon Business Center / Industrial Park
2. Millenium Park
3. Bellevue Street Industrial Area
4. Lime Kiln Bellevue Industrial Area
5. De Pere Industrial Park
6. West Business Center
7. Viking Business Center
8. Van Rite’s Business Park
9. Packerland Industrial Park
10. I-43 Business Center
11. University Heights Commerce Center
12. Centennial Centre at Hobart
13. Hobart Industrial Park
14. Plane Site Industrial Park
15. AMS/Lancaster Creek Business Park
16. Brookfield Industrial Area
17. Howard Industrial Park
18. Granite Rock Industrial Park
19. Lawrence Business / Industrial Park
20. Pulaski Industrial Park
21. Deerfield Business Park
22. North Deerfield Business Park
23. South Deerfield Business Park
24. Suamico Industrial Park
25. Woodfield Business Park
26. Wrightstown Industrial Park

Map created by Brown County Planning Commission staff

Map Disclaimer: This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an 'AS IS' basis. No warranties are implied.
Existing Business and Industrial Park Findings

The 26 platted business and/or industrial parks in Brown County range across the spectrum in terms of design, amenities, and development rates. Many of the older, primarily industrial parks were developed adjacent to rail lines for convenient and efficient import of raw materials or export of finished goods. The buildings in these parks reflected their industrial nature and were generally built with concrete block or metal sheet siding, which were and remain functional, but do not create the design typically associated with more recently developed business and industrial parks. The industrial parks that have been developed more recently with lower design standards have not generally experienced the demand for lots associated with other industrial and business parks that have higher design standards and amenities in place.

It is important to keep in mind that having quality building design standards in place not only improves the image of the industrial and/or business park, but it also protects the investment value of other buildings within the park. Having sound design standards assures investors that the building they are developing will not be devalued by a lower-quality building next door. The West Business Center in De Pere, AMS/Lancaster Creek Business Park in Howard, and the I-43 Business Center in Green Bay all have very high design requirements for buildings and have been very successful in attracting and retaining high-value businesses. Furthermore, including trails, public spaces, and conservation areas in the business park design, such as in the West Business Center in De Pere, fosters an environment for collaboration among entrepreneurs outside of the buildings. Today’s new economy entrepreneurs are looking to locate and grow businesses in places that are enjoyable to work in for themselves and their employees, and well-designed research/business parks are very appealing to them.

2005 and 2011 Acreage Analysis Methodology

Starting with the 2005 aerial photos and parcel data, BCPC staff was able to identify the parcels/areas within the business and industrial parks that were:

- already developed with buildings;
- vacant but have been sold from the original developer (either municipality or private developer) to a different entity and are, therefore, assumed to not be available for purchase;
- dedicated to infrastructure such as storm water ponds and other utilities; and
- not likely to be developed due to the presence of environmentally sensitive areas such as wetlands, streams, floodways, or associated steep slopes.

The remaining parcel acreage still under original developer control (i.e. under the control of either the municipality or a private developer) constituted the base 2005 level of business and/or industrial park land available for development. This process was then replicated for 2011. One item of note was that between 2005 and 2011, four significant new industrial/business parks were conceptualized and to varying degrees implemented. These parks were University Heights Commerce Center in the City of Green Bay, Centennial Centre at Hobart, the Brookfield Industrial Area in Howard, and Granite Rock Industrial Park in Lawrence. These four parks were removed from the 2011 total to allow for a “same park” development comparison from 2005 to 2011.
2011 Business Park / Industrial Acreage Analysis Findings

Based on the analysis of same park aerial photos and land records between 2005 and 2011, it is estimated that an average of 52.7 acres of business and/or industrial park lands are developed each year in Brown County. A further refinement of the general park characteristics into either industrial or mixed business/light industrial using the same methodology found that approximately 5.3 acres of purely industrial park land was developed and 47.4 acres of business/light industrial land was developed each year during the 2005 to 2011 analysis period. The data that were used for this analysis and the calculations that were performed to develop the acreage absorption estimates are shown in Appendix 3 of this report.

The findings of this analysis demonstrate that even during a historic recession, there was sufficient demand for approximately 52.7 acres of business/industrial park land each year within Brown County. With the economic recovery underway, demand for business/industrial park lands can reasonably be expected to increase. Although demand is expected to increase, the conservative land absorption rate of 52.7 acres per year from the years 2005 through 2011 was used to calculate the projected land sales revenue in the Brown County Research and Business Park in the Development Revenue Projections section of this report.

Brown County Research and Business Park - Evaluation of Potential Prospects

The purpose of this section is to provide examples of business development in the market area that would have potentially considered the Brown County Research and Business Park location if it had been available as they went through their site selection processes. While not all of these business developments would have chosen the Brown County Research and Business Park location, and not all of these are perfect candidates for the research/business park concept, the list does provide examples of business developments that provide significant enhancements to the local economy and would have been candidates for Brown County Research and Business Park land sales. The property sale acreage and dollar amounts also help to validate land sale pricing and business investments on attractive business development property with desirable amenities such as those being proposed for the Brown County Research and Business Park. A summary of these potential sales prospects is shown in Figure 23 on the following page.
### Figure 23: Actual Northeast Wisconsin Sales Prospects 2001-2012

<table>
<thead>
<tr>
<th>Development</th>
<th>Location</th>
<th>Property Date</th>
<th>Property Sale Amount</th>
<th>Acreage</th>
<th>Assessed Improvements</th>
<th>Improvement Value Per Acre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surface Mount Technologies</td>
<td>Appleton</td>
<td>2001</td>
<td>$330,000</td>
<td>16 acres</td>
<td>$2,002,000</td>
<td>$125,125</td>
</tr>
<tr>
<td>ZyQuest</td>
<td>Ashwaubenon</td>
<td>2004</td>
<td>$250,000</td>
<td>3 acres</td>
<td>$1,172,800</td>
<td>$390,933</td>
</tr>
<tr>
<td>Time Warner Cable</td>
<td>Appleton</td>
<td>2005</td>
<td>$1,635,700*</td>
<td>13 acres</td>
<td>$13,010,000</td>
<td>$1,000,769</td>
</tr>
<tr>
<td>Ayres &amp; Associates</td>
<td>Ashwaubenon</td>
<td>2006</td>
<td>$231,400*</td>
<td>2 acres</td>
<td>$1,293,500</td>
<td>$646,750</td>
</tr>
<tr>
<td>College of Cosmetology</td>
<td>Ashwaubenon</td>
<td>2007</td>
<td>$392,555</td>
<td>2 acres</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Aurora Sports Medicine Complex</td>
<td>Green Bay</td>
<td>2008</td>
<td>n/a</td>
<td>19 acres</td>
<td>$9,793,300</td>
<td>$515,437</td>
</tr>
<tr>
<td>Tim Legois CPA</td>
<td>Luxemburg</td>
<td>2008</td>
<td>$130,000</td>
<td>2 acres</td>
<td>$70,000</td>
<td>$35,000</td>
</tr>
<tr>
<td>Technical Prospects</td>
<td>Grand Chute</td>
<td>2008</td>
<td>$565,000</td>
<td>15 acres</td>
<td>$1,589,400</td>
<td>$105,960</td>
</tr>
<tr>
<td>Knight Development</td>
<td>Ashwaubenon</td>
<td>2010</td>
<td>$900,000</td>
<td>4 acres</td>
<td>$5,479,800</td>
<td>$1,369,950</td>
</tr>
<tr>
<td>Red Arrow Products</td>
<td>Manitowoc</td>
<td>2010</td>
<td>$32,900</td>
<td>1 acre</td>
<td>$544,200</td>
<td>$544,200</td>
</tr>
<tr>
<td>Kaysun Corporation</td>
<td>Manitowoc</td>
<td>2010</td>
<td>$197,400*</td>
<td>9 acres</td>
<td>$1,564,800</td>
<td>$173,867</td>
</tr>
<tr>
<td>Veterans Administration Clinic</td>
<td>Green Bay</td>
<td>2011</td>
<td>$9,000,000</td>
<td>28 acres</td>
<td>$45,000,000**</td>
<td>$1,607,143</td>
</tr>
<tr>
<td>Amerex Corporate Office and Testing Facility</td>
<td>Howard</td>
<td>2011</td>
<td>$250,000</td>
<td>10 acres</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Foth Corporate Office</td>
<td>De Pere</td>
<td>2012</td>
<td>n/a</td>
<td>11 acres</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Schreiber Foods Corporate Office and Research Center</td>
<td>Green Bay</td>
<td>2012</td>
<td>n/a</td>
<td>6 acres</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Orv’s Pizza Corporate Office and Research Center</td>
<td>Kaukauna</td>
<td>2012</td>
<td>$348,900*</td>
<td>13 acres</td>
<td>$1,927,500</td>
<td>$148,269</td>
</tr>
<tr>
<td>Medical College of Wisconsin</td>
<td>De Pere</td>
<td>2012</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>NEWisconsin MRI Center</td>
<td>Bellevue</td>
<td>n/a</td>
<td>$319,400*</td>
<td>4 acres</td>
<td>$1,685,800</td>
<td>$421,450</td>
</tr>
<tr>
<td>WS Packaging</td>
<td>Green Bay</td>
<td>n/a</td>
<td>$719,200*</td>
<td>6 acres</td>
<td>$2,308,600</td>
<td>$384,767</td>
</tr>
<tr>
<td>Bellin College of Nursing</td>
<td>Green Bay</td>
<td>n/a</td>
<td>$1,050,000</td>
<td>18 acres</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>US Oil Corporate Office</td>
<td>Kimberly</td>
<td>n/a</td>
<td>$3,500,000</td>
<td>13 acres</td>
<td>10,828,000</td>
<td>$832,923</td>
</tr>
</tbody>
</table>

| Median                             |                 |               | $79,850/acre*        |         | $421,450/acre          |                           |

* When property sales transaction information was not available, property tax land assessment values were used. Properties with no sales or valuation data were not included in the calculation of average value.

**Based on construction costs.

Source: GRAEF Consulting, March 2013
Target Businesses for the Brown County Research and Business Park

Critically important questions when assessing a research and business park’s feasibility are the likelihood of attracting businesses to the proposed park and what types of businesses should be recruited. Business development requires effort to attract owners and entrepreneurs, and that effort should be targeted toward industries that are most likely to succeed in Brown County. The analysis and recommendations that follow are based on recent local and regional business attraction studies such as the Advance, Inc. Business Attraction Study, Lakeshore Industry Cluster Initiative, Northeast Wisconsin Economic Opportunity Study, and Ignite Fox Cities: A Blueprint for Economic Prosperity. The recognized research strengths of University of Wisconsin - Green Bay will also be valuable to this effort.

University of Wisconsin - Green Bay Research Strengths as Indicator of Targets

University of Wisconsin - Green Bay’s past and recent research has positioned the proposed Brown County Research and Business Park to attract firms and workers from many sectors. These sectors include bio-energy, biotechnology, food products and processing, environmental remediation, and paper manufacturing/converting. The presence of the Medical College of Wisconsin in the Green Bay area suggests the rising medical devices sector has potential as well. With the planned addition of degree and competency training in mechanical, environmental, and civil engineering, the University of Wisconsin - Green Bay will help attract and develop firms that are dependent upon advanced manufacturing and design-build processes.

Synopsis of Regional Targeting Studies

i. Advance is the economic development arm of Green Bay Area Chamber of Commerce. In 2012, it entered into a study with the UW-Extension Center for Community Economic Development to determine primary industrial targets for Green Bay and Brown County. Issuance of the study is expected in summer of 2013, and preliminary results are provided courtesy of Advance.

ii. The Garner Economics report “Ignite Fox Cities: A Blueprint for Economic Prosperity” (2012) identified four primary and several subsidiary sectors as optimal targets for the 3-county Fox Cities region (Calumet, Outagamie, and Winnebago counties).


iv. Northeast Wisconsin Economic Opportunity Study was commissioned by the Fox Valley Workforce Development Board and Bay Area Workforce Development Board in order to develop a strategic plan for meeting economic development challenges while capitalizing upon the region’s assets. Phase III of the study was concluded in 2004 by Northstar Economics, Inc. and became the rallying point for creation of the 18-county New North, Inc. economic development group. http://www.eastcentralrpc.org/planning/economic/EDD/CEDS08_Final/App%20F_NEWEOS.pdf

A summary of business targets identified in these studies is shown in Figure 24.
### Figure 24: Business Targets of Northeast Wisconsin Sub-Regions

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture/Food Processing</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Biotechnology</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Bioenergy/Biomass</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Environmental Technology</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Healthcare/Medical Technology</td>
<td></td>
<td></td>
<td>X</td>
<td>X**</td>
<td>X**</td>
</tr>
<tr>
<td>Paper/Paper Conversion</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Printing &amp; Publishing</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Other Energy</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Plastics Manufacturing</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Advanced Manufacturing</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Transportation Equipment Mfg.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Tourism</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

* Preliminary results from study as of March, 2013.

** With Medical College of Wisconsin.
Community Partnership Opportunities

Park Planning, Development, and Financing

The Brown County Research and Business Park site is owned by Brown County, is located in the City of Green Bay, and would directly serve the interests of adjacent University of Wisconsin - Green Bay. It is therefore logical that these three entities form the core partnership that creates and manages a research/business park. Leadership would be expected from the office of the Brown County Executive, the office of the Mayor of Green Bay, and the office of the Chancellor of University of Wisconsin - Green Bay. Planning and development assistance would be provided internally from the Brown County Planning Commission and the Green Bay Planning, Economic Development, and Public Works departments. Given the adjacent location of University of Wisconsin - Green Bay’s heat utility plant, there may be a request for assistance from the University of Wisconsin – Green Bay’s Department of Facilities Planning and Management if excess capacity exists that can be utilized by businesses in the research and business park.

