

# Port of Green Bay

# 2020 STRATEGIC PLAN



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## I. The Significance of the Port

The history of the Port of Green Bay dates back to the early 1800s when waterway commerce focused on fur trading and peltry. During the 1800s, British, French and American military forts were built on the lower Fox River. In 1816, the first U.S. flagged sailing vessel arrived with garrison troops and provisions for Fort Howard.



By 1867, the principal commodities exported from Green Bay by sailing vessels were lumber, barrels, shingles, railroad ties and other forest products for building cities like Chicago and New York. In 1871, the Peshtigo Fire destroyed Northeast Wisconsin's forests and changed the Port of Green Bay.

In the late 1800s, agricultural products were being exported and Green Bay was known as the largest flour exporting port on the Great Lakes. By the mid-1930s, the Port shifted from exporting to importing with the arrival of coal and petroleum coke. Today, the Port continues to predominately import dry and liquid bulk commodities for Northeastern Wisconsin's manufacturing businesses.

The Port of Green Bay has developed over its history into a vital and exciting asset to our area and will continue to grow to meet the future needs of our community.



## II. The Port of Today

The Port of Green Bay is now the western-most port of Lake Michigan. The Port offers the shortest, most direct route for shipments between the Midwest and the world. The Port provides modern, state-of-the-art facilities, which have the ability to facilitate economical cargo handling and safe navigation. Nationally known trucking lines provide overnight delivery within a 400-mile radius of the Port. Two major railroads and highway infrastructure also connect the Port with America's heartland.

The Port of Green Bay is a vital part of our local economy, our history and our lives. It plays an important role in the transportation of goods and commodities that are critical to the economic health of the region. The Port of Green Bay's commercial/industrial service area for import and export of commodities is as far south as Sheboygan, Wisconsin, west to Wausau, Wisconsin, and north into the Upper Peninsula of Michigan. Waterborne transportation provides an efficient and environmentally friendly mode of transportation.

The Port is accessed through a 13 mile long navigational channel in the bay of Green Bay with fourteen (14) Port businesses spanning the next three miles of the Fox River. These businesses move more than two million tons of cargo on over 200 ships each year. Nine terminal operators located on the Fox River are capable of handling dry bulk commodities such as coal, cement, limestone, salt, and others. Four terminal operators are capable of handling bulk liquids including tallow, petroleum products, chemicals and liquid asphalt. Two general cargo docks are capable of handling machinery, bagged agricultural commodities, wood pulp and forest products. Historically, the Port had been considered an export port, exporting more commodities than it has imported. With changes in markets, the Port is currently considered an import port







Created in 1928, the Brown County Harbor Commission is made up of individuals with an interest and expertise in business, port, and/or transportation related activities. The nine members of the Harbor Commission are appointed by the County Executive and serve as an oversight committee of the County Board. The Harbor Commission's role is to develop public policy for the Port. The Harbor Commission has exclusive oversight control of the commercial aspects of the day-to-day operations of the harbor.

Oversight and administration for the Port of Green Bay is provided by the Brown County Port & Resource Recovery Department. The Port's mission is to promote harbor improvements and waterborne transportation resulting in economic development and employment using the safe, efficient and cost-effective waterways as transportation corridors while taking into consideration the recreational opportunities the waterfront provides.

The United States currently ships only 2% of its domestic freight by water, while Europe and China ship 44% and 61%, respectively. Based on this, the Port of Green Bay is expected to continue to grow and to be an economic engine that sustains existing businesses and generating new opportunities in the future. The



Port continues to build awareness of the benefits of the Port to businesses that have commodities to import or export.

The Fox River Locks System had historically been an important part of Port operations as a means of transporting commodities up and down the Fox River between the Fox Valley and Green Bay. As the Fox River locks system is rehabilitated the Port will advocate for renewed commercial uses along the length of this historic transportation system between Green Bay and Lake Winnebago.

