



STRATEGIC PLAN

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Attachment A: Map of Port of Green Bay & Terminal Operators

1. INTRODUCTION

The Fox River and the Bay of Green Bay continue to be essential to the livelihood of Northeastern Wisconsin. The Chippewa, Potawatomi and other area Indian tribes settled and traded along this historic waterway. Eventually, European settlements and trading posts were established by French fur traders beginning in 1806. By 1816 the first merchant ship arrived in Green Bay delivering garrison troops and provisions for U.S. Fort Howard. The movement of commerce via the Fox River and Great Lakes into Fort Howard and the settlements along the shores of the Fox River grew into the City of Fort Howard and Green Bay.

By 1867, the principal products carried by sailing vessels in the Port of Green Bay were lumber, barrels, shingles, wood, railroad ties, and other forest products. In 1871, the Peshtigo fire caused a major setback to the exporting of forest products. During the late 1800s, Green Bay was the largest flour exporting Port on the Great Lakes.

In 1936, coal and petroleum coke were the predominate items of commerce in Green Bay while shipments of flour and other agricultural commodities were still quite important.

The movement of commerce on the Fox River and Great Lakes has continued for the past 200 years. Today, the Port of Green Bay is an international port with over 220,000 people living in the greater Green Bay area and many more people living in Northeastern Wisconsin. In 2004, the Port's annual activities were responsible for over 2.1 M metric tons of cargo moved in and out of the Port and 600 direct jobs with an annual economic impact of over \$70 million.

The Port of Green Bay's activities take place in the Fox River. The Port of Green Bay's outer harbor begins at the entrance light in lower Green Bay 11 miles out from Grassy Island. The inner harbor of the Port of Green Bay originally spanned from the mouth of the Fox River upstream to the De Pere dam, a distance totaling 7.5 miles and encompassing four (4) municipal jurisdictions in Brown County. Brown County governed the Port through the Port Department.

In 1956 the Brown County Harbor Commission was created in preparation of the 1959 opening of the St. Lawrence Seaway System, mid-America's direct water link to the Atlantic Ocean and the world. The Brown County Harbor Commission was created under Wisconsin State Statute, Chapter 30.37. Prior to 1956, the Harbor Commission may have existed, but the date of its creation is unknown.

The nine (9) members of the Harbor Commission are appointed by the County Executive and serve as an oversight committee of the County Board. Commissioners serve staggered two-year terms. The Harbor Commission's role is to develop public policy for the Port. The Harbor Commission has exclusive control of the commercial aspects of the day-to-day operations of the public harbor and public harbor facilities as identified in Wisconsin State Statute, Chapter 30.38. Minutes of the Harbor Commission meetings are reviewed and approved by the County Board.

In the 1980's, the Federal Green Bay Navigable Waterway was reduced to the first 3.5 miles of lower the Fox River. This change resulted in all terminal operators being located within the Green Bay city limits. Brown County continued governing the Port of Green Bay.

Prior to 1998, the County Port Department employed a Port Director and a Secretary. In 1998, the County Executive and County Board of Supervisors combined the Port Department with the Solid Waste Department to create a new department called the Port and Solid Waste Department. The decision eliminated the lack of professional depth and increased management consistency of the former Port Department. The merger resulted in the combination of Director of Solid Waste and Port Director into the Director of Port and Solid Waste that would serve as Department Head over these combined departments. A Port Manager was then hired to manage the Port's daily operations.

The duties of the Port Manager include; aiding commercial transportation, expanding cargo and port use, soliciting grants, marketing, foreign trade zone administration, representation of terminal operators, dredge material disposal and reuse opportunities. The Bay Port Confined Disposal Facility's (CDF) construction and operation, field monitoring and clerical activities became the responsibilities of the existing Solid Waste Department's professional staff.

Throughout the Port's history, the Port Department acted as the common voice for the Port's terminal operators and industry. The Port of Green Bay currently owns seven (7) dock walls and related property. In 2005, another dock wall and related property will be under port ownership. The Port of Green Bay does not operate any publicly-owned port facilities. All port property is leased to private terminal operators. The Port currently is comprised of 14 private terminal operators. (Refer to Attachment A for a map of the Port of Green Bay and its terminal operators.) The Port Department promotes Port interests by developing plans for port development which include; economic development, cargo expansion, infrastructure improvements, maintain port viability, increase visibility, and acts as the local sponsor for U.S. Army Corps of Engineers (USACE) dredging activities, which include construction, operation and maintenance of a dredge material disposal facility.