It is anticipated that the primary source of financing for infrastructure would be through Tax Increment Financing (TIF). Statutory authority for TIF resides with the City of Green Bay; however, it is proposed that Brown County and the City of Green Bay enter into a Municipal Revenue Sharing Agreement under the authority of 66.035 Wis. Stats. Brown County would then bond for the development costs upon the City of Green Bay agreeing to pledge the tax increment revenues for the repayment of the bonds.

University of Wisconsin - Green Bay Services and Assets

The University of Wisconsin - Green Bay brings an array of facilities and services to a research park partnership. The award-winning university library permits broad community access to its resources including stacks, journals, on-line databases, and special collections ranging from local history and corporate archives to full census data and federal documents. Such services could be targeted and tailored to meet specific research needs. Meeting rooms and information technology (IT) services such as videoconferencing for training might alleviate the need for businesses in the park to have their own systems. University of Wisconsin - Green Bay is a major regional IT hub with dozens of servers providing the backbone for robust computing and IT services campus-wide and beyond. University of Wisconsin - Green Bay is also well-known for its laboratory resources – a scanning electron microscope, analytical equipment, and more.

In terms of lifestyle amenities, University of Wisconsin - Green Bay features a complementary collection of indoor and outdoor facilities. The scenic, 700 acre campus overlooks the bay of Green Bay, where it owns nearly one-half mile of accessible frontage. It boasts a national-caliber concert hall in the Weidner Center, fitness and sports facilities in the $33 million Kress Events Center, a modern University Union, an on-campus golf course, and an arboretum of forest and prairie habitats laced with trails.

Faculty and staff at the University of Wisconsin - Green Bay offer park tenants collaborative help with grant writing — in particular, tapping federal and state resources that might not otherwise be readily available to the private sector. Likewise, faculty and students at the University of Wisconsin - Green Bay
could aid in research, given particularly strong programs in business and marketing, the natural sciences and environmental affairs, and human biology. The University encourages its top students to engage in ambitious high-level research and to serve internships with both new and established companies.

Networks already exist among University of Wisconsin - Green Bay and other Wisconsin educational institutions, thus providing a foundation for the expanded networking afforded by a future research park. University of Wisconsin - Green Bay partners with University of Wisconsin - Milwaukee, for example, on water research. One of many private sector partnerships is exemplified by University of Wisconsin - Green Bay’s Environmental Management and Business Institute (EMBI), which targets sustainability and related issues including waste-stream economics. With EMBI, the University of Wisconsin - Green Bay already works closely and successfully with research, technology, and business interests. The EMBI model serves as a pattern for collaboration with existing and emerging business sectors that want access to University resources.

**Business and Economic Development Partners**

The park needs to maintain a regional presence in order to reach its maximum potential to create jobs, income, and innovation. Accordingly, partnership opportunities beyond the immediate geography are included in this discussion. The obvious local partners in economic development include the Brown County Planning Commission and the City of Green Bay Economic Development Department. Each brings to the table resources useful in packaging development proposals. In addition, Advance brings years of successful incubator management experience to the equation; park sponsors should seek a strong role from this partner in support of a research-oriented business incubator and/or accelerator. Wisconsin research parks also feature business development assistance provided by local offices of the Small Business Development Center and Service Core of Retired Executives (SCORE); locally, these offices are housed at the Business Assistance Center along with Advance, on the Northeast Wisconsin Technical College (NWTC) campus.

Entities with a regional economic development focus include New North, Inc., which is responsible for marketing the economic development assets of an 18-county region including Brown County. Wisconsin Economic Development Corporation (WEDC) has Community Account and Regional Account Managers located in Green Bay who provide technical assistance to businesses and communities. The Bay Area Workforce Development Board works closely with Wisconsin Department of Workforce Development on the region’s labor training and placement needs, which should prove very useful to private employers in the park as they grow and develop their staffs. Wisconsin Public Service Corporation has a vital interest in providing electricity to an expanding industrial sector, exemplified by the support of its economic development staff.

Besides its marketing function, New North supports several business clusters including Wind Works – which is focused on the wind energy component supply chain – and an emerging Biofuels/Bioenergy cluster. The North Coast Marine Manufacturing Alliance is a partnership of seven ship and boat builders plus three educational institutions in the region. The Northeast Wisconsin Manufacturing Alliance has as its vision “to unite northeast Wisconsin manufacturers to strengthen our position as a world-leading
region of advanced manufacturing opportunities.” Each of these industrial clusters provides opportunities for a research park to conduct “problem solving” research on behalf of firms not necessarily located within the park’s boundaries, thus expanding regional benefits of the park.

With an increased focus on the availability of risk capital to innovative firms, the research park should approach venture and angel investment groups in the region about creating opportunities for investment in innovations developed at the park. Angels on the Water is currently a small but growing angel investment fund which may be tapped to help early stage businesses. The Appleton-based New Capital Fund focuses on early stage life and material science and information technology businesses and on growth stage niche/advanced manufacturing investments. Statewide angel and venture funds might also be worth approaching.

**Education Partners**

The 2012 announcement that the Medical College of Wisconsin (MCW) would locate a branch in Brown County opened doors for research park collaboration on a host of health-related topics. A few of the educational benefits for MCW and University of Wisconsin - Green Bay include chances for faculty consulting and teaching, internships, measurement and testing, and lab space sharing. MCW’s budding relationship with area hospitals, clinics, and especially the Bellin College of Nursing means there is a renewable supply of medical staff having research and teaching interests that will coincide with future park tenants.

Northeast Wisconsin Educational Resource Alliance (NEWERA) is a regional partnership of 2- and 4-year UW colleges plus area technical colleges and UW-Extension. It is the educational counterpart to regional economic development entities listed above, providing a vehicle for inter-institutional cooperation on post-secondary education in northeast Wisconsin. NEWERA has a definite interest in seeing that education is a major contributor to the development of the region, and, as such, should be considered as a research park partner. One NEWERA member is the University of Wisconsin - Oshkosh, which has an exceptional undergraduate business school and an MBA program that have the potential to provide business-related research and internships to the park’s businesses. Another member is NWTC, which could contribute important services to park tenants through “fab lab” design assistance, product and process testing, and provision of introductory business management workshops – the latter are especially useful for entrepreneurial research scientists having little or no business background.

If promoting STEM (science, technology, engineering, and math) education to the region’s primary and secondary schools is of interest, research park sponsors should discuss the idea of creating an innovation discovery center that fires the imagination of young students while opening their eyes to new career opportunities. It would have the added benefit of demonstrating the cutting edge “coolness” of University of Wisconsin - Green Bay and other participating post-secondary schools to students, thus providing an additional recruitment tool.
**Technology Transfer Partners**

The WiSys Technology Foundation serves the patenting function for innovations developed at all UW system campuses, exclusive of University of Wisconsin - Madison and University of Wisconsin - Milwaukee. In addition, Medical College of Wisconsin has its own Office of Technology Development that may be tapped for support of innovations such as medical devices and life science processes. The Wisconsin Innovation Network has a chapter in northeast Wisconsin, providing a platform where technology entrepreneurs may network and learn about available strategies and resources. It is unfortunate that the Wisconsin Entrepreneurship Network (an entity of the UW-Extension Division of Entrepreneurship and Economic Development) no longer has a position located in northeast Wisconsin, for it had proved itself a strong partner to businesses seeking research dollars and market applications of locally-conducted research. However, a regional research park might provide the impetus to re-establish this position, budget permitting. Park sponsors should also seek a working relationship with the University of Wisconsin System’s Office of Corporate Relations, which often acts as an intermediary among faculty, their institutions, and private sector interests. The Institute for Entrepreneurship and Innovation is a local offspring of the University of Wisconsin - Green Bay Foundations, which seeks to capitalize regionally on innovations that help create new businesses.
Brown County Research and Business Park Development Financing and Grant Opportunities

This section of this report identifies several finance opportunities that immediately present themselves for the development of the Brown County Research and Business Park. Although this summary is not exhaustive, it is intended to introduce the typical economic development tools such as Tax Increment Financing as well as a variety of state and federal grant resources that may be available for the development of the Brown County Research and Business Park and for financing businesses recruited to the park. Other Wisconsin research and business parks have used Build America Bonds (which Congress failed to extend past 2010), Economic Development Administration grants, and private capital from investor-owned power utilities to capitalize park and incubator/accelerator construction. While revenue from the sale and ground leases of private building sites would improve the park’s cash flow over time, they could not be counted upon during the earliest stage of park development to cover finance costs. University of Wisconsin - Green Bay could seek park development support from various foundations and private donors within its network. Funding assistance from State of Wisconsin sources should be pursued, including those programs under the direction of WEDC, WHEDA, and the Board of Commissioners of Public Lands.

Tax Increment Financing

The anticipated primary mechanism for financing infrastructure and improvements would be through the use of tax increment financing (TIF) under 66.1105 Wis. Stats. TIF is a financing tool that allows municipalities to invest in infrastructure and other improvements within areas identified as tax incremental districts (TIDs) by capturing property tax revenue from within the TIDs that would ordinarily be collected by municipalities, schools, counties, and technical college districts. As property values rise, the property taxes paid for private developments within the TIDs are used to make bond payments for the project costs. After the costs of the projects are paid off, the TID is closed and the value of all the new development gets shared by the municipality, school district, county, and technical college as it does for other property.

In order to use TIF for the proposed Brown County Research and Business Park, the county will need to partner with the City of Green Bay since the statutory authority to use TIF is limited to cities and villages. Using the authority from 66.035 Wis. Stats., Brown County would enter into a Municipal Revenue Sharing Agreement with the City of Green Bay to enable Brown County to finance the development of infrastructure through the issuance of bonds upon the city agreeing to pledge the tax increment revenues for bond repayment.

Wisconsin Economic Development Corporation

Community Development Block Grant – Economic Development

WEDC, with oversight from the WDOA, markets the Community Development Block Grant (CDBG) program in the State of Wisconsin. CDBG funding is administered by the U.S. Department of Housing and Urban Development for the development of viable communities through the provision of decent
housing, a sustainable living environment, and the expansion of economic opportunities, all principally for the benefit of low- to moderate-income persons. The specific category applicable to infrastructure development is the CDBG – Public Facilities for Economic Development (CDBG-PFED). CDBG-PFED funds are available to local governments to increase the capacity of local infrastructure systems when project implementation will result in full-time job creation or retention and local business investment.

CDBG funds from the State of Wisconsin may typically be used only in non-entitlement communities, which are generally cities with less than 50,000 in population or counties with populations less than 250,000 residents, exclusive of entitlement cities. There are limited exceptions when a proposed project will have a regional impact benefitting low- to moderate-income persons. Considering the regional nature of the proposed research and business park, additional discussions regarding CDBG eligibility should continue among Brown County, WEDC, and WDOA.

**Capacity Building (CAP) Grants**

CAP Grant funds can assist Brown County in furthering the efforts of the WEDC network within the state. The primary uses of these funds are for assessments of economic competitiveness and to support strategies that will benefit organizations for member development, education/skill development, or to increase collaboration with other organizations. It is anticipated that this funding source can be used to build and facilitate the cooperative relationships between Brown County, the City of Green Bay, the University of Wisconsin - Green Bay, Advance, and WEDC as well as local business leaders and other private corporations and utilities such as Wisconsin Public Service.

**U.S. Economic Development Administration (EDA)**

The EDA’s mission is to lead the federal economic development agenda by promoting innovation and competitiveness, and preparing American regions for economic growth and success in the worldwide economy. EDA fulfills this mission through strategic investments and partnerships that create the regional economic ecosystems required to foster globally competitive regions throughout the United States. Under the Economic Development Assistance Programs (EDAP), EDA provides construction, non-construction, and revolving loan fund investments under the Public Works and Economic Adjustment Assistance Programs. Grants made under these programs leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America’s ability to compete in the global marketplace. In order to be considered for funding by EDA, the specific project must be listed in a Comprehensive Economic Development Strategy (CEDS) document, which is compiled by the Bay-Lake Regional Planning Commission. EDA funds generally require a $1 for $1 match from the local unit of government. Infrastructure development for the research and business park should be placed in the CEDS document at the next opportunity.
Wisconsin Department of Transportation (WisDOT)

Transportation Facilities for Economic Assistance and Development (TEA) Program

The goal of the TEA program is to “...attract and retain business firms in Wisconsin and thus create or retain jobs.” The program provides state grant funds for road, rail, harbor, and airport improvements that are essential to economic development projects. TEA awards grants that are the lesser of either 50 percent of the total eligible project costs or $5,000 per each job created or retained for a minimum seven-year period up to a maximum grant of $1,000,000. Cost shares are typically 50 percent from WisDOT and 50 percent any combination of local government and private business funding. The business development cannot be speculative, and the local community must guarantee that the number of jobs anticipated from the proposed transportation improvement will materialize in three years and be retained for an additional four years.

Business Financing Opportunities

In addition to financing physical infrastructure, there are a number of programs geared toward assisting new businesses to establish themselves and existing businesses to grow.

Seed Accelerator and Capital Catalyst Programs

The Seed Accelerator and Capital Catalyst Programs are housed in the WEDC, and they support high-potential entrepreneurs and businesses as they start and grow.