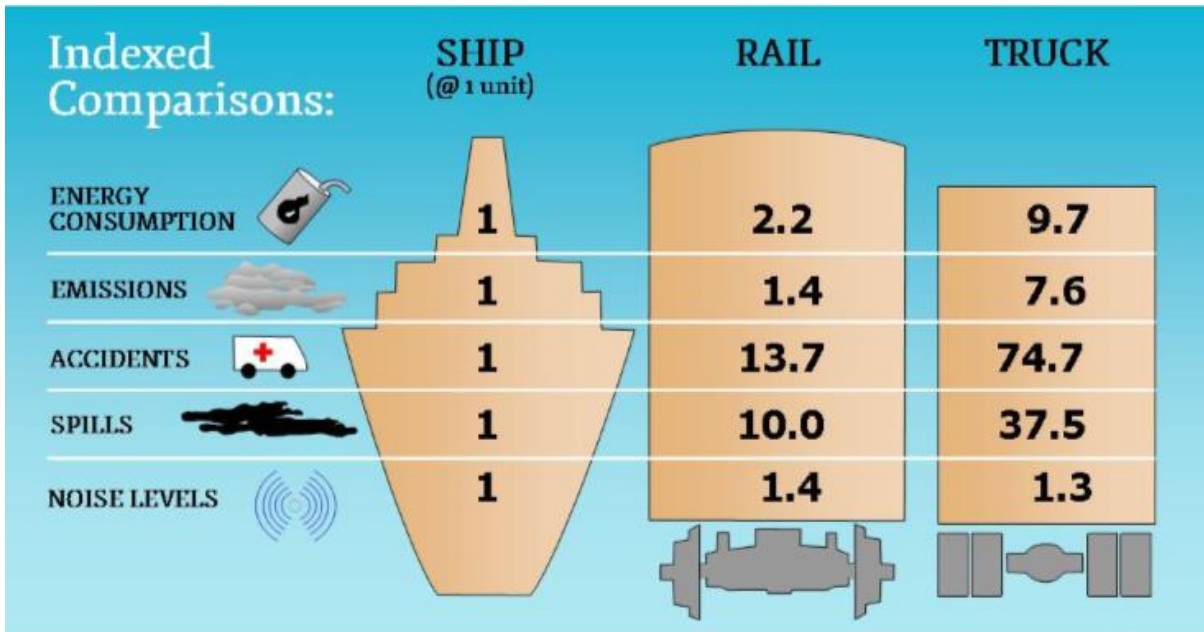
### **III. Port and the Environment**

Waterborne transportation is the most cost-effective mode of transportation when compared to truck or rail. Per ton-mile, ships quietly move cargo farther and more efficiently than trucks or trains. Most importantly, ships move cargo safer than trucks and trains.

Consider that a ship destined for the Port of Green Bay carrying 18,000 tons of coal from Sandusky, Ohio on Lake Erie will burn over 7,000 gallons of fuel. However, if that same amount of coal was delivered to Green Bay by rail, it would take almost 200 rail cars burning 36,000 gallons of fuel. If that same amount of coal was delivered to Green Bay by truck, an additional 700 trucks burning over 110,000 gallons of fuel would be on our already congested highways.

Not only does waterborne shipping save fuel, but it also results in less fuel emission pollution. Using the coal example above, moving the same amount of cargo by rail would result in 1.4 tons of emissions or 7.6 tons of emissions by truck. Transporting this cargo by ship would result in only one (1) ton of emissions. With over 200 ships entering the Port of Green Bay annually, it is quite easy to see that moving cargo by ship is the “green” choice.





Waterborne transportation generates the least amount of air pollution, ground pollution, and water pollution. Waterborne transportation offers lower fuel consumption, fewer accidents, less noise and reduces congestion on our highways. For these reasons, the Port of Green Bay has a bright future not only economically, but environmentally, which benefits everyone.

#### IV. Economic Impact

The Port of Green Bay is a critical link in Wisconsin’s transportation system and serves as a multi-modal distribution center connecting waterborne vessels with an extensive network of highways and railroads. The Port of Green Bay provides Northeast Wisconsin manufacturers a cost-effective way to receive raw materials from suppliers and to ship high-valued finished goods to customers.