In 1997, Brown County Executive wanted the Port to explore the feasibility of the Port becoming an enterprise operation through property ownership, leasing commercial property to enhance economic development for Brown County while ensuring the future of bulk and breakbulk cargo capability in the Port. In 1998, Brown County Port and Solid Waste Department was required by the County Executive, County Board and Harbor Commission to develop a long range strategic vision of the Green Bay Port of the future, for presentation and adoption by the County Board. In 2000, Brown County adopted a Strategic Plan that operates the Port as an enterprise fund that is self-sufficient on its own revenue. The 2000 Strategic Plan's goals and objectives have been substantially completed and were a valuable tool for guiding the Port's activities. The decision was made by the Harbor Commission in September 2004 to create a new Strategic Plan in 2005 that will identify goals and objectives to strive for during the next five (5) years and beyond.

The Port of Green Bay continues to find itself in a difficult period of time. Brown County operates the Port, however because Brown County faces numerous unfunded State mandates in other government areas, the County finds it difficult to financially support the Port through the tax levy or any bonding authority. As a result, the Port must maintain its self-sufficiency and expand revenue-generating opportunities in order to provide the necessary resources to operate a successful international port. The Port can accomplish this by meeting the established goals and their specific objectives of this Strategic Plan. This Strategic Plan will allow the Port to maintain self-sufficiency, increase visibility, expand import/export commodities, spur economic development and growth pursuant to the established goals.

The Strategic Plan will refine the Port's mission statement, goals and objectives, identify strategic issues that will affect the port's ability to achieve its mission, identify and evaluate options for addressing issues and recommend an implementation plan for the selected options.

2. PORT OF GREEN BAY

OVERVIEW

The Port of Green Bay is the westernmost 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. Major railroads and highway infrastructure also connect the Port with America's heartland.

The Port of Green Bay is home to a variety of industries with an average of two (2) million tons of cargo moving through the Port each year. Eight (8) terminal operators located on the Fox River are capable of handling dry bulk commodities such as coal, cement, limestone, salt, and others. Four (4) terminal operators are capable of handling bulk liquids including tallow, petroleum products, chemicals and liquid asphalt. Three (3) general cargo docks are capable of handling machinery, bagged agricultural commodities, wood pulp and forest products.

The Port of Green Bay operates in a competitive environment characterized by transportation surpluses (trucks, railroad, ships, and ports) relative to the demand. The Port competes with other Great Lakes and Mississippi River ports, and all Wisconsin railroads and trucking firms. Other Great Lakes ports have competitive advantages over the Port of Green Bay because of Green Bay's limited draft in the navigational channel, lack of sufficient publicly-owned property that may limit expansion possibilities, and lack of sufficient revenue to promote the Port and attract prospective users.

The Mississippi River system has a competitive advantage over the Great Lakes because of year-round service and heavy federal government subsidies due to

the number of states supporting the waterway. The Great Lakes only has support from representation of eight (8) states and two (2) Canadian provinces. The North American railroads directly compete with all ports and effectively lobby state and federal legislators to defeat Great Lakes St. Lawrence Seaway improvements. In the end, it must be noted that railroads and motor carriers directly compete with and compliment ports by providing the necessary transportation networks to and from the ports that are needed by port customers.

The Port and Solid Waste Department employs 13 people organized in different areas of responsibility. The Port side of the department's operation include the positions of Port and Solid Waste Director (25%), Port Manager (100%), Solid Waste Technician (15%), Account Clerk (15%) and Typist (25%). The percentage in parenthesis is the amount of time dedicated to the port side of the department's operations. The Port's operating revenues come from four (4) sources; harbor fee (\$0.025-0.05/metric ton), dock lease payments, foreign trade zone tariffs, dredge disposal tipping fees (\$6.64-\$12.64/cubic yard).

ECONOMIC PERFORMANCE

The Port's economic impact on the Green Bay area in 2003 totaled \$70 million. More than 1.9M metric tons of cargo moved through the Port which resulted in almost 600 jobs. This is based on the 2003 Economic Impact Study conducted by the Bay Lakes Regional Planning Commission using a U.S. Department of Transportation (WDOT) Maritime Administration's economic model. The Brown County Port and Solid Waste Department is responsible for facilitating this commerce by fostering infrastructure improvements, maintaining adequate disposal capacity for placement of navigational dredged material to ensure continuance of waterborne commerce to area industries. The Port of Green Bay serves domestic and international shippers. The Port provides safe and cost-efficient handling of ships and their cargo.