- **Seed Accelerator Program:** Aimed at increasing the number of start-ups in the state by providing matching funds to communities and partners to establish business model programs to assist entrepreneurs in taking ideas to company formation. These local entrepreneurship programs will provide participants with tools and guidance to start new businesses, such as mentorship, business planning, and networking with key contacts and potential investors.

- **Capital Catalyst Program:** Provides access to financing for entrepreneurs who have successfully completed an accelerator program. WEDC has already made investments with local partners through this program, including the Innovation Fund of Western Wisconsin in Eau Claire and the Whitewater Community Development Authority, which was announced in March of 2013.

Wisconsin Economic Development Corporation Marketing Program

WEDC’s marketing program promotes Wisconsin as a great place to do business. WEDC marketing focuses on attracting businesses, promoting investment opportunities in Wisconsin, and improving perceptions about doing business in Wisconsin.

VETTransfer Grant

VETTransfer is a business accelerator for U.S. Veterans looking to start their own businesses. VETTransfer must use at least $300,000 to increase the amount of seed funding available to provide grants to Wisconsin veteran-owned start-ups.
**Economic Development Tax Credit**

This tax credit is aimed at encouraging businesses to make capital investments, expand and retain jobs, invest in job training, and locate or retain their corporate headquarters in Wisconsin.

**Angel Investment Tax Credit**

This tax credit program is focused on encouraging private investment in start-up companies.
Development Cost Estimates for the Brown County Research and Business Park

Utility and Improvement Costs

This study used utility construction and improvement costs from recent bids associated with actual development projects to estimate development costs for the proposed Brown County Research and Business Park. The project can also be completed in phases in order to improve the project’s cash flow. The infrastructure cost estimates and information sources are shown in Figure 25.

Figure 25: Brown County Research and Business Park Infrastructure Cost Estimates

<table>
<thead>
<tr>
<th>Transportation Improvements:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Road Pavement (7,068')</td>
<td>$1,554,960.00</td>
</tr>
<tr>
<td>Sidewalks (both sides of interior streets)</td>
<td>$254,448.00</td>
</tr>
<tr>
<td>Sidewalks (one side of exterior streets)</td>
<td>$174,312.00</td>
</tr>
<tr>
<td>Trails (6,080 feet of crushed limestone trails)</td>
<td>$54,720.00</td>
</tr>
<tr>
<td>One roundabout</td>
<td>$500,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilities:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanitary Sewer</td>
<td>$551,304.00</td>
</tr>
<tr>
<td>Water</td>
<td>$367,536.00</td>
</tr>
<tr>
<td>Storm Sewer (north-south streets only 1,285')</td>
<td>$107,940.00</td>
</tr>
<tr>
<td>Fiber Optic (along all streets)</td>
<td>$106,020.00</td>
</tr>
<tr>
<td>6&quot; Sanitary Stub (one stub per 200')</td>
<td>$51,243.00</td>
</tr>
<tr>
<td>12&quot; Storm Stub (one stub per 200')</td>
<td>$51,243.00</td>
</tr>
<tr>
<td>1&quot; Water Stub (one stub per 200')</td>
<td>$19,437.00</td>
</tr>
<tr>
<td>Storm Water Pond (2.79 acres)</td>
<td>$11,160.00</td>
</tr>
<tr>
<td>Swales on both sides of E-W street (assuming 15' swale widths)</td>
<td>$15,920.00</td>
</tr>
<tr>
<td>WPS Electric and Gas</td>
<td>$400,000.00</td>
</tr>
<tr>
<td>Street Lights (one light / 250 l.f. both sides of street)</td>
<td>$224,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Landscaping:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Street Tree Plantings (100 trees)</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Entrance Landscaping (3 entrances)</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Entrance Monument Signs (3 entrances)</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Banners (28 light poles)</td>
<td>$8,400.00</td>
</tr>
</tbody>
</table>

Sub-total:                              |
Infrastructure subtotal:                | $4,484,643.00 |
Engineering, Design, incidentals (20%) | $896,928.60   |

Total Estimated Cost:                   | **$5,381,571.60** |

Sources: Streets, Sewer, Water and Storm Water - City of Green Bay Public Works; Sidewalks - Village of Howard; Fiber Optics - Brown County Information Services Department; Roundabouts - Brown County Planning Commission; Trails - Brown County Department of Public Works; Landscaping & Streetscaping - Town of Ledgeview.
Demolition of MHC Campus Buildings

At its meeting of May 15, 2013, the Brown County Board approved a bid of $119,100 for lead and asbestos abatement for the MHC campus buildings. The County Board also approved the use of $411,440 for demolition of the MHC building and boiler house in the winter of 2013/2014. Additionally, the Brown County Public Works Department – Facilities Division indicated that two metal storage buildings would need to be constructed at a cost of $160,000 to replace storage presently provided for the Sherriff’s office in the former MHC barn building and a metal storage structure used by the Public Works Department – Facilities Division for lawn maintenance equipment.

Total demolition and construction costs were reduced by $190,540 because of the anticipated savings associated with recycling the crushed aggregate material from the demolition and using it for future county highway projects. With this savings, the total demolition costs for the project were estimated to be $500,000 by the Brown County Public Works Department – Facilities Division, and this was the budget that was presented to and approved by the Brown County Board. The project’s demolition budget is summarized in Figure 26 below.

**Figure 26: Brown County MHC Campus Demolition Budget**

<table>
<thead>
<tr>
<th>Demolition Budget 2013/2014</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MHC Campus Buildings</td>
<td>$411,440</td>
</tr>
<tr>
<td>Lead and Asbestos Abatement</td>
<td>$119,100</td>
</tr>
<tr>
<td>2 Replacement Storage Structures</td>
<td>$160,000</td>
</tr>
<tr>
<td>Savings/Revenue From Recycled Materials</td>
<td>$(190,540)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$500,000</strong></td>
</tr>
</tbody>
</table>

Source: Brown County Public Works Department – Facilities Division.

**Total Development Cost Estimate**

After the infrastructure and demolition cost estimates are combined, the total cost of developing the Brown County Research and Business Park is estimated to be $5,881,571. The total development cost estimate is shown in Figure 27 below.

**Figure 27: Brown County Research and Business Park Total Development Cost Estimate**

<table>
<thead>
<tr>
<th>Total Development Cost Estimates</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure Cost Estimate</td>
<td>$5,381,571</td>
</tr>
<tr>
<td>MHC Campus Building Demolition Cost</td>
<td>$500,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,881,571</strong></td>
</tr>
</tbody>
</table>
Development Revenue Projections for the Brown County Research and Business Park

Projection of Land Sale Revenues

On April 16, 2011, J-H Appraisals, LLC appraised the vacant land associated with the former Brown County MHC campus at $50,000 per acre. However, it is anticipated that with the installation of improvements and infrastructure for the Research and Business Park, the land value will increase significantly and be consistent with other business parks in Brown County.

The GRAEF Consultants analysis of the past 12 years of Northeast Wisconsin land sales for businesses that were likely to consider locating in the Brown County Research and Business Park calculated a median land sale price of $79,850 per acre. Based on the Design Concept Plan that is presented earlier in this report, it is anticipated that the Brown County Research and Business Park will have a total of 143.7 acres of land subdivided for sale.

The first anticipated sale is 8 acres at $50,000 per acre to Cardinal Capital Management, Inc. for the 52-unit veterans’ housing project. The projected sale price then increases by a 1 percent annual inflation rate over the $50,000 per acre price to project the cash flow of the Brown County Research and Business Park. The analysis assumes annual sales of 7.14 acres of land, which is 14 percent of the average annual Industrial/Business Park land sales in Brown County over the past six years. Using these assumptions, the Brown County Research and Business Park is projected to generate $7,903,784 in total land sales revenue over the next 20 years. The 20-year cash flow for this project is summarized in Figure 28.
Figure 28: Brown County Research and Business Park Land Sales Cash Flow Analysis

<table>
<thead>
<tr>
<th>Revenue Year</th>
<th>Projected Acres Sold</th>
<th>Per Acre Price</th>
<th>Annual Sales Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>8</td>
<td>$50,000.00</td>
<td>$400,000</td>
</tr>
<tr>
<td>2014</td>
<td>7.14</td>
<td>$50,500.00</td>
<td>$360,570</td>
</tr>
<tr>
<td>2015</td>
<td>7.14</td>
<td>$51,005.00</td>
<td>$364,176</td>
</tr>
<tr>
<td>2016</td>
<td>7.14</td>
<td>$51,515.05</td>
<td>$367,817</td>
</tr>
<tr>
<td>2017</td>
<td>7.14</td>
<td>$52,030.20</td>
<td>$371,496</td>
</tr>
<tr>
<td>2018</td>
<td>7.14</td>
<td>$52,550.50</td>
<td>$375,211</td>
</tr>
<tr>
<td>2019</td>
<td>7.14</td>
<td>$53,076.01</td>
<td>$378,963</td>
</tr>
<tr>
<td>2020</td>
<td>7.14</td>
<td>$53,606.77</td>
<td>$382,752</td>
</tr>
<tr>
<td>2021</td>
<td>7.14</td>
<td>$54,142.84</td>
<td>$386,580</td>
</tr>
<tr>
<td>2022</td>
<td>7.14</td>
<td>$54,684.26</td>
<td>$390,446</td>
</tr>
<tr>
<td>2023</td>
<td>7.14</td>
<td>$55,231.11</td>
<td>$394,350</td>
</tr>
<tr>
<td>2024</td>
<td>7.14</td>
<td>$55,783.42</td>
<td>$398,294</td>
</tr>
<tr>
<td>2025</td>
<td>7.14</td>
<td>$56,341.25</td>
<td>$402,277</td>
</tr>
<tr>
<td>2026</td>
<td>7.14</td>
<td>$56,904.66</td>
<td>$406,299</td>
</tr>
<tr>
<td>2027</td>
<td>7.14</td>
<td>$57,473.71</td>
<td>$410,362</td>
</tr>
<tr>
<td>2028</td>
<td>7.14</td>
<td>$58,048.45</td>
<td>$414,466</td>
</tr>
<tr>
<td>2029</td>
<td>7.14</td>
<td>$58,628.93</td>
<td>$418,611</td>
</tr>
<tr>
<td>2030</td>
<td>7.14</td>
<td>$59,215.22</td>
<td>$422,797</td>
</tr>
<tr>
<td>2031</td>
<td>7.14</td>
<td>$59,807.37</td>
<td>$427,025</td>
</tr>
<tr>
<td>2032</td>
<td>7.14</td>
<td>$60,405.45</td>
<td>$431,295</td>
</tr>
<tr>
<td></td>
<td>143.7</td>
<td></td>
<td>7,903,784</td>
</tr>
</tbody>
</table>

Projection of Tax Increment Revenue

As indicated previously in this study, it is proposed that Brown County work through a shared revenue agreement with the City of Green Bay to develop a Tax Increment Finance district to repay bond debt to cover the previously-identified $5,881,571 of development costs for the Brown County Research and Business Park.

To project the anticipated increase in valuation from development within the Brown County Research and Business Park, an analysis of the assessed valuations within three existing business parks in Brown County was completed. These three business parks were chosen because it was believed that they most closely reflect the types of businesses that are expected to locate within the proposed Brown County Research and Business Park. The three parks are:

- The Village of Howard AMS/Lancaster Creek Business Park
- The City of De Pere West Business Center
- The City of Green Bay I-43 Business Center
Nineteen businesses from the three business parks were analyzed. Figure 29 identifies the total assessed valuation, acres, 2012 taxes paid, valuation per acre, and property tax revenue per acre for each of the 19 businesses.