Each year the Port of Green Bay transports over two million metric tons of coal, limestone, cement, salt, petroleum products including gasoline, diesel and ethanol, pig iron, fuel oil, forest products, liquid asphalt and many other essential commodities valued at over \$105 million. The Port of Green Bay supports over 1,200 jobs resulting in \$82 million in personal income, and has an annual economic impact on the Green Bay area of between \$75 million and \$100 million each year. The 14 port businesses pay over \$9 million in local and state taxes.



The Port of Green Bay plays a vital role in providing Northeast Wisconsin with a natural competitive advantage for businesses to locate and prosper while paying good wages for families to live and thrive in our communities.

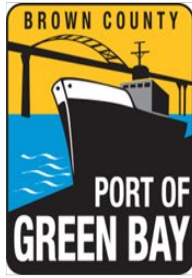
## **V. Strategic Themes**

The Port of Green Bay is guided by a Mission and Vision focused on enhancing and growing the Port to benefit the people and economy of northeastern Wisconsin. The mission of the Port of Green Bay is to enhance the prosperity of the people of Northeast Wisconsin by providing facilities and infrastructure able to effectively and efficiently move commodities and goods across the nation. The following are four strategic themes this strategic plan will focus on.

- *World Class Operations*
- *Strong Business Development*
- *Enhanced Financial Performance*
- *Effective Public Relations and Marketing*







**VISION**

*The Port of Green Bay is an integral part of a healthy Northeastern Wisconsin economy and provides a critical link to national and global markets for Wisconsin enterprises.*



## **1. World Class Operations**

Strive for the Port of Green Bay to be autonomous with world-class operations focused on maintaining existing infrastructure, building new infrastructure and removing barriers to moving commerce.



### **Strategic Initiatives**

- *Acquire property for future Port activities and to diversify the Port's functions.*
- *Expand training and development opportunities for Port staff and the Harbor Commission.*
- *Be involved in efforts for the public good as related to the Port area and waterway (i.e. fishing pier, Renard Island end-use, education, Tallships, etc.).*
- *Be able to comply with a broad and increasing array of environmental and other regulatory requirements.*
- *Advocate for public policy at all levels of government that affects the Port's ability to deliver economic value to stakeholders and the region at international, national, regional and local levels.*
- *Ensure that those in governance process and structure have the ability to understand a variety of policy, operational, and related issues and their impact on effective port management.*
- *Maintain awareness of bonding and state and federal grant funding opportunities for capital improvement projects.*
- *Prepare to respond to opportunities and challenges associated with long-term growth in waterborne trade.*
- *Highlight and promote the strategic connectivity of the Port to other essential infrastructure in Northeastern Wisconsin including roads (I-43 & I-41) and rail (Class I and Class III common carriers).*

### **Strategic Action Items**

- *Reduce barriers to waterborne transportation in Green Bay.*
- *Amend and extend 217 Agreement between Brown County and US Army Corps of Engineers for placement of Dredged Material at Bay Port.*
- *Expand Bay Port upon acquired 36-acre parcel of property.*



## **2. Strong Business Development**

Strong business development efforts will focus on opening port opportunities for moving raw or finished goods to and from Northeast Wisconsin businesses through cost-effective and environmentally-conscious waterborne transportation. Ideas include; reaching beyond existing markets, establishing new economic development initiatives, facilitating or collaborating with others including public and private organizations and educational institutions that provide knowledge and contacts to new markets.



### **Strategic Initiatives**

- *Advocate and protect all Port area industrial properties from competing demands and pressures from commercial and recreational land uses.*
- *Maintain active involvement and coordination with Wisconsin Economic Development Corporation and Wisconsin Department of Transportation in business development and freight planning efforts.*
- *Maintain collaborative relationships with key service providers (i.e., freight forwarders, shipper agents, etc.) focused on simplifying water-borne transportation for new shippers.*
- *Promote our Foreign Trade Zone to create new import/export capabilities through the Port.*
- *Explore the viability of intermodal container capabilities at the Port and inland. Support development of service, if viable. Exploration should include moving containers from Green Bay to Cleveland's European liner service, remote rail intermodal yards, and truck based intermodal models.*
- *Advocate for multi-modal transportation capabilities.*
- *Serve in leadership roles with WCPA, TDA, and any others.*
- *Promote/Encourage development and use of water related transportation.*
- *Promote domestic and international shipping.*