3. COMPONENTS OF THE STRATEGIC PLAN

A strategic plan is a comprehensive document created to guide the Port into the future. A strategic plan identifies where the Port wants to be in five, ten, or twenty-five years. A strategic plan must have the consensus of the key decision-makers to buy into the Port's plans and realize its identified goals.

A strategic plan identifies ways in which the Port gets ready to deal quickly and effectively with a variety of potential futures. Strategic planning takes into account the many internal and external factors that may have an impact upon the Port's future. Strategic planning and management keeps the Port's leadership constantly aware of and ready to react to both crisis and opportunity.

The first phase of strategic planning is to review the mission statement. Then a desired vision is created and these elements provide the direction for the development of the strategic plan. The strategic plan will analyze the strengths,

weaknesses, opportunities and threats (SWOT Analysis) of the Port. The opportunities and threats are then used to identify issues that can be expected to have a significant impact upon the performance of the Port. At this point, goals are developed to deal with the strategic issues. Objectives are then created to accomplish each goal. In addition, a targeted time frame for completing each objective is identified. Finally, a method of measurement is developed for each objective.

After the Strategic Plan is formally adopted and implemented, a monitoring program needs to be developed. The plan will be regularly monitored and an annual update of the progress of the plan will be conducted by the Port & Solid Waste Department and reported to the Harbor Commission, County Executive and County Board. In addition, every five (5) years the Strategic Plan will be comprehensively reviewed and modified by staff and approved by the County Executive, County Board and Harbor Commission to incorporate any necessary changes.

4. MISSION STATEMENT

A mission statement is a broadly-defined enduring statement of the organization's purpose that distinguishes it from other organizations of its type, identifies the scope of operations, and reflects the values and priorities of its decision-makers. The mission statement should provide direction and motivation to employees and constituents to accomplish the organization's mission. The mission statement should answer; who the Port is, what we do, who we serve, why is it important to serve them, and how do we serve them?

The existing mission statement, from which this Strategic Plan will be developed for the Brown County Port and Solid Waste Department for the Port of Green Bay reads...**“The mission of the Brown County Port and Solid Waste Department for the Port of Green Bay is to plan and promote harbor improvements to spur the economic development of the Green Bay area and Northeastern Wisconsin by stimulating trade and business through safe and cost-effective waterborne transportation activities, while taking into consideration the needs of the community with regards to tourism and recreation.**

In pursuing its mission, the Port will complete the following objectives:

1. Maintain the Port of Green Bay as a viable transportation and distribution center for Northeastern Wisconsin.
2. Work with terminal operators to provide modern, safe, and efficient facilities and navigable waterways.
3. Maintain sufficient dredge material disposal capacity to ensure federal maintenance of the Green Bay Harbor.
4. Lobby for legislative and regulatory changes for the betterment of the Port, its terminal operators and overall business climate in Northeastern Wisconsin.
5. Develop and maintain effective communication with public and private constituents of the Port.

6. Expand revenue-generating activities to maintain and expand upon its financially self-sufficient activities.
7. Provide maritime, logistics and transportation expertise to the public and to users of the Port.
8. Market the Port to attract new business while retaining existing users.
9. Work with other modes of transportation, related services and customers to achieve a balanced transportation and distribution system.
10. Monitor land use within the Port limits to maximize commercial usage of existing and potential Port properties.

5. VISION

A vision is a view of where decision-makers want the Port of Green Bay to be in the next five (5) years. It is created to generate enthusiasm and serve as a goal to strive for. An effective vision needs to be clear, concise and reflective of the Port. The vision for the Port of Green Bay is...**“The Port of Green Bay will become increasingly self-sufficient through involvement in port development, real estate and other activities that expand port efforts. The Port of Green Bay will aggressively pursue new business opportunities while continually seeking to build alliances with industry, other waterfront land uses, and all entities of government.”**

6. STRATEGIC ISSUES

A strategic issue is an opportunity or threat that will directly affect the ability of the Port to achieve its mission; requires the attention of senior management and significant resources to resolve or implement. Strategic issues are not current problems or crises nor are they easily resolved. Strategic issues can be expected to have a significant impact on the Port of Green Bay.