**Figure 29: Financial Analysis of Types of Businesses that are Expected to Locate in the Brown County Research and Business Park**

<table>
<thead>
<tr>
<th>Business</th>
<th>Total Assessed Valuation</th>
<th>Acres</th>
<th>2012 Property Taxes Paid</th>
<th>Valuation/Acre</th>
<th>Property Tax Revenue/Acre</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AMS/Lancaster Creek Business Park:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wipfli</td>
<td>$3,381,100</td>
<td>6.333</td>
<td>$56,932</td>
<td>$533,885.99</td>
<td>$8,989.74</td>
</tr>
<tr>
<td>ITT</td>
<td>$2,586,600</td>
<td>5.87</td>
<td>$21,770</td>
<td>$440,647.36</td>
<td>$3,708.69</td>
</tr>
<tr>
<td>Zieman Properties - Office</td>
<td>$2,372,058</td>
<td>1.605</td>
<td>$16,537</td>
<td>$1,477,917.76</td>
<td>$10,303.43</td>
</tr>
<tr>
<td>Pack Building Co - Office</td>
<td>$504,800</td>
<td>1.235</td>
<td>$8,446</td>
<td>$408,744.94</td>
<td>$6,838.87</td>
</tr>
<tr>
<td>Johnson Bank</td>
<td>$861,200</td>
<td>2.69</td>
<td>$7,227</td>
<td>$320,148.70</td>
<td>$2,686.62</td>
</tr>
<tr>
<td>United Health</td>
<td>$34,304,000</td>
<td>41.02</td>
<td>$578,207</td>
<td>$320,148.70</td>
<td>$2,686.62</td>
</tr>
<tr>
<td>WB Investors - Office</td>
<td>$1,024,100</td>
<td>2.196</td>
<td>$17,200</td>
<td>$466,347.91</td>
<td>$7,832.42</td>
</tr>
<tr>
<td>G2B LLC - Office</td>
<td>$834,500</td>
<td>1.395</td>
<td>$14,005</td>
<td>$598,207.89</td>
<td>$10,039.43</td>
</tr>
<tr>
<td><strong>De Pere - West Business Center:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employers Health</td>
<td>$27,784,700</td>
<td>56.881</td>
<td>$626,778</td>
<td>$488,470.67</td>
<td>$11,019.11</td>
</tr>
<tr>
<td>Nicolet Real Estate &amp; Investment</td>
<td>$2,050,700</td>
<td>3.447</td>
<td>$46,401</td>
<td>$594,923.12</td>
<td>$13,461.27</td>
</tr>
<tr>
<td><strong>I-43 Business Center:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Bay Venture (AECOM)</td>
<td>$3,645,300</td>
<td>8.215</td>
<td>$84,203</td>
<td>$443,737.07</td>
<td>$10,249.91</td>
</tr>
<tr>
<td>Enzymatic Therapy</td>
<td>$7,573,700</td>
<td>10.094</td>
<td>$175,019</td>
<td>$750,317.02</td>
<td>$17,338.91</td>
</tr>
<tr>
<td>Prevea Clinic</td>
<td>$4,469,100</td>
<td>5.079</td>
<td>$103,248</td>
<td>$879,917.31</td>
<td>$20,328.41</td>
</tr>
<tr>
<td>HC Miller Co</td>
<td>$2,336,700</td>
<td>5.848</td>
<td>$53,951</td>
<td>$399,572.50</td>
<td>$9,225.55</td>
</tr>
<tr>
<td>Aurora Sports Medicine</td>
<td>$11,049,200</td>
<td>19.221</td>
<td>$255,366</td>
<td>$574,850.42</td>
<td>$13,285.78</td>
</tr>
<tr>
<td>Lake Paulson, IIC - Office</td>
<td>$879,600</td>
<td>2.614</td>
<td>$20,266</td>
<td>$336,495.79</td>
<td>$7,752.87</td>
</tr>
<tr>
<td>Global Optics</td>
<td>$1,135,400</td>
<td>2.489</td>
<td>$26,179</td>
<td>$456,167.14</td>
<td>$10,517.88</td>
</tr>
<tr>
<td>LNRE Partners LLC</td>
<td>$1,537,400</td>
<td>4.329</td>
<td>$35,472</td>
<td>$355,139.76</td>
<td>$8,194.04</td>
</tr>
<tr>
<td>American Flexpack Properties</td>
<td>$3,051,500</td>
<td>6</td>
<td>$70,476</td>
<td>$508,583.33</td>
<td>$11,746.00</td>
</tr>
<tr>
<td></td>
<td>Median</td>
<td></td>
<td>Median</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$488,470</td>
<td></td>
<td>$10,250</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The analysis found that the median 2012 valuation per acre was $488,470 and the median property tax revenue per acre was $10,250 for the 19 businesses. If these median valuations are applied, 7.14 acres develop each year over the next 20 years, and the assumed City of Green Bay’s tax rate of $23.30 per thousand of assessed valuation is used, it is projected that the Brown County Research and Business
Park would realize an annual tax increment revenue increase of $81,263. The projected annual tax increment revenue is shown in Figure 30.

**Projected Tax Increment Revenue**

Using the median valuation per acre of $488,470 multiplied by the projected 7.14 acres of development per year for 20 years, an annual valuation increase of $3,487,676 is projected for the Brown County Research and Business Park. Over the 20 year life of the tax increment district, the valuation increase is projected to generate the tax increment revenue shown in Figure 30.

**Figure 30: Projected Annual Valuation of and Tax Increment Revenue from the Brown County Research and Business Park**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value Date</th>
<th>Annual Valuation</th>
<th>Tax Rate</th>
<th>Tax Increment Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2015</td>
<td>$2,500,000</td>
<td>$23.30</td>
<td>$58,250</td>
</tr>
<tr>
<td>2</td>
<td>2016</td>
<td>$5,987,676</td>
<td>$23.30</td>
<td>$139,513</td>
</tr>
<tr>
<td>3</td>
<td>2017</td>
<td>$9,475,352</td>
<td>$23.30</td>
<td>$220,776</td>
</tr>
<tr>
<td>4</td>
<td>2018</td>
<td>$12,963,028</td>
<td>$23.30</td>
<td>$302,039</td>
</tr>
<tr>
<td>5</td>
<td>2019</td>
<td>$16,450,704</td>
<td>$23.30</td>
<td>$383,301</td>
</tr>
<tr>
<td>6</td>
<td>2020</td>
<td>$19,938,380</td>
<td>$23.30</td>
<td>$464,564</td>
</tr>
<tr>
<td>7</td>
<td>2021</td>
<td>$23,426,056</td>
<td>$23.30</td>
<td>$545,827</td>
</tr>
<tr>
<td>8</td>
<td>2022</td>
<td>$26,913,732</td>
<td>$23.30</td>
<td>$627,090</td>
</tr>
<tr>
<td>9</td>
<td>2023</td>
<td>$30,401,408</td>
<td>$23.30</td>
<td>$708,353</td>
</tr>
<tr>
<td>10</td>
<td>2024</td>
<td>$33,889,084</td>
<td>$23.30</td>
<td>$789,616</td>
</tr>
<tr>
<td>11</td>
<td>2025</td>
<td>$37,376,760</td>
<td>$23.30</td>
<td>$870,879</td>
</tr>
<tr>
<td>12</td>
<td>2026</td>
<td>$40,864,436</td>
<td>$23.30</td>
<td>$952,141</td>
</tr>
<tr>
<td>13</td>
<td>2027</td>
<td>$44,352,112</td>
<td>$23.30</td>
<td>$1,033,404</td>
</tr>
<tr>
<td>14</td>
<td>2028</td>
<td>$47,839,788</td>
<td>$23.30</td>
<td>$1,114,667</td>
</tr>
<tr>
<td>15</td>
<td>2029</td>
<td>$51,327,464</td>
<td>$23.30</td>
<td>$1,195,930</td>
</tr>
<tr>
<td>16</td>
<td>2030</td>
<td>$54,815,140</td>
<td>$23.30</td>
<td>$1,277,193</td>
</tr>
<tr>
<td>17</td>
<td>2031</td>
<td>$58,302,816</td>
<td>$23.30</td>
<td>$1,358,456</td>
</tr>
<tr>
<td>18</td>
<td>2032</td>
<td>$61,790,492</td>
<td>$23.30</td>
<td>$1,439,718</td>
</tr>
<tr>
<td>19</td>
<td>2033</td>
<td>$65,278,168</td>
<td>$23.30</td>
<td>$1,520,981</td>
</tr>
<tr>
<td>20</td>
<td>2034</td>
<td>$68,765,844</td>
<td>$23.30</td>
<td>$1,602,244</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td>$16,604,942</td>
</tr>
</tbody>
</table>

Staff is optimistic that the initial Cardinal Capital Management, Inc. veterans’ housing project will occur, and confirmation of this project is expected in October of 2013. Future projects within the Brown County Research and Business Park are speculative (based on the sales analysis of the three business parks), and no specific business prospect has been identified at this time.
**Cash Flow Analysis**

The following is a list of the major public improvement projects Brown County plans to complete within the Research and Business Park using tax increment funding. These improvements will mainly involve the extension of typical underground public utilities, including but not limited to electrical, gas, storm water management and conveyance systems, fiber optics, and sewer and water lines. Tax increment funding will also be used for curb and gutter, sidewalks, trails, landscaping, streetscaping, signage, and other elements of street projects. Additional costs directly or indirectly related to the project including administrative expenses, marketing and business grants, or incentives are considered “project costs” and are eligible to be funded with tax increment revenues generated within the proposed tax increment district.

The following list identifies the projects that are expected to be eligible for tax increment funding:

- Extension of sewer and water lines throughout the TID
- Construction of public roadways
- Construction of sidewalks and pedestrian facilities including trails
- Integrated signage and lighting
- Streetscape and entrance features
- Storm sewer and related storm water retention/detention facilities
- Improvements to and/or extension of existing local streets
- Demolition costs
- Environmental remediation costs
- Land acquisition costs
- Replacement building costs
- Administration/professional costs
- Promotion and marketing costs for the TID
- Organizational costs
- Cash grants and development incentive payments
- Finance costs
- Pedestrian bridge over STH 54/57

The projected costs associated with the TID for construction, improvements, and demolition are estimated to be $5,881,571, and with the anticipated debt service schedule an estimated total of $395,333 in principal and interest must be covered by the tax increment each year. While this analysis only identifies the hard costs for construction, improvements, and demolition, Brown County can consider capturing increment to pay for administrative/professional expenses as well as incentives to recruit businesses to the Research and Business Park.

Figure 31 reflects a positive cash flow for the project with the anticipated revenue from land sales and tax increment.
Figure 31: Cash Flow Analysis on $5,881,571 in Bond Debt

<table>
<thead>
<tr>
<th>Revenue Year</th>
<th>Tax Increment Revenue</th>
<th>Proceeds From Land Sales</th>
<th>Total Revenue</th>
<th>Annual Project Debt Payment*</th>
<th>Annual Cash Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2013</td>
<td>$0</td>
<td>$400,000</td>
<td>$0</td>
<td>$400,000</td>
</tr>
<tr>
<td>Year 2</td>
<td>2014</td>
<td>$0</td>
<td>$360,570</td>
<td>$0</td>
<td>$360,570</td>
</tr>
<tr>
<td>Year 3</td>
<td>2015</td>
<td>$58,250</td>
<td>$364,176</td>
<td>$422,426</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 4</td>
<td>2016</td>
<td>$139,513</td>
<td>$367,817</td>
<td>$507,330</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 5</td>
<td>2017</td>
<td>$220,776</td>
<td>$371,496</td>
<td>$592,271</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 6</td>
<td>2018</td>
<td>$302,039</td>
<td>$375,211</td>
<td>$677,249</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 7</td>
<td>2019</td>
<td>$383,301</td>
<td>$378,963</td>
<td>$762,264</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 8</td>
<td>2020</td>
<td>$464,564</td>
<td>$382,752</td>
<td>$847,317</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 9</td>
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<td>$545,827</td>
<td>$386,580</td>
<td>$932,407</td>
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</tr>
<tr>
<td>Year 10</td>
<td>2022</td>
<td>$627,090</td>
<td>$390,446</td>
<td>$1,017,536</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 11</td>
<td>2023</td>
<td>$708,353</td>
<td>$394,350</td>
<td>$1,102,703</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 12</td>
<td>2024</td>
<td>$789,616</td>
<td>$398,294</td>
<td>$1,187,909</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 13</td>
<td>2025</td>
<td>$870,879</td>
<td>$402,277</td>
<td>$1,273,155</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 14</td>
<td>2026</td>
<td>$952,141</td>
<td>$406,299</td>
<td>$1,358,441</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 15</td>
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<td>$1,033,404</td>
<td>$410,362</td>
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<td>$395,333</td>
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<tr>
<td>Year 16</td>
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<td>$1,114,667</td>
<td>$414,466</td>
<td>$1,529,133</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 17</td>
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<td>$1,195,930</td>
<td>$418,611</td>
<td>$1,614,540</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 18</td>
<td>2030</td>
<td>$1,277,193</td>
<td>$422,797</td>
<td>$1,699,989</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 19</td>
<td>2031</td>
<td>$1,358,456</td>
<td>$427,025</td>
<td>$1,785,480</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 20</td>
<td>2032</td>
<td>$1,439,718</td>
<td>$431,295</td>
<td>$1,871,013</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 21</td>
<td>2033</td>
<td>$1,520,981</td>
<td>$0</td>
<td>$1,520,981</td>
<td>$395,333</td>
</tr>
<tr>
<td>Year 22</td>
<td>2034</td>
<td>$1,602,244</td>
<td>$0</td>
<td>$1,602,244</td>
<td>$395,333</td>
</tr>
</tbody>
</table>

**TOTALS**

$16,604,942  $7,903,784  $24,508,726  $7,906,660  $16,602,066

* Assumes 20 equal annual payments at 3% interest.
Governance

For the Brown County Research and Business Park to succeed, it must have an effective organization for governance. The governance board’s leadership needs to include park champions who care deeply about the park’s mission, have succeeded in management and/or business, are well-connected within the business community, and have ties to the university. It is very important to enable the research and business park’s governance board to move at the speed of business when negotiating and approving land sales on behalf of Brown County.

The governance board itself needs to include a variety of professional skill sets, with representation from county and city government, the business community, the university, community leaders, economic development experts, finance professionals, and real estate representatives.

The governance organization needs to develop a leadership strategy that can provide:

- Fiduciary responsibility
- Continuity to the organization
- Selection and oversight of staff
- Adequate resources
- Advice and strategic support
- Client assistance and networking
- Assistance to build the resource base for grants and funding
- Assistance in closing deals

Brown County Industrial Development Corporation Governance Model

In 1994, Brown County established the Brown County Industrial Development Corporation under Wisconsin Non-stock Corporation law (Sec. 181, Wisconsin Statutes) and the Economic and Industrial Development law (Sec. 59.57, Wisconsin Statutes). The mission of the Brown County Industrial Development Corporation was to oversee the development of the Brown County Farm property as a technology park. The corporation was later dissolved when it was determined not to proceed with development of the technology park at that time.