### **Strategic Action Items**

- *Research import and export commodity types and quantities in Wisconsin.*
- *Explore moving containers from Green Bay to Cleveland's European liner service.*
- *Continue to pursue acquisition or other involvement in the future use of the WE Energies Pulliam Power Plant site to ensure property is used for its highest and best uses as industrial port property.*
- *Participate in the Freight Rail Infrastructure Improvement Program (FRIIP) study of Northeast Wisconsin intermodal needs and service.*
- *Assist and facilitate in establishing Green Bay as a cruise ship destination.*
- *Assist city of Green Bay with developing a US Coast Guard port security plan for Leicht's Park.*
- *Advance development of a remote rail intermodal yard(s).*
- *Get Port of Green Bay designated as a Marine Highway Project.*

### **3. Enhanced Financial Performance**

Enhance financial performance by looking internally at existing revenues and expenses while focusing on how to better the rate of return on resources. Expand markets and revenues by looking for ways the Port can generate new sources of revenue while maintaining existing revenue streams. Expand markets that focus on economic health, sustainability and self-sufficiency. Revenue opportunities may include the foreign trade zone, land and building leases, beneficial reuse of dredge material, infrastructure, etc.



### **Strategic Initiatives**

- *Promote Foreign Trade Zone (FTZ) general and subzone activity.*

### **Strategic Action Items**

- *Recognize financial implications of expiring dock leases and develop an approach to offset lost revenues.*
- *Evaluate the 2008 Harbor Fee.*





- *Develop beneficial reuse opportunities for dredge materials at both Bay Port and Cat Island.*
- *Identify target properties for acquisition (Fox River Clean-up Property etc.) for additional physical space and facilities to expand Port operations.*

#### **4. Effective Public Relations and Marketing**

Effective public relations and marketing need to focus on sustainability, economics, and environmental messages. Deliverables need to be creative, market-based decisions that strengthen the Port and the regional economy while protecting the environment. These efforts discourage pollution and other environmental side-effects while simultaneously helping to develop and support new markets and economic prosperity. Sustainable economics are based on moving toward “green” initiatives that are



desired by public opinion and which may develop a market opportunity. This could include collaborating with environmental groups, recreational boaters and other groups to work cooperatively towards a greener, cleaner economic environment.

#### **Strategic Initiatives**

- *Strive for the Port to be continually viewed as the authority and expert on Port, transportation and water related topics. Must be credible, balanced and honest.*
- *Become a source for exchange of information regarding waterborne commerce.*
- *Maintain and enhance newsletters, website and social media efforts.*
- *Develop outreach/collaborative program with local environmental groups.*
- *Extend visibility of the Port of Green Bay through participation in targeted trade missions, exhibitions, conferences and similar forums.*
- *Monitor legislation and advocate for sound policy.*
- *Successfully educate public, elected officials, terminal operators and businesses.*
- *Advocate for environmental benefits of waterborne shipping while recognizing and advocating for environmental protection (emissions, invasive species, etc.).*
- *Continue and expand upon marketing efforts promoting Port capabilities.*





### **Strategic Action Items**

- *Commit to a presence in Washington D.C. and Madison, WI (Annually)*
- *Exhibit Port of Green Bay at targeted trade missions, exhibitions, conferences or similar forums each year.*
- *Determine public access capabilities at Cat Island with Cat Island Advisory Committee.*
- *Create Education/Certification program for Terminal Operators and key partners to understand impact of their operations and freight movements (including emissions savings with their port movements).*
- *Market the Port as a cost-effective means of exporting material.*
- *Implement first phase of Renard Island End-Use Plan through grants and fundraising*
- *Lease Renard Island property for use compatible with the Bay Beach area or trade property for another property that has Port-related capabilities.*
- *Participate in a study of Northeast Wisconsin intermodal needs and service*



## **VI. Implementation Plan**

The final Strategic Plan adopted by Brown County for the Port of Green Bay will be implemented annually through the creation of an annual operating plan created by the Harbor Commission. The operating plan will consist of specific goals and objectives for the Harbor Commission and staff to accomplish during the calendar year. The operating plan will be created by July 1 of each year for the following year for incorporation in the annual budget.