Strategic issues are fundamental policy questions involving:

1. Mission, mandates, philosophy, and values;
2. Products or service:
 - level and mix
 - client/user (i.e. target groups)
 - cost and/or financing
 - management and/or organization

Strategic issues arise when:

- Events have the potential to make it difficult or impossible to accomplish cost-effective basic objectives;
- Technology, financial, employment, management or political choices are unstable for achievement of basic objectives;
- Mission, mandates, or internal/external events offer opportunities to:
 - make significant improvements in the quantity or quality of services
 - gain significant cost reductions
 - introduce new services
 - combine, reduce, or eliminate certain services

STRATEGIC ISSUES FOR THE PORT OF GREEN BAY

1. Changes to the WDOT Harbor Assistance Program impact the Port's ability to make infrastructure improvements and capitalize on related dock wall leases.
2. Fox River Clean-Up Project's contaminated sediments will have impact on the Port in different ways in the short and long-term.
3. Competing land uses and downtown redevelopment significantly impacts port activities and opportunities.
4. New revenue-generating opportunities must be secured to finance the Port's interest in expanding operations. Economic Development of the Port requires diversity of bulk and breakbulk cargo.
5. Maintain existing port property in exclusive port use through acquisition.
6. The Port of Green Bay must maintain and strive towards increasing its navigational channel depth to accommodate existing and future port needs.
7. The Port of Green Bay must maintain sufficient dredge material disposal capacity and pursue beneficial reuse opportunities for navigation channel maintenance.
8. Port security will impact terminal operators in the Port of Green Bay.

7. SWOT ANALYSIS

A SWOT analysis is an examination of the Port's Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis was used to determine strengths, weaknesses, opportunities and threats as they presently exist for the Port of Green Bay.

Strengths were determined to be internal characteristics the Port of Green Bay could emphasize and build upon to improve its existing and future performance. Strengths can be the availability of unique or special competencies, competitive advantages such as price, location, quality, service and others.

Weaknesses are determined to be internal characteristics which the Port of Green Bay needs to mitigate or alleviate to improve performance. Weaknesses can be barriers to service, lack of sufficient quality or quantity, poor management, infrastructure or organization, duplication or service overlaps, and others.

Opportunities are determined to be external factors that provide the Port of Green Bay with the chance to improve performance. Opportunities can be new revenue sources, emerging technologies, inter-agency arrangements, and others.

Threats are external factors that can potentially impede the Port of Green Bay's performance. Threats could be the loss of funding, market conditions, shortages, constraining regulations, and others.

STRENGTHS

1. Long-established working relationships with industry, municipal, and State/Federal Agencies.
2. Long-established working relationships with local, state and federal elected officials.
3. Port's relatively exclusive waterborne access to the Northeastern Wisconsin service area, especially as small Wisconsin port cities eliminate commercial use of their harbors for recreational uses.
4. Ability to generate revenue through local, state, and federal government sources.
5. Relatively long-standing employed professional and skilled business-minded staff.
6. Port expansion possibilities North of Main Street Bridge and South of Mason Street Bridge.
7. Northeastern Wisconsin highway infrastructure.
8. Economic and environmental advantages of waterborne bulk commodity shipping versus truck or rail transportation.
9. Availability of Wisconsin Department of Transportation, Commerce and Administration grant opportunities.
10. Disposal capacity at the Bay Port CDF of 10 to 15 years assuming no new disposal sites are created.
11. The 55-acre Renard Island for placement of clean outer harbor sediments and potentially providing human use opportunities related to Bay Beach Amusement Park.
12. Organization and involvement in Wisconsin Commercial Ports Association and Wisconsin Harbor Towns Association.
13. Administration of Foreign Trade Zone (FTZ) #167.
14. Completion of the Port Redevelopment Plan and Port Development Plan.
15. Support and resources from other Great Lakes Ports, American Great Lakes Ports Association, Association of American Port Authorities, St. Lawrence Seaway Development Corporation, U.S. Department of Transportation, Maritime Administration, U.S. Coast Guard, U.S. Army Corps of Engineers and others.
16. Port of Green Bay is a "consuming Port" taking in raw materials for our very stable industrial base of papermaking and other manufacturing and is not susceptible to boom and bust years seen at other ports as a result of world market conditions.

WEAKNESSES

1. The Port of Green Bay is overseen by a County department, while the Port area is located in the City of Green Bay. The City of Green Bay makes internal management decisions without representation or consideration of the Port of Green Bay, their largest economic engine.
2. Financial limitations of the Port Department. Limited ability to utilize County bonding authority for Port projects. Limited Port Department revenue to finance the Port's ability to purchase property, market, maintain memberships in regional and national organizations, participation in trade mission and other activities.