The Brown County Industrial Development Corporation was similar to the Milwaukee County Research Park Corporation (MCRPC) that was created by the Milwaukee County Board of Supervisors in 1987 as a non-stock, not-for-profit, quasi-public corporation to manage the development of a research park in the City of Wauwatosa. The MCRPC approach has proven to be successful and has continued to this day. The MCRPC uses the proceeds from the sale or lease of land, tax disbursements, grants, and rent and fees from a business incubator to fund its operations.

Similar to the proposal for the Brown County Research and Business Park, the Milwaukee County Research Park infrastructure was funded through a development partnership between Milwaukee County, the City of Wauwatosa, and the MCRPC. Funding for the Milwaukee County Research Park was provided in part by tax incremental financing (TIF).
The MCRPC has a volunteer board of directors and a paid staff. The 15-member board is made up of representatives from business, academia, and government. Five members of the board are county supervisors, and the Milwaukee County Executive appoints the remaining 10 members (which include a representative of the City of Wauwatosa and the County Executive’s personal representative). The board is structured in a way that ensures that a majority of the members come from the private sector.

The fundamental approach that MCRPC has used to accomplish its mission has been to develop and sell land by acting as “broker/developer” for Milwaukee County. Land is available for acquisition in the Research Park by means of purchase or long-term lease. The Research Park Board of Directors has the authority to sell all of the land within the Research Park without going to the Milwaukee County Board of Supervisors for approval.

**Brown County Research and Business Park Governance Recommendation**

It is recommended that Brown County pursue development of a Brown County Industrial Development Corporation under Wisconsin Non-stock Corporation law (Sec. 181, Wisconsin Statutes) and the Economic and Industrial Development law (Sec. 59.57, Wisconsin Statutes). Specific bylaws for this corporation will be developed to support an adopted mission statement and strategic plan.
Marketing Plan

The Brown County Research and Business Park should be marketed with the following three purposes in mind:

- To enable university-business collaborations
- To attract more and better companies
- To ensure community (political) support

The story of the park’s value in supporting innovation is the message to pitch to firms that would value research support. A first line of strategic marketing should, therefore, be to approach existing industry cluster groups and specific firms within the Northeast Wisconsin region to make potential private business partners aware of the technologic problem-solving capabilities of the University of Wisconsin - Green Bay’s research efforts. The future of the research park is thus strongly connected to the research mission/vision of the university. The University of Wisconsin - Green Bay will need to clearly articulate this research mission/vision, perhaps by constructing a “case statement” to include with park marketing materials.

The second strategic marketing effort involves developing a comprehensive campaign for physically locating business start-ups and firm expansions in the park. The relationship of park sponsors with economic development professionals, real estate brokers, university alumni who own and manage businesses, and other well-connected officials is critical to building a network marketing approach. This effort should be supported by targeted and well-designed print and Internet promotional materials and by a 3-D conceptual plan, each of which tells the park’s story and captures the prestige of being located in this research/business park. A consistent message will need to be adopted by all marketing partners.

The third strategic marketing effort should seek to solidify community support so that neighborhoods, local governments, and institutions all help promote the park by word of mouth and through their own internal public relations efforts. This can be accomplished in part by University of Wisconsin – Green Bay-sponsored “open house” events at the park site, and by creating at least one public venue in the park where all stakeholders can gather and discuss the park’s mission of creating research-based innovation and jobs.

In summary, the Brown County Research and Business Park should have a written marketing plan that involves numerous players in the implementation of marketing strategies and tactics. A marketing budget and designation of a lead marketing person or agency will be needed to develop and implement the plan. It is not enough with this or any research/business park to assume that “if we build it they will come.”
Overall Assessment of Research and Business Park Feasibility/Conclusions

Brown County has an underutilized resource with 238 acres of undeveloped land (commonly referred to as the Brown County Farm) located on the northeast side of the City of Green Bay, adjacent to the University of Wisconsin – Green Bay and the new VA Clinic.

- The former Brown County Farm property includes several characteristics that are supportive of development as a research and business park including:
  - Good access to the area’s transportation network, including freeway interchanges, transit, and an international airport.
  - Proximity to the University of Wisconsin – Green Bay and the new VA clinic.
  - Easily extended utilities, including fiber optics.
  - Beautiful terrain with interesting environmental features and panoramic views.
- Brown County recognizes that in order for businesses in the “high-growth economy” to locate in Brown County, it is necessary to offer a location with the technological infrastructure, opportunities for collaboration, and sustainable development patterns so that these new economy businesses can develop, grow, and thrive. It is also recognized that it is just as critical that more traditional manufacturing businesses in Brown County have the capacity for continued research and development in order to continue to be competitive in a global market.
- Brown County is seeking public-private partnerships that will support an entrepreneurial center to service vital business needs by engaging students and leveraging faculty/staff expertise and local higher education resources such as the University of Wisconsin – Green Bay, Northeast Wisconsin Technical College (NWTC), Bellin College of Nursing, St. Norbert College, and the Medical College of Wisconsin’s Green Bay area program.
- Brown County wishes to create economic development partnership opportunities between the Wisconsin Economic Development Corporation (WEDC), Brown County, the City of Green Bay, and Advance, which is the economic development branch of the Green Bay Area Chamber of Commerce.
- Brown County has historically experienced steady population growth and a strong local economy. Additionally, Brown County has a higher percentage of residents who have earned Associates and Bachelor’s Degrees then the State of Wisconsin or the United States, but it has a slightly lower percentage of persons who have earned graduate and professional degrees. It is recognized that retaining and attracting individuals with higher education degrees is essential to continued reinvestment in local businesses and a strong local economy.
- Wisconsin presently has five successful research/business parks at various levels of maturity, but none of these parks are located in Northeast Wisconsin.
- Brown County Planning Commission staff determined that an average of 52.7 acres of land were sold or developed in business/industrial parks throughout Brown County each year between 2005 and 2011, and these sales continued to occur even as the state and country were experiencing a serious economic recession.
- A GRAEF Consulting evaluation of business development in Northeast Wisconsin that studied businesses that would have been good prospects for the proposed Brown County Research and
Business Park concluded that the median sale price was $79,850 per acre and resulted in a median valuation of $421,450 per acre.

- Brown County Planning Commission staff analyzed 19 businesses located in three established business parks that most closely reflect the types of businesses expected to locate in the proposed Brown County Research and Business Park, and staff found that the median 2012 valuation per acre was $488,470 and that the median property tax revenue per acre was $10,250 for the 19 businesses.

- Significant partnership opportunities exist for:
  - The development and financing of the Brown County Research and Business Park.
  - Access to programing and assets of the adjacent University of Wisconsin – Green Bay campus and other higher education institutions in Brown County.

- Tax Increment Financing through the City of Green Bay is anticipated to be the primary mechanism for financing improvements for the Brown County Research and Business Park. It is anticipated that a Municipal Revenue Sharing Agreement between Brown County and the City of Green Bay would be used to secure the TIF revenue stream for repayment of Brown County bonds.

- Additional grant resources may be available from WEDC, U.S. Economic Development Administration, and Wisconsin Department of Transportation.

- Brown County Planning Commission staff developed a design concept plan for the Brown County Research and Business Park that includes the necessary utility infrastructure, roads, pedestrian facilities, landscaping, streetscaping, monument signage, conservancy areas with trails, and other features.

- The design concept plan also identified 143.7 acres of developable property with 23 parcels ranging in size from 1.5 to 16.2 acres and an average parcel size of 6.25 acres. Additionally, 92 acres will be dedicated to street right-of-way, conservancy areas, and storm water management ponds. The site also identifies approximately 19 acres for a future Brown County government branch campus.

- Estimates for Brown County Research and Business Park utility and improvement costs totaled $5,381,571. With an additional $500,000 for demolition of the former Brown County MHC campus buildings, the total Research and Business Park development cost estimate is $5,881,571.

- Brown County has an accepted offer to purchase of approximately 8 acres of land from the Cardinal Capital Management, Inc., for a veterans’ housing project at $50,000 per acre for a total sale value of $400,000. The sale is conditioned upon WHEDA Housing Tax credits that are anticipated to be announced in October of 2013. This pending sale is important in that it creates an important lead sale that generates early land sale and tax increment revenue that can be counted on for the balance of the development project.

- Assuming a second year sale price of $50,000 per acre, a 1 percent annual inflation rate, and annual sales of 7.14 acres of land (which is 14 percent of the average Industrial/Business Park land sales in the county over the last six years), Brown County Planning Commission staff projected a total land sales revenue amount of $7,903,784 over the next 20 years.
• A Tax Increment Financing analysis for the Research and Business Park estimates that approximately $16,604,942 in increment revenue will be realized over a 20 year period.

• A cash flow analysis that combines revenues from land sales and tax increment concluded that more than enough revenue will be available to pay the annual bond payment of $395,333 to retire the anticipated $5,881,571 in bond debt. Sufficient revenue is also expected to be available to pay for administrative/professional expenses and for incentives to recruit businesses to the Research and Business Park.

• For the Brown County Research and Business Park to succeed, it must have an effective organization for governance. The governance board’s leadership needs to include park champions who care deeply about the park’s mission, have succeeded in management and/or business, are well-connected within the business community, and have ties to the university. It is very important to enable the research and business park’s governance board to move at the speed of business when negotiating and approving land sales on behalf of Brown County.

• Brown County should pursue the development of a Brown County Industrial Development Corporation under Wisconsin’s Non-stock Corporation law (Sec. 181, Wisconsin Statutes) and Wisconsin’s Economic and Industrial Development law (Sec. 59.57, Wisconsin Statutes). Specific bylaws for the corporation will need to be developed to support an adopted mission statement and strategic plan.

• The Brown County Research and Business Park should have a written marketing plan that involves numerous players in the implementation of marketing strategies and tactics. A marketing budget and the designation of a lead marketing person or agency will be needed to develop and implement the plan.

Based on the findings of this evaluation, it is recommended that Brown County pursue the development of the Brown County Research and Business Park by following the Recommended Action Plan that is presented in the next section of this report.
Recommended Action Plan

- Brown County action on the Brown County Research and Business Park Feasibility Study.
- Brown County and Green Bay action on the establishment of a revenue sharing agreement between the county and city.
- Brown County and Green Bay action on the establishment of a TIF district that includes the Research and Business Park site.
- Green Bay action on amending the Green Bay Comprehensive Plan to reflect the land uses shown in the Research and Business Park’s Design Concept Plan.
- Green Bay action on rezoning the site to allow the development of the land uses shown in the Research and Business Park’s Design Concept Plan.
- Development of detailed engineering specifications for streets, storm water management facilities, and other infrastructure.
- Green Bay action on the plat for the Research and Business Park.
- Brown County action on the inclusion of infrastructure projects in the county’s Capital Improvements Program (CIP).
- Brown County action on the establishment of the Research and Business Park’s governing structure, members, and bylaws.
- Brown County action on the establishment of a land sale approval process for the Research and Business Park.
- Brown County action on the marketing plan for the Research and Business Park.
- Raze MHC campus buildings and complete the veterans’ housing project.
Appendix 1: Demographic Data
### Brown County Historical Population Growth

![Population Growth Graph]


### Brown County Municipality Growth Trends Ranked by 2010 Census Population

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
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<td>C. Green Bay</td>
<td>62,888</td>
<td>87,809</td>
<td>87,899</td>
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<td>104,057</td>
<td>1.70%</td>
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</tr>
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<td>10,045</td>
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<td>14,892</td>
<td>16,594</td>
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<td>23,800</td>
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</tr>
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<td>V. Howard</td>
<td>3,485</td>
<td>4,911</td>
<td>8,240</td>
<td>9,847</td>
<td>17,399</td>
<td>17,399</td>
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<td>13,975</td>
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<tr>
<td>V. Suamico</td>
<td>2,073</td>
<td>2,830</td>
<td>4,003</td>
<td>5,214</td>
<td>11,346</td>
<td>14,570</td>
<td>30.62%</td>
<td>2,660</td>
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<tr>
<td>T. Hobart</td>
<td>1,109</td>
<td>1,365</td>
<td>1,535</td>
<td>1,586</td>
<td>6,555</td>
<td>94.92%</td>
<td>3,192</td>
<td></td>
</tr>
<tr>
<td>V. Lawrence</td>
<td>2,343</td>
<td>2,599</td>
<td>3,765</td>
<td>4,284</td>
<td>6,182</td>
<td>21.45%</td>
<td>1,092</td>
<td></td>
</tr>
<tr>
<td>T. Scott</td>
<td>1,869</td>
<td>1,969</td>
<td>1,929</td>
<td>2,044</td>
<td>3,545</td>
<td>-4.49%</td>
<td>-167</td>
<td></td>
</tr>
<tr>
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<td>1,540</td>
<td>1,717</td>
<td>1,875</td>
<td>2,000</td>
<td>3,321</td>
<td>10.22%</td>
<td>308</td>
<td></td>
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<tr>
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<td>840</td>
<td>1,020</td>
<td>1,169</td>
<td>1,262</td>
<td>2,676</td>
<td>38.37%</td>
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<tr>
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<td>1,273</td>
<td>1,647</td>
<td>2,219</td>
<td>2,165</td>
<td>2,608</td>
<td>7.19%</td>
<td>175</td>
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<tr>
<td>T. Wrightstown</td>
<td>1,301</td>
<td>1,463</td>
<td>1,705</td>
<td>2,013</td>
<td>2,221</td>
<td>10.33%</td>
<td>208</td>
<td></td>
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<tr>
<td>V. Denmark</td>
<td>1,106</td>
<td>1,364</td>
<td>1,475</td>
<td>1,612</td>
<td>2,123</td>
<td>8.43%</td>
<td>165</td>
<td></td>
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<td>886</td>
<td>958</td>
<td>1,106</td>
<td>1,292</td>
<td>2,035</td>
<td>14.84%</td>
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<tr>
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<td>777</td>
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<td>882</td>
<td>974</td>
<td>1,522</td>
<td>13.93%</td>
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<td>1,351</td>
<td>1,473</td>
<td>1,565</td>
<td>1,493</td>
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<td>1,188</td>
<td>1,203</td>
<td>1,420</td>
<td>1,370</td>
<td>1,541</td>
<td>3.98%</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>T. Holland</td>
<td>1,078</td>
<td>1,211</td>
<td>1,268</td>
<td>1,237</td>
<td>1,519</td>
<td>13.44%</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>T. Eaton</td>
<td>950</td>
<td>1,049</td>
<td>1,106</td>
<td>1,128</td>
<td>1,508</td>
<td>6.65%</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>T. Humboldt</td>
<td>908</td>
<td>1,101</td>
<td>1,281</td>
<td>1,334</td>
<td>1,311</td>
<td>-2.02%</td>
<td>-27</td>
<td></td>
</tr>
<tr>
<td>T. Glenmore</td>
<td>1,035</td>
<td>1,110</td>
<td>1,046</td>
<td>1,057</td>
<td>1,135</td>
<td>-4.38%</td>
<td>-52</td>
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<tr>
<td>Brown County</td>
<td>112,837</td>
<td>158,244</td>
<td>175,280</td>
<td>194,594</td>
<td>226,778</td>
<td>248,007</td>
<td>9.36%</td>
<td>21,229</td>
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</table>

Source: U.S. Census Bureau, 1960-2010.

## Brown County Municipality Growth Trends Ranked by Projected Numeric Change

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
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<tbody>
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<td>V. Bellevue</td>
<td>11,828</td>
<td>14,570</td>
<td>18,229</td>
<td>20,355</td>
<td>22,394</td>
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<td>102,313</td>
<td>104,057</td>
<td>108,481</td>
<td>110,899</td>
<td>112,879</td>
<td>114,313</td>
<td>12,000</td>
</tr>
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<td>V. Howard</td>
<td>13,546</td>
<td>17,399</td>
<td>19,050</td>
<td>20,837</td>
<td>22,538</td>
<td>24,116</td>
<td>10,570</td>
</tr>
<tr>
<td>C. De Pere</td>
<td>20,559</td>
<td>23,800</td>
<td>25,805</td>
<td>27,578</td>
<td>29,237</td>
<td>30,742</td>
<td>10,183</td>
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<tr>
<td>V. Suamico</td>
<td>8,686</td>
<td>11,346</td>
<td>13,950</td>
<td>15,639</td>
<td>17,261</td>
<td>18,786</td>
<td>10,100</td>
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<td>T. Ledgeview</td>
<td>3,363</td>
<td>6,555</td>
<td>6,131</td>
<td>6,894</td>
<td>7,627</td>
<td>8,319</td>
<td>4,956</td>
</tr>
<tr>
<td>V. Hobart</td>
<td>5,090</td>
<td>6,182</td>
<td>6,624</td>
<td>7,104</td>
<td>7,557</td>
<td>7,969</td>
<td>2,879</td>
</tr>
<tr>
<td>T. Lawrence</td>
<td>1,548</td>
<td>4,284</td>
<td>3,220</td>
<td>3,620</td>
<td>4,005</td>
<td>4,367</td>
<td>2,819</td>
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<tr>
<td>V. Wrightstown</td>
<td>1,934</td>
<td>2,676</td>
<td>3,011</td>
<td>3,350</td>
<td>3,675</td>
<td>3,979</td>
<td>2,045</td>
</tr>
<tr>
<td>T. Scott</td>
<td>3,712</td>
<td>3,545</td>
<td>4,359</td>
<td>4,769</td>
<td>5,160</td>
<td>5,522</td>
<td>1,810</td>
</tr>
<tr>
<td>V. Ashwaubenon</td>
<td>17,634</td>
<td>16,963</td>
<td>18,366</td>
<td>18,761</td>
<td>19,082</td>
<td>19,312</td>
<td>1,678</td>
</tr>
<tr>
<td>V. Pulaski</td>
<td>3,013</td>
<td>3,321</td>
<td>3,842</td>
<td>4,141</td>
<td>4,422</td>
<td>4,681</td>
<td>1,668</td>
</tr>
<tr>
<td>T. Green Bay</td>
<td>1,772</td>
<td>2,035</td>
<td>2,278</td>
<td>2,456</td>
<td>2,625</td>
<td>2,779</td>
<td>1,007</td>
</tr>
<tr>
<td>T. Rockland</td>
<td>1,522</td>
<td>1,734</td>
<td>1,996</td>
<td>2,167</td>
<td>2,329</td>
<td>2,479</td>
<td>957</td>
</tr>
<tr>
<td>T. Wrightstown</td>
<td>2,013</td>
<td>2,221</td>
<td>2,326</td>
<td>2,609</td>
<td>2,739</td>
<td>2,856</td>
<td>843</td>
</tr>
<tr>
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<td>1,414</td>
<td>1,508</td>
<td>1,790</td>
<td>1,913</td>
<td>2,027</td>
<td>2,132</td>
<td>718</td>
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<td>T. Pittsfield</td>
<td>2,433</td>
<td>2,608</td>
<td>2,804</td>
<td>2,920</td>
<td>3,024</td>
<td>3,112</td>
<td>679</td>
</tr>
<tr>
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<td>1,958</td>
<td>2,123</td>
<td>2,256</td>
<td>2,377</td>
<td>2,488</td>
<td>2,587</td>
<td>629</td>
</tr>
<tr>
<td>T. Holland</td>
<td>1,339</td>
<td>1,519</td>
<td>1,595</td>
<td>1,668</td>
<td>1,736</td>
<td>1,795</td>
<td>456</td>
</tr>
<tr>
<td>V. Allouez</td>
<td>15,443</td>
<td>13,975</td>
<td>15,611</td>
<td>15,747</td>
<td>15,822</td>
<td>15,823</td>
<td>380</td>
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<tr>
<td>T. Humboldt</td>
<td>1,338</td>
<td>1,311</td>
<td>1,538</td>
<td>1,592</td>
<td>1,640</td>
<td>1,680</td>
<td>342</td>
</tr>
<tr>
<td>T. New Denmark</td>
<td>1,482</td>
<td>1,541</td>
<td>1,676</td>
<td>1,726</td>
<td>1,770</td>
<td>1,806</td>
<td>324</td>
</tr>
<tr>
<td>T. Glenmore</td>
<td>1,187</td>
<td>1,135</td>
<td>1,362</td>
<td>1,419</td>
<td>1,471</td>
<td>1,515</td>
<td>328</td>
</tr>
<tr>
<td>T. Morrison</td>
<td>1,651</td>
<td>1,599</td>
<td>1,813</td>
<td>1,868</td>
<td>1,915</td>
<td>1,953</td>
<td>302</td>
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<tr>
<td>Brown County</td>
<td>226,778</td>
<td>248,007</td>
<td>268,113</td>
<td>282,409</td>
<td>295,423</td>
<td>306,931</td>
<td>80,153</td>
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</table>

Source: U.S. Census Bureau, 2011; Wisconsin Department of Administration, 2011; Brown County Planning Commission, 2013.

* In some instances the 2015 Wisconsin Department of Administration estimates are lower than the 2010 U.S. Census total. This is due to the WDOA population projections being completed in 2008, prior to the 2010 Census. Updated WDOA projections are anticipated in 2013.
Educational Attainment of Residents 25 Years of Age and Older

Industry Projections for Bay Area Workforce Development Area, 2008-2018

<table>
<thead>
<tr>
<th>Industry Title</th>
<th>2008 Estimate</th>
<th>2018 Projected</th>
<th>Numeric Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Non-Farm Employment</td>
<td>313,780</td>
<td>320,280</td>
<td>6,500</td>
<td>2.1%</td>
</tr>
<tr>
<td>Education and Health Services (Including state and local government)</td>
<td>56,050</td>
<td>63,650</td>
<td>7,600</td>
<td>13.6%</td>
</tr>
<tr>
<td>Educational Services (Including state and local government)</td>
<td>20,130</td>
<td>20,400</td>
<td>270</td>
<td>1.3%</td>
</tr>
<tr>
<td>Hospitals (Including state and local government)</td>
<td>11,990</td>
<td>13,510</td>
<td>1,520</td>
<td>12.6%</td>
</tr>
<tr>
<td>Information/Professional Services/Other Services</td>
<td>43,300</td>
<td>46,780</td>
<td>3,480</td>
<td>8.0%</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>29,710</td>
<td>31,460</td>
<td>1,750</td>
<td>5.9%</td>
</tr>
<tr>
<td>Construction/Mining/Natural Resources</td>
<td>13,480</td>
<td>14,140</td>
<td>650</td>
<td>4.8%</td>
</tr>
<tr>
<td>Government (Excluding USPS, state and local government, education, and hospitals)</td>
<td>18,730</td>
<td>19,330</td>
<td>600</td>
<td>3.2%</td>
</tr>
<tr>
<td>Transportation and Utilities (Including U.S. Postal Service)</td>
<td>16,740</td>
<td>17,130</td>
<td>390</td>
<td>2.3%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>17,020</td>
<td>17,370</td>
<td>350</td>
<td>2.1%</td>
</tr>
<tr>
<td>Trade</td>
<td>43,530</td>
<td>43,400</td>
<td>-130</td>
<td>-0.3%</td>
</tr>
<tr>
<td>General Merchandise Stores</td>
<td>7,770</td>
<td>8,110</td>
<td>340</td>
<td>4.4%</td>
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<tr>
<td>Manufacturing</td>
<td>75,220</td>
<td>67,030</td>
<td>-8,190</td>
<td>-10.9%</td>
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<tr>
<td>Fabricated Metal Product Manufacturing</td>
<td>15,570</td>
<td>14,020</td>
<td>-1,550</td>
<td>-10.0%</td>
</tr>
<tr>
<td>Food Manufacturing</td>
<td>11,160</td>
<td>11,170</td>
<td>10</td>
<td>0.1%</td>
</tr>
<tr>
<td>Paper Manufacturing</td>
<td>9,110</td>
<td>8,280</td>
<td>-830</td>
<td>-9.1%</td>
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<tr>
<td>Machinery Manufacturing</td>
<td>7,190</td>
<td>6,900</td>
<td>-290</td>
<td>-4.0%</td>
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</table>

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, April, 2011.

<table>
<thead>
<tr>
<th>Occupational Title</th>
<th>Estimated Employment</th>
<th>2008</th>
<th>2018</th>
<th>Numeric Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total, All Occupations</td>
<td>313,780</td>
<td>320,280</td>
<td>6,500</td>
<td>2.1%</td>
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<tr>
<td>Healthcare Support Occupations</td>
<td>9,740</td>
<td>11,840</td>
<td>2,100</td>
<td>21.6%</td>
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</tr>
<tr>
<td>Personal Care and Service Occupations</td>
<td>9,300</td>
<td>11,080</td>
<td>1,780</td>
<td>19.1%</td>
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</tr>
<tr>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>15,340</td>
<td>17,840</td>
<td>2,500</td>
<td>16.3%</td>
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</tr>
<tr>
<td>Community and Social Services Occupinations</td>
<td>3,220</td>
<td>3,670</td>
<td>450</td>
<td>14.0%</td>
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<tr>
<td>Computer and Mathematical Occupations</td>
<td>5,250</td>
<td>5,690</td>
<td>440</td>
<td>8.4%</td>
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<tr>
<td>Protective Service Occupations</td>
<td>7,170</td>
<td>7,720</td>
<td>550</td>
<td>7.7%</td>
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<tr>
<td>Business and Financial Operations and Support</td>
<td>13,230</td>
<td>14,230</td>
<td>1,000</td>
<td>7.6%</td>
<td></td>
</tr>
<tr>
<td>Food Preparation and Serving Related Occupations</td>
<td>26,810</td>
<td>28,590</td>
<td>1,780</td>
<td>6.6%</td>
<td></td>
</tr>
<tr>
<td>Life, Physical, and Social Science Occupations</td>
<td>2,520</td>
<td>2,680</td>
<td>160</td>
<td>6.3%</td>
<td></td>
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<tr>
<td>Education, Training, and Library Occupations</td>
<td>14,120</td>
<td>14,760</td>
<td>640</td>
<td>4.5%</td>
<td></td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports, and Media Occupations</td>
<td>3,780</td>
<td>3,940</td>
<td>160</td>
<td>4.2%</td>
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</tr>
<tr>
<td>Legal Occupations</td>
<td>1,330</td>
<td>1,380</td>
<td>50</td>
<td>3.8%</td>
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</tr>
<tr>
<td>Construction and Extraction Occupations</td>
<td>12,360</td>
<td>12,530</td>
<td>170</td>
<td>1.4%</td>
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<tr>
<td>Installation, Maintenance, and Repair Occupations</td>
<td>13,280</td>
<td>13,300</td>
<td>20</td>
<td>0.2%</td>
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<td>Sales and Related Occupations</td>
<td>28,850</td>
<td>28,910</td>
<td>60</td>
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<td>Building and Grounds Cleaning and Maintenance Occupations</td>
<td>9,560</td>
<td>9,560</td>
<td>0</td>
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<td>Farming, Fishing, and Forestry Occupations</td>
<td>520</td>
<td>520</td>
<td>0</td>
<td>0.0%</td>
<td></td>
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<tr>
<td>Office and Administrative Support Occupations</td>
<td>47,050</td>
<td>46,810</td>
<td>-240</td>
<td>-0.5%</td>
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<tr>
<td>Architecture and Engineering Occupations</td>
<td>5,210</td>
<td>5,150</td>
<td>-60</td>
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<td></td>
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<tr>
<td>Management Occupations</td>
<td>12,690</td>
<td>12,420</td>
<td>-270</td>
<td>-2.1%</td>
<td></td>
</tr>
<tr>
<td>Transportation and Material Moving Occupations</td>
<td>25,170</td>
<td>24,600</td>
<td>-570</td>
<td>-2.3%</td>
<td></td>
</tr>
<tr>
<td>Production Occupations</td>
<td>47,300</td>
<td>43,090</td>
<td>-4,210</td>
<td>-8.9%</td>
<td></td>
</tr>
</tbody>
</table>