3. Green Bay is considered an international port, but faces further limitation in an already limited Great Lakes St. Lawrence Seaway size and draft system which further restricts the size of ships able to, and economically willing to do business in Green Bay.
4. Changes in the WDOT Harbor Assistance Program results in no new future lease payments from terminal operators because private entities are now directly eligible for WDOT grant assistance.
5. Great Lakes pilotage fees, agent fees, and Canadian tolls restrict competition with the coastal ports, Mississippi River system and other modes of transportation (i.e. trucks and railroads).
6. The Jones Act restricts movement of cargo from one U.S. port to another for U.S. flag ships. The Jones Act law eliminates lower cost foreign vessel operators from carrying any of these domestic cargoes. Some domestic cargo moved by other modes of transportation may move by lower cost shipping transportation if some foreign vessels were allowed to carry this cargo.
7. The Cargo Preference laws reserve the transport of U.S. government cargoes on U.S. flag ships. Most of this cargo is shipped for the U.S. Department of Defense or Agriculture. These laws clearly disadvantage all Great Lakes ports. None of the companies that own or operate these specific U.S. flag ships provide service to the Great Lakes, thus none of these cargoes can be handled by Great Lakes ports. Many military and agricultural cargoes originate in the upper Midwest and are natural constituent cargoes for Great Lakes ports, but the Cargo Preference laws cause these cargoes to be transported to coastal ports where the necessary U.S. flag ship service exists.
8. Winter ice conditions close the Port of Green Bay and Great Lakes St. Lawrence Seaway shipping season January through March.
9. Area planning department and agencies presently do not show an interest and/or desire to plan for freight transportation needs.
10. Great Lakes Ports have excess capacity and thus compete with each other for cargoes.
11. Rail and truck superiority over ports because of today's business practices of on-time inventory and necessity when transporting perishable or dated products. Ports are successful in moving low-valued, non-time sensitive bulk commodities.
12. The Port of Green Bay is naturally a shallow draft Port that requires extensive dredging to maintain existing navigational depths authorized by the federal government. Any loss of federal funding seriously jeopardizes the Ports' continued existence. The USACE is already falling behind in maintenance of the harbor.
13. The Port of Green Bay's location is not directly on Lake Michigan and requires an additional amount of transportation time and costs to enter the Bay of Green Bay. This is especially true with regard to soliciting cruise ships.
14. PCB-containing sediments in the inner harbor.
15. Lack of publicly-owned port property.

16. Renard Island closure requirements and expectations may vary between Wisconsin Department of Natural Resources and the USACE. Any difference in closure requirements will be Brown County's financial responsibility in addition to any and all future maintenance.
17. Upon closure of Renard Isle CDF by the USACE, Brown County will assume all responsibility for long-term maintenance costs.

OPPORTUNITIES

1. The Port has the ability to develop new revenue streams including; expansion and possible operation of the existing Foreign Trade Zone, expanding capacity at the Bay Port CDF, lease payments from property acquisitions.
2. Acquire riverfront property through lease or purchase from private landowners not presently utilizing the Port. This could expand cargo or industries using the Port and could result in new lease agreements.
3. Pursue cruise ships to visit the Port of Green Bay as a destination resulting in increased visibility and esteem, economic development and possible revenue source for assessing port fees to cruise ship passengers.
4. Continue to pursue Water Resources Development Act of 1997, Section 456 to authorize the U.S. Army Corps of Engineers to deepen Green Bay Federal Navigational Channel to the St. Lawrence Seaway specification depth of 26'3".
5. Federal regulatory changes that may allow smaller ships to regularly move between U.S. ports without paying prohibitive taxes. This initiative is called Short Sea Shipping.
6. Expanded disposal capacity opportunities for clean outer harbor sediments in restoration of Cat Island and capping of Renard Island. Restoration of the Cat Island chain will provide the dual benefits of wildlife and habitat enhancement and serve as additional disposal capacity for clean dredged material. Capping of Renard Island with clean dredged material will be taking place during the next several years and the possibility of human use activity on the island is being considered. Both projects should provide significant public good.
7. Port Development Plan to quantify development cost of under-utilized port properties.
8. Favorable feasibility determination of Port Redevelopment Plan to relocate C. Reiss Coal Company on 40 acres and make available an additional 20 acres for expanded port operations.
9. Participate in hosting the 20+ tall ship fleet in 2006.
10. Permanent capacity expansion of the Bay Port disposal facility based on successful completion of the Cell 7 demonstration project.