The 20 United States Industries with the Largest Projected Wage and Salary Employment Growth, 2010-2020

<table>
<thead>
<tr>
<th>Industry Description (NAICS)*</th>
<th>Sector</th>
<th>2010</th>
<th>2020 (Projected)</th>
<th>Numeric Change</th>
<th>Percent Change</th>
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</thead>
<tbody>
<tr>
<td>Home health care services</td>
<td>Health care and social assistance</td>
<td>1,080.6</td>
<td>1,952.4</td>
<td>871.8</td>
<td>6.1</td>
</tr>
<tr>
<td>Individual and family services</td>
<td>Health care and social assistance</td>
<td>1,215.0</td>
<td>2,066.4</td>
<td>851.4</td>
<td>5.5</td>
</tr>
<tr>
<td>Management, scientific, and technical consulting services</td>
<td>Professional and business services</td>
<td>991.4</td>
<td>1,567.0</td>
<td>575.6</td>
<td>4.7</td>
</tr>
<tr>
<td>Computer systems design and related services</td>
<td>Professional and business services</td>
<td>1,441.5</td>
<td>2,112.8</td>
<td>671.3</td>
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### The 20 United States Industries with the Largest Projected Wage and Salary Employment Declines, 2010-2020

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<tr>
<th>Industry Description (NAICS)*</th>
<th>Sector</th>
<th>Employment (in thousands)</th>
<th>2010</th>
<th>2020 (Projected)</th>
<th>Numeric Change</th>
<th>Percent Change</th>
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Appendix 2: Summaries of Existing Industrial/Business Parks in Brown County
**Ashwaubenon Business Center and Industrial Park**

**Location:** Village of Ashwaubenon  
**Gross Acreage:** 1,330 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 27 acres  
**Classification:** Mixed Business/Industrial Park  
**Amenities:** Pedestrian Trail, Rail Access, Visibility from US 41, Interchange Access to US 41, Road Access to CTH EB and CTH AAA

The Ashwaubenon Business Center and Ashwaubenon Industrial Park over time grew to become one large area of combined business and industrial uses generally located in the southern part of the village. For purposes of this report, it is classified as a mixed industrial and business park. Uses within the combined area range from small fabrication and auto repair shops to large corporate offices. Building design within the combined area similarly varies from metal pole buildings to well-designed offices within extensive landscaping. It is likely the building and design standards evolved over time with the older parts of the combined area having minimal requirements and the newer parts meeting current expectations for professional or industrial buildings. Rail access is available in many parts of the combined area via rail spurs from the north-south Canadian National rail line running along the far eastern side of Ashwaubenon. The combined area includes a paved walking trail along a tributary to Dutchman Creek running roughly south to north through the center of the area. The paved trail connects to pathways along Oneida Street, South Packerland Avenue, and Main Avenue to create a 3.3 mile off-street paved trail loop around the western part of the Business Center/Industrial Park.

**Millennium Park**

**Location:** Village of Bellevue  
**Gross Acreage:** 39 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 10 acres  
**Classification:** Business Park  
**Amenities:** Visibility from STH 172, Interchange Access to STH 172 and Road Access to CTH GV

The Millennium Park Business Center is located at the southwestern quadrant of the STH 172 and CTH GV interchange in the Village of Bellevue and was developed in early 2000s. For purposes of this report, it is classified as a business park. Millennium Park generally consists of office and smaller retail and service commercial uses, including strip commercial uses, a private for-profit university, childcare center, and gas station. Additionally, the Brown County Sheriff’s Department is located in a building originally utilized as a car dealership. Building design is generally of a similar quality found in other modern business parks. There are no pedestrian accommodations or other recreational uses in Millennium Park.
**Bellevue Street Industrial Area**

**Location:** Village of Bellevue  
**Gross Acreage:** 136 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 0 acres  
**Classification:** Industrial Park  
**Amenities:** Rail Access, Road Access to CTH XX

The Bellevue Street Industrial Area is located in the far northwestern part of the Village of Bellevue, adjacent to the East River and City of Green Bay. For purposes of this report, it is classified as an industrial park. The Bellevue Street Industrial Area, originally platted as Schmitt Industrial Park, generally includes a mixture of small- and medium-sized industrial uses, including wholesaling, warehousing, contractor yards, and manufacturers. There are additional small retail uses along Bellevue Street. A Canadian National rail line runs along the southern portion of the industrial area, but no businesses in the industrial area currently utilize it. Building design is similar to other older industrial parks, with a number of metal buildings and minimal architectural detail. Except for a portion of the East River Trail that begins immediately north of the industrial area, there are no pedestrian accommodations or other recreational uses in the Bellevue Street Industrial Area.

**Lime Kiln Bellevue Industrial Area**

**Location:** Village of Bellevue  
**Gross Acreage:** 161 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 0 acres  
**Classification:** Industrial  
**Amenities:** Road Access to CTH GV and CTH O

The Lime Kiln Bellevue Industrial Area is located in far north central Bellevue, roughly bounded by Lime Kiln Road, Allouez Avenue, and Fire Lane Drive. For purposes of this report, it is classified as an industrial park. The Lime Kiln Bellevue Industrial Area was originally platted as two separate industrial parks, the Schoettler Industrial Park and Brice Industrial Park, and includes a number of small- to medium-sized manufacturing, wholesaling, and contracting enterprises. Building design is similar to other older industrial parks, with a number of metal buildings and minimal architectural detail. There are no pedestrian accommodations or other recreational uses in the Lime Kiln Bellevue Industrial Area.
**De Pere Industrial Park**

**Location:** City of De Pere  
**Gross Acreage:** 462 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 99 acres  
**Classification:** Industrial  
**Amenities:** Fox River State Recreational Trail, Road Access to STH 32/57, CTH PP, and CTH X

The De Pere Industrial Park is located on the east side of De Pere between STH 32/57, CTH PP, and Rockland Road. For purposes of this report, it is classified as an industrial park. Uses within the De Pere Industrial Park range from small to large manufacturing, distribution, and wholesale businesses. In addition to the primarily industrial uses within the park, there are also a few ancillary commercial uses, such as restaurants and a financial institution. Building design is on the higher end for what one would typically see in an industrial park, with more landscaping and fewer all-metal buildings than other industrial parks, particularly in the more recently developed portions of the park. Although the De Pere Industrial Park does not have any of its own pedestrian accommodations, the Fox River State Trail runs north to south through the center of the park and provides pedestrian access to downtown De Pere. The City of De Pere has plans to continue to expand the industrial park to the south in the future.

**West Business Center**

**Location:** City of De Pere  
**Gross Acreage:** 1,131 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 150 acres  
**Classification:** Business  
**Amenities:** Natural Conservancy Area (The Preserve), Off-Street Paths, Rail Access, Visibility from I-43, Interchange Access to US 41, and Road Access to CTH F

The West Business Center is located on the west side of De Pere between Scheuring Road, a Canadian National rail line, and to varying degrees US 41 and Lawrence Drive. For the purposes of this report, it is classified as a business park. The West Business Center generally includes large corporate offices, non-smokestack manufacturing, distribution and warehousing. There are also professional/technical firms located on smaller parcels throughout the park. Building design and landscaping are subject to strict design standards, which have resulted in higher valuation development than other business parks without such high design standards. Rail access is available from the Canadian National line that runs north-south along the eastern side of the business park. A trail network runs across the northern part of the park and continues south through The Preserve, which is a wooded natural area along Ashwaubenon Creek. A path also runs along part of Scheuring Road, which comprises the northern boundary of the West Business Center. The off-street paths total approximately three miles, and there are plans to extend The Preserve Trail further south along Ashwaubenon Creek.
**Viking Business Center**

Location: Village of Denmark  
Gross Acreage: 44 acres  
Approximate Remaining Developable Acreage with Original Developer: 9 acres  
Classification: Business  
Amenities: Off-Street Path, Visibility from I-43, Road Access to CTH KB and CTH R, Relative Proximity to I-43 Interchange  
The Viking Business Center is a privately developed business park on the west side of the Village of Denmark between Interstate 43, CTH R, and CTH KB. The area was platted in the early 2000s and includes a mixture of multi-family residential, wholesaling, industrial services, and retail (manufactured home sales). A dental clinic and other small office uses are located along CTH R. The Village of Denmark maintains a wood chip trail that follows a small creek through the center of the business center to CTH R. For purposes of this study, the Viking Business Center is considered to be a business park.

**Van Rite’s Business Park**

Location: Town of Eaton  
Gross Acreage: 34 acres  
Approximate Remaining Developable Acreage with Original Developer: 34 acres  
Classification: Industrial  
Amenities: Road Access to CTH QQ  
Van Rite’s Business Park is a privately-owned, platted industrial park on the west side of the Town of Eaton with frontage on CTH QQ. Although the industrial park is platted, there are no roads or other necessary infrastructure in place to support its development, and the land is currently in agricultural production.
Packerland Industrial Park

Location: City of Green Bay

Gross Acreage: 349 acres

Approximate Remaining Developable Acreage with Original Developer: 0 acres

Classification: Industrial

Amenities: Rail Access, Visibility from US 41, Interchange Access to US 41, and Road Access to CTH EB and STH 54

The Packerland Industrial Park is located on Green Bay’s far west side, roughly bounded by North Packerland Drive, West Mason Street, and USH 41. For purposes of this report, the Packerland Industrial Park is classified as an industrial park. The Packerland Industrial Park includes a wide array of uses including warehousing, processing, distribution, manufacturing, contractor yards, and industrial services. Additionally, there are a number of large retail sales and service uses along West Mason Street. Building design is similar to many other industrial areas, with building exteriors consisting of metal siding or pre-cast concrete panels, extensive outdoor storage, and minimal landscaping. Rail access is available in many locations throughout the industrial park via rail spurs from an east-west rail line that eventually leads to the north-south Canadian National rail line. There are no pedestrian accommodations or other recreational uses in the Packerland Industrial Park. For purposes of this study, the Packerland Industrial Park is considered to be an industrial park.

I-43 Business Center

Location: City of Green Bay

Gross Acreage: 825 acres

Approximate Remaining Developable Acreage with Original Developer: 50 acres

Classification: Mixed Business and Industrial

Amenities: Visibility from I-43, Interchange Access to I-43, and Road Access to CTH EA and CTH V

The I-43 Business Center is located on the City of Green Bay’s far southeast side, bounded by I-43 on the west, East Mason Street on the north, and Erie Road on the east. For purposes of this report, it is classified as having a mix of industrial and business uses. The I-43 Business Center has a wide range of uses, including corporate offices, warehousing, distribution, manufacturing, professional/technical offices, a medical campus, and retail sales and services serving the business park as well as the larger region. Building design and landscaping are subject to strict requirements resulting in a higher valuation than other business or industrial parks without these standards. Although there are no pedestrian amenities within the business center, a bike/pedestrian side path along Huron Road (CTH EA) begins immediately south of the business center, and a sidewalk and bike lanes are located on Huron Road the entire length of the business center.
**University Heights Commerce Center**

**Location:** City of Green Bay

**Gross Acreage:** 1,037 acres

**Approximate Remaining Developable Acreage with Original Developer:** 650 acres

**Classification:** Mixed Business and Industrial

**Amenities:** Visibility from STH 57, Interchange Access to STH 57, and Road Access to STH 54

The University Heights Commerce Center is the newest of the City of Green Bay’s industrial/business parks and is located on the far northeastern part of the city, generally at the northeastern and southeastern quadrants of the STH 54/57 interchange. For purposes of this report, the University Heights Commerce Center is classified as likely having a mix of business and industrial uses at build-out. Except for a medical clinic, office facility, and gas station/convenience store, the business park has not experienced much development since its inception. However, it was conceived at approximately the same time that the national economy began its descent into a historic recession. There are no pedestrian or recreational amenities associated with the University Heights Commerce Center at this time.

**Centennial Centre at Hobart**

**Location:** Village of Hobart

**Gross Acreage:** 115 acres

**Approximate Remaining Developable Acreage with Original Developer:** 30 acres

**Classification:** Industrial

**Amenities:** Visibility from STH 29/32, Road Access to STH 29/32 and CTH VV, Bike/Pedestrian Side Path and Sidewalks

Centennial Centre at Hobart was relatively recently developed and is located at the far northern end of the Village of Hobart, bounded by North Overland Road, Sunlite Drive, and STH 29/32. For purposes of this report, Centennial Centre at Hobart is classified as an industrial park. Centennial Centre has experienced rather rapid growth and development, with two major manufacturing enterprises locating there shortly after opening the park. The industrial component of Centennial Centre is located along STH 29/32, but the other components of the entire Centennial Centre development include single-family residential, multi-family residential, and commercial uses as well. The industrial buildings are of a high quality with extensive landscaping. Sidewalks are located on most streets in the development and there is a bike/pedestrian sidepath along Centerline Drive, which accesses the industrial parcels.
**Hobart Industrial Park**

**Location:** Village of Hobart  
**Gross Acreage:** 22 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 0 acres  
**Classification:** Industrial  
**Amenities:** Road Access to CTH EB

The Hobart Industrial Park is located in the southeastern portion of the Village of Hobart on South Packerland Drive (CTH EB). For purposes of this report, the Hobart Industrial Park is considered to be an industrial park. The Hobart Industrial Park has a number of small industrial uses and a large warehouse/distribution facility. Building design is similar to other older industrial parks, with a number of metal buildings and minimal architectural detail or landscaping. There are no pedestrian or recreational amenities associated with the Hobart Industrial Park.

**Plane Site Industrial Park**

**Location:** Village of Hobart  
**Gross Acreage:** 42 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 0 acres  
**Classification:** Industrial  
**Amenities:** Road Access to CTH EB and CTH G

The Plane Site Industrial Park is located at the southwestern corner of the intersection of South Packerland Drive (CTH EB) and Fernando Drive (CTH G) in the southeastern portion of the Village of Hobart. For purposes of this report, the Plane Site Industrial Park is considered to be an industrial park. The Plane Site Industrial Park has a number of small industrial uses and warehouse/distribution facilities. Building design is similar to other older industrial parks, with a number of metal buildings and minimal architectural detail or landscaping. There are no pedestrian or recreational amenities associated with the Plane Site Industrial Park.
AMS/Lancaster Creek Business Park

Location: Village of Howard

Gross Acreage: 151 acres

Approximate Remaining Developable Acreage with Original Developer: 26 acres

Classification: Business

Amenities: Visibility from STH 29/32, Road Access to CTH J and CTH C, Conservancy along Lancaster Creek

The combined AMS and Lancaster Creek Business Parks are located in the southwestern part of the Village of Howard on the west side of the intersection of Riverview Drive (CTH J) and Shawano Avenue (CTH C) and abutting the east side of STH 29/32. For purposes of this report, the AMS/Lancaster Creek Business Park is considered to be a business park. Uses within the AMS/Lancaster Creek Business Park tend to be professional offices, and the park is anchored by corporate headquarters. There is also a financial institution, childcare center, and private for-profit college located in the park. Buildings and landscaping are subject to strict design standards, which have resulted in higher valuation development than other business parks without such high design standards. Although the Village of Howard owns the lands along Lancaster Creek, there are no formal trails developed in these areas. Sidewalks exist along Riverview Drive, Riverdale Drive, and Shawano Avenue, which are exterior to the business park.

Brookfield Industrial Park

Location: Village of Howard

Gross Acreage: 37 acres

Approximate Remaining Developable Acreage with Original Developer: 0 acres

Classification: Industrial

Amenities: Road Access to CTH M and CTH EB, Relative Proximity to US 41/141 Interchange with CTH M

The Brookfield Industrial Park is located in the northeastern part of the Village of Howard, between the Canadian National rail line and Lakeview Drive (CTH EB). For purposes of this report, the Brookfield Industrial Park is considered to be an industrial park based on current uses. The Brookfield Industrial Park has a number of small industrial/commercial service businesses along Lakeview Drive, and warehousing, contractor yards, and a large industrial office and manufacturing plant on Brookfield Avenue. Rail access is available from the Canadian National line that runs north-south along the western end of the park. Building design and landscaping are similar to other similar industrial parks with a mixture of metal-sided buildings and those with pre-cast concrete panels. There are no pedestrian or recreational amenities associated with the Brookfield Industrial Park. In addition to the platted industrial park, there are other large lots located along Brookfield Avenue that may be used for industrial uses in the future.
**Howard Industrial Park**

**Location:** Village of Howard  
**Gross Acreage:** 324 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 5 acres  
**Classification:** Industrial  
**Amenities:** Road Access to CTH EB and CTH M, Relative Proximity to US 41 Interchange, Mountain-Bay State Recreational Trail, Conservancy Area

The Howard Industrial Park is located in the northeastern part of the Village of Howard bounded roughly by Lineville Road on the north, Velp Avenue on the west, Woodale Avenue on the south, and the Canadian National rail line on the east. For purposes of this report, the Howard Industrial Park is considered to be an industrial park. The Howard Industrial Park includes a wide range of industrial uses, including chemical production, warehousing, processing, manufacturing, contractor yards, industrial services, and municipal uses. Rail access to the Canadian National and Escanaba and Lake Superior rail lines is available via rail spurs through the park. Building design is similar to other older industrial parks, with a number of metal buildings and minimal architectural detail or landscaping. The only pedestrian amenity is from the Mountain-Bay State Recreational Trail, which cuts across the southwestern corner of the park. The Village of Howard owns a large wetlands conservancy area on the eastern edge of the industrial park.

**Granite Rock Industrial Park**

**Location:** Town of Lawrence  
**Gross Acreage:** 38 acres  
**Approximate Remaining Developable Acreage with Original Developer:** 30 acres  
**Classification:** Industrial  
**Amenities:** Visibility from US 41, Relative Proximity to US 41/CTH S and US 41/CTH U Interchanges

The Granite Rock Industrial Park is a privately developed industrial park in the southern part of the Town of Lawrence located on French Road, which is the eastern frontage road to US 41. The industrial park is located approximately halfway between the US 41 interchange with CTH U and the US 41 interchange with CTH S. Currently one business is located within the Granite Rock Industrial Park. The building appears to be well-designed and landscaped, similar to other more recently developed industrial parks. There are no pedestrian or recreational amenities associated with the Granite Rock Industrial Park.
Lawrence Business and Industrial Park

Location: Town of Lawrence

Gross Acreage: 38 acres

Approximate Remaining Developable Acreage with Original Developer: 4 acres

Classification: Industrial

Amenities: Interchange Access to US 41, Road Access to CTH F

The Lawrence Business and Industrial Park is located on the west side of the US 41/Scheuring Road (CTH F) interchange in the northeastern part of the Town of Lawrence. For purposes of this report, the Lawrence Business and Industrial Park is considered to be a mixed industrial and business park. Uses within the Lawrence Business and Industrial Park range from retail sales (boats, ATVs, snowmobiles, motorcycles), contractor yards, warehousing/distributing, and manufacturing. The industrial and commercial buildings are generally of a higher quality with extensive landscaping. Sidewalks are available on Scheuring Road as one heads east toward De Pere.

Pulaski Industrial Park

Location: Village of Pulaski

Gross Acreage: 111 acres

Approximate Remaining Developable Acreage with Original Developer: 4 acres

Classification: Industrial

Amenities: Mountain-Bay State Recreational Trail, Road Access to STH 32

The Pulaski Industrial Park is located on STH 32 in the southeastern part of the Village of Pulaski. For purposes of this report, the Pulaski Industrial Park is considered to be an industrial park with a range of manufacturing, distributing, warehousing, transportation, and wholesaling businesses. Building design is similar to other older industrial parks, with a number of metal buildings, extensive unscreened outdoor storage, and minimal architectural detail or landscaping. The Mountain-Bay State Recreational Trail runs along the western edge of the industrial park and provides pedestrian access to the park.
Deerfield Business Park

Location: Village of Suamico

Gross Acreage: 7 acres

Approximate Remaining Developable Acreage with Original Developer: 4 acres

Classification: Business

Amenities: Visibility from US 41/141 and Location on US 41/141 Interchange with Lineville Road

The Deerfield Business Park is a privately developed business park located in the south central part of the Village of Suamico at the northeastern sector of the US 41/141 interchange with Lineville Road. For purposes of this report, the Deerfield Business Park is considered to be a business park. Development is currently limited to a well-designed local hardware store. There are no pedestrian accommodations or recreational amenities associated with the Deerfield Business Park.

North Deerfield Business Park

Location: Village of Suamico

Gross Acreage: 14 acres

Approximate Remaining Developable Acreage with Original Developer: 2 acres

Classification: Business

Amenities: Visibility from US 41/141 and Relative Proximity to US 41/141 Interchange with Lineville Road

The North Deerfield Business Park is a privately developed business park located in the south central part of the Village of Suamico on Deerfield Drive East, which is the eastern frontage road to US 41/141. An extensive wetlands complex is located immediately east of the business park. For purposes of this report, the North Deerfield Business Park is considered to be a business park. Businesses generally consist of highway-oriented retail sales and outdoor storage. Building designs generally have some stone and brick and extensive paved areas for parking and outdoor storage. Although there is a platted road heading east along the southern end of the business park, it has not been constructed. There are no pedestrian accommodations or recreational amenities associated with the North Deerfield Business Park.
South Deerfield Business Park

Location: Village of Suamico

Gross Acreage: 22 acres

Approximate Remaining Developable Acreage with Original Developer: 14 acres

Classification: Business

Amenities: Visibility from US 41/141 and Relative Proximity to US 41/141 Interchange with Lineville Road

The South Deerfield Business Park is a privately developed business park located in the south central part of the Village of Suamico on Deerfield Drive East, which is the eastern frontage road to USH 41/141. An extensive wetlands complex is located immediately east of the business park. For purposes of this report, the South Deerfield Business Park is considered to be a business park. Development activity to date has consisted solely of the stockpiling and transferring of fill for construction projects. Although there is a platted road heading east along the northern end of the business park, it has not been constructed. There are no pedestrian accommodations or recreational amenities associated with the South Deerfield Business Park.

Suamico Industrial Park

Location: Village of Suamico

Gross Acreage: 48 acres

Approximate Remaining Developable Acreage with Original Developer: 0 acres

Classification: Industrial

Amenities: Rail Access, Road Access from CTH HS

The Suamico Industrial Park is located in the east central part of the village on Velp Avenue, just south of the USH 41/141 interchange with CTH B and west of the Canadian National rail line. For purposes of this report, the Suamico Industrial Park is considered to be an industrial park with a number of manufacturing, warehousing, distribution, and significant outdoor storage areas. Building design is similar to other older industrial parks, with a number of metal buildings, extensive unscreened outdoor storage, and minimal architectural detail or landscaping. Although no businesses currently utilize rail access, the Canadian National rail line runs north-south along the eastern boundary of the industrial park. There are no pedestrian accommodations or recreational amenities within the Suamico Industrial Park.
Woodfield Business Park

Location: Village of Suamico
Gross Acreage: 33 acres
Approximate Remaining Developable Acreage with Original Developer: 27 acres
Classification: Business

Amenities: Visibility from US 41/141 and Relative Proximity to US 41/141 Interchange with Lineville Road

The Woodfield Business Park is a privately developed business park located in the south central part of the Village of Suamico on Deerfield Drive East, which is the eastern frontage road to USH 41/141. An extensive wetlands complex is located immediately east of the business park. For purposes of this report, the Woodfield Business Park is considered to be a business park. Businesses generally consist of highway-oriented retail sales. Building designs generally have some stone and brick and extensive paved areas for parking and outdoor storage. Although there is a platted cul-de-sac extending east through the business park, it has not been constructed. There are no pedestrian accommodations or recreational amenities associated with the Woodfield Business Park.

Wrightstown Industrial Park

Location: Village of Wrightstown
Gross Acreage: 116 acres
Approximate Remaining Developable Acreage with Original Developer: 13 acres
Classification: Industrial

Amenities: Rail Access, Road Access from CTH DD and CTH U, Relative Proximity to USH 41/CTH U Interchange

The Wrightstown Industrial Park is located in the southeastern quadrant of the CTH DD/CTH U intersection, approximately 1.5 miles south of the USH 41/CTH U interchange in the Village of Wrightstown. For purposes of this report, the Wrightstown Industrial Park is considered to be an industrial park. The Wrightstown Industrial Park has a significant manufacturing presence, with additional warehouse/distribution facilities, fabrication, wholesale, and a few small commercial uses including a day care center and financial institution. The industrial and commercial buildings generally have some landscaping with a mixture of metal and pre-cast concrete panel finishes. The Canadian National rail line runs along the southern end of the industrial park with a few rail spurs serving existing businesses. There are no pedestrian accommodations or recreational amenities within the Wrightstown Industrial Park. Additional industrial areas are planned west of CTH U in Outagamie County.
Appendix 3: Business Park/Industrial Park
Acreage Analysis and Absorption Rate Calculation
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## 2011 Business Park/Industrial Park Acreage Analysis

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### Business/Industrial Park Absorption Rate Calculation: 2005-2011

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<td>2011 Community/Original Developer Owned Parcels</td>
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<td>Subtract acreage of Community/Original Developer Owned Parcels that did not exist in 2005</td>
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<td>Includes University Heights, Centennial Centre, Granite Rock, and Brookfield Industrial Area</td>
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<td>2011 Community/Original Developer Owned Parcels Within Same Parks</td>
<td>472 acres</td>
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<td>Subtract 2011 &quot;same park&quot; total from 2005 community/original developer owned parcels</td>
<td>316 acres</td>
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<td>This is the total acreage absorbed by the business/industrial parks that were in existence in 2005 through 2011</td>
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<td>Divide this number by the six years of time between samples for an average per year developed</td>
<td>52.7 acres developed per year from 2005 - 2011</td>
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