THREATS

1. Consideration by the City of Green Bay to relocate C. Reiss Coal Company to Fox River Dock Company property. This action would eliminate 40 acres of port property, create a monopoly on salt and coal distribution and eliminate pig iron cargo.
2. Continued decreases in U.S. Army Corps of Engineer's annual Operations and Maintenance budget responsible for dredging the Green Bay Harbor.
3. Western Lime Company's inability to expand operations in Green Bay and their plans to site a kiln in Port Inland, Michigan, has prevented them from expanding in the Port of Green Bay and may eventually lead to closing the Green Bay facility.
4. Changing governmental regulations and their affect on existing and future port programs.
5. Loss and changes to WDOT Harbor Assistance Program result in present and future loss of lease agreements and significant increase in competition for the limited WDOT Harbor Assistance Program funds.
6. Renard Island long-term maintenance costs.
7. Not being an integral part of the City of Green Bay's planning, economic development and management decisions.
8. If no new revenue sources are identified before existing lease agreements expire, the Port may not have sufficient revenue to be self-sustaining and may have to return to the tax levy in the near future.
9. The Fox River Clean-Up Project may result in a decade of increasing PCB concentrations found in the Port's navigation dredge material as a result of re-suspension of clean-up project's PCBs and their settling into the Port's navigational channel. Higher PCB concentrations further limit beneficial reuse and disposal opportunities.
10. Association of navigational dredged material containing 0.2 ppm PCBs and the Fox River Clean-Up Project's sediments containing 1-700 ppm PCBs.
11. Age and physical limitations of the St. Lawrence Seaway System.
12. Inability of the Great Lakes Port industry to further prevent introduction of invasive species by effectively managing saltwater ships ballast water.
13. Terrorist incident/Port Security issues and new cost of doing business.

8. GOALS & OBJECTIVES

Goals are broad-reaching targets to strive for using specific incremental steps (objectives) to reach the goal. Goals need to be realistic, yet not as broad as the vision.

Goal #1: The Port of Green Bay must continue to maintain its self-sufficiency and expand revenue-generating opportunities in order to provide the necessary resources to operate a successful international port.

Objectives

1. Continue to pursue all available grant opportunities. (*Implementation Plan: On-going*)
2. Monitor the WDOT Harbor Assistance Program and continue to pursue grants, by assisting terminal operators in preparing grant applications in exchange for a fee. (*Implementation Plan: On-going*)
3. Write WDOT and State legislators to increase the funding level of the Harbor Assistance Program. (*Implementation Plan: 2005*)
4. Acquire Port real estate and lease the property to prospective Port users. This provides lease payments and assures the property will always be used for Port-related purposes. (*Implementation Plan: 2007*)
5. Consider taking advantage of Renard Island real estate to develop it into a revenue-generating opportunity. Options include an executive golf course, marina, amusement park, etc. (*Implementation Plan: 2006*)
6. Continue effort to market dredge material by-products at a profit, or at a minimum getting rid of the material at less than the cost of disposal. This increases the life capacity of the Bay Port CDF. (*Implementation Plan: 2007*)
7. Begin operating the Foreign Trade Zone #167 (in addition to administering) by terminating the operating contract with Leicht's Transfer and Storage to take full advantage of this revenue stream. Continue to expand and grow the FTZ. (*Implementation Plan: 2005*)
8. Implement Port Redevelopment and Port Development studies to expand port properties and lease payments. (*Implementation Plan: 2005*)

Goal #2: Maintain and expand dredge material disposal capacity.

Objectives

1. Complete Cell 7 demonstration project at Bay Port. Project is expected to successfully demonstrate to the WDNR the ability to stack dredge material at grades of 6:1. Approval of the increasing grades will increase the disposal capacity of Bay Port by 4.9M cubic yards or at least 20 years. (*Implementation Plan: 2005*)
2. Submit closure plan for Renard Island that includes placement of outer harbor clean dredge material as part of the capping material. Dredging this material from the angle light area where the channel bends will also increase international shipping opportunities. (*Implementation Plan: 2005*)
3. Pursue the use of clean outer harbor sandy dredge material to reconstruct the Cat Island chain under WRDA of 1992, Section 204. Project has support from multiple State and Federal agencies for environmental purposes. Dredging this material from the angle light area will also increase international shipping opportunities. (*Implementation Plan: Funding commitment is due in 2005. Construction of containment spine in 2006. Placement of up to 2.3 M cy of dredge material to begin in 2007*)
4. Initiate confined disposal facility siting efforts to replace Bay Port CDF. (*Implementation Plan: 2007 without Bay Port capacity expansion or 2017 with Bay Port expansion*)

5. Continue researching other worldwide ports' effort at innovative disposal and reuse opportunities for dredge material. (*Implementation Plan: On-going*)
6. Continue to work with other Great Lakes ports to influence the development of a national dredging policy that balances transportation and environmental goals. (*Implementation Plan: 2007*)
7. Pursue beneficial reuse opportunities for dredge material currently placed at Bay Port CDF. An approved beneficial reuse opportunity for a large quantity of dredge material would indefinitely extend the disposal capacity at Bay Port CDF. (*Implementation Plan: On-going*)

Goal #3: Improve port infrastructure.

Objectives

1. Utilize STS Consultant's 2004 Port Redevelopment and Bay Lake Regional Planning Commission's 2005 Port Development studies to expand port properties and infrastructure by exploring the acquisition and/or access to existing waterfront property (purchase or lease) capable of being used for port purposes that presently are not being used for port purposes. This property can then be made available through a lease to existing or new terminal operators. Key steps include financial ability to acquiring the property through purchase or lease, developing purchasing or leasing agreements, possibly providing additional property to existing property owners in exchange for their waterfront property. Potential properties include Proctor & Gamble, Georgia-Pacific's East Mill, Green Bay Packaging, U.S. Oil Company, Mobil Oil Company, Leicht's South Dock, Green Bay Drop Forge, Wisconsin Public Service, and the former Shell property now owned by Georgia-Pacific. (*Implementation Plan: 2007*)
2. Deepen navigational channel draft to St Lawrence Seaway specifications of 26'3". Presently the navigational channel is 26' to Grassy Island, then shallows to 24' until Main Street and 22' from there to the turning basin.
 - Option 1: Request U.S. Army Corps of Engineers conduct a cost-benefit analysis. Assuming a benefit is determined, Congressional authorization will be needed and then the project will require 25% local cost share. Local cost share would be financed by contributions from benefiting terminal operators, and consideration by the majority of all terminal operators to use all or a portion of the County's Harbor Fee revenue fund. Deepening the channel would increase competitiveness of shipping and allow new international cargo, such as steel, to arrive in ocean-going ships needing the full seaway draft. (*Implementation Plan: 2008*)

- Option 2. Seek a WDOT Harbor Assistance Program grant. Local share of 50% would be financed by contributions from benefiting terminal operators, and consideration by the majority of all terminal operators to use all or a portion of the County's Harbor Fee revenue fund. Benefits would be realized immediately by the terminal operators. Congressional Authorization will be needed to require the U.S. Army Corps of Engineers to increase the depth of the outer harbor. Deepening the channel would increase competitiveness of shipping and allow new international cargo, such as steel, to arrive in ocean-going ships needing the full seaway draft. (*Implementation Plan: 2006*)
3. Maximize utilization of Wisconsin Department of Transportation's Harbor Assistance Program to finance infrastructure improvement projects. (*Implementation Plan: On-going*)
 4. Attend trade missions along with other port directors and the St. Lawrence Seaway Development Corporation staff to market and sell the United States' fourth coast, the Great Lakes. (*Implementation Plan: 2008*)
 5. Assist terminal operators in meeting Port Security requirements. Any future publicly-owned port property will require Port Security plans. (*Implementation Plan: On-going*)
 6. Publicly support highway projects which will improve access to and from the Port of Green Bay, including highway improvement, upgrading the design standards, and increase state aid to municipalities using connecting highways. (*Implementation plan: On-going*)
 7. Publicly support additional rail access projects by different railroads to the Port of Green Bay. (*Implementation Plan: On-going*)
 8. Consider pursuing involvement with re-establishing an intermodal yard in the Green Bay area. (*Implementation Plan: 2009*)

Goal #4: Explore opportunities to diversify and expand cargo.

Objectives

1. Continue to research and identify water-dependent and transportation-dependent industries in Northeastern Wisconsin. Research terminal operators and users at other Great Lakes ports. Contact State of Wisconsin agencies involved with economic development and identify major private sector industrial development firms regarding potential industries able to use the Port. (*Implementation Plan: On-going*)
2. Pursue Short Sea Shipping initiatives that would require development of sister Great Lakes Ports relationships with possibly Escanaba, Michigan, and Burns Harbor, Indiana. (*Implementation Plan: 2008*)
3. Analyze shipper-specific opportunities by identifying major importers, exporters, and intra-lake shippers and their current transportation systems and evaluate their potential to divert current traffic flows to the Port of Green Bay, including facility, transportation and cost requirements. (*Implementation Plan: On-going*)

4. Strategically distribute new marketing brochure for the Port of Green Bay which gives an overview of the Port, defines opportunities, describes potential benefits and gives steps for companies to use the Port. (*Implementation Plan: 2005*)
5. Identify major ocean and intra-lake carriers offering breakbulk and bulk service with the potential of utilizing the Port of Green Bay. Track current vessel patterns and determine customer relationships. This information can be obtained from the St. Lawrence Seaway Development Corporation's vessel movement reports. (*Implementation Plan: On-going*)
6. Identify potential opportunities to match shipper requirements and carrier capabilities with emphasis on matching forehauls and backhauls. (*Implementation Plan: On-going*)
7. Target several offshore companies with U.S. flag ships (Allied Transportation Company's Sea Raven) capable of serving the Great Lakes. Minimal marketing has been done to attract them to this area. (*Implementation Plan: 2008*)
8. Establish and maintain carrier partnerships with regional truck and rail companies. (*Implementation Plan: On-going*)

Goal #5: Market the Port to increase commercial activities and local visibility of the Port.

Objectives

1. Lobby for legislative and regulatory changes for the betterment of the Port, its terminal operators and overall business climate in Northeastern Wisconsin. (*Implementation Plan: On-going*)
2. Develop and maintain effective communication with public and private constituents of the Port. (*Implementation Plan: On-going*)
3. Establish a marketing program to promote the Port of Green Bay to targeted national, regional and local shippers. (*Implementation Plan 2007*)
4. Maintain an interactive professional Port of Green Bay web page which will include the Port of Green Bay's location on a map, available property, existing terminal operators, draft, cargoes handled, dock sizes, mechanical handling equipment, storage facilities, etc. (*Implementation Plan: On-going*)
5. Annually contact Wisconsin manufacturers, shippers, agents, barges, trucks and railroads to solicit possible increased interest in using the Port. (*Implementation Plan: On-going*)
6. Continue to increase the visibility of the Port of Green Bay through marketing the Port, City of Green Bay and the Great Lakes as a cruise ship destination through participation in the Great Lakes Cruise Ship Coalition or other cooperative marketing groups. (*Implementation Plan. On-going*)
7. Participate in St. Lawrence Seaway Development Corporation's Great Lakes trade missions around the world that have established or have an interest in Great Lakes and Green Bay business relationships. (*Implementation Plan: 2008*)

8. Continue to prepare and distribute quarterly Port 'N News newsletter to port-related local and regional industries, government agencies and constituents. (*Implementation Plan: On-going*)
9. Maintain Port of Green Bay visibility by continuing to notify the local media of port calls, press releases, holding annual port symposium and first foreign ship ceremonies. (*Implementation Plan: On-going*)
10. Continue to solicit U.S. Coast Guard vessels and touring ships into the Port for public tours. (*Implementation Plan: On-going*)
11. Continue holding annual tall ship event. (*Implementation Plan: On-going*)
12. Pursue hosting entire fleet of tall ships in Port as a Wisconsin-wide destination. Project coordination includes, City of Green Bay, Packer County Visitor & Convention Bureau, Wisconsin Department of Tourism and others. (*Implementation Plan: July 2006 and every 3 years thereafter*)
13. Educate city, county and regional planners to promote the importance of freight transportation in the metropolitan planning process. (*Implementation Plan: On-going*).
14. Continue active participation in Wisconsin Harbor Towns Association, Wisconsin Commercial Ports Association, Great Lakes Ports Association, American Association of Port Authorities, Wisconsin Transportation Development Association to stay on the leading edge of port opportunities and threats. (*Implementation Plan: On-going*)
15. Continue actively pursuing speaking engagements to area colleges, schools, civic organizations and others to promote and increase the awareness of the waterborne transportation and the Port of Green Bay. (*Implementation Plan: On-going*)
16. Implement a local school program and curriculum that promotes and increases the awareness and history of waterborne transportation and the Port of Green Bay. (*Implementation Plan: 2007*)
17. Continue actively participating in the Green Bay Chamber of Commerce's Partners in Education speaking engagements to promote and increase the awareness and history of the waterborne transportation and the Port of Green Bay. (*Implementation Plan: On-going*)
18. Implement a first ship contest with the Packer County Visitors & Convention Bureau that will increase the awareness of the Port of Green Bay. (*Implementation Plan: 2005*)

Port of Green Bay

Fox River - Green Bay Wisconsin



Aerial Photo date:
April, 2000

2/18/2005 Brown County Land Information Office (414) 448-6293

The Port of Green Bay is the westernmost port of Lake Michigan. The port ships and receives commodities from all over the Great Lakes and the world via the St. Lawrence Seaway. About 200 ships enter the port each year. The annual tonnage is usually around 2 million tons and has been increasing recently.